



FY2024-2025 Impact Report





> **As I stand in front of The Asberry, I can truly say this is a positive change. I am glad my family, friends and loved ones will have an opportunity to live in polished, modern homes while continuing the legacy of those that came before us.**

Shawntay Vines, *Barry Farm Resident*
Nov 21, 2025 The Asberry Ribbon Cutting

> **[Keith Pettigrew] is our Black Panther. He is getting the job done. He is making positive changes and educated and informed decisions.**

Rhonda Hamilton, *Syphax Gardens Resident Council President*
Oct 22, 2024 Housing Committee Roundtable

> **...You're change agents and you're helping to change so many lives out here in the community. ...They are the best things that's happened to Washington DC in so long.**

Rachelle Ellison, *HCVP Participant*
Jun 11, 2025 Board Of Commissioners Meeting

> **When [Keith Pettigrew] says he's going to do something, he does it. He brings staff with him to make sure it gets done. He makes sure the tenants are taken care of.**

Patricia Bishop, *Greenleaf Midrise Resident Council President*
Oct 22, 2024 Housing Committee Roundtable

> **You are here to serve the most vulnerable of DC and I see that you all are doing all you can to do that.**

Patricia Bishop, *Greenleaf Midrise Resident Council President*
Dec 11, 2024 Board Of Commissioners Meeting

> **To walk out your door and see those type of events right in your neighborhood, it's amazing.**

Christine Spencer, *James Creek Resident Council President*
Oct 22, 2024 Housing Committee Roundtable

> **Thank you director for all you do and your staff. I appreciate you all greatly."**

Paulette Matthews, *Kelly Miller Dwellings Resident*
Feb 12, 2025 Board Of Commissioners Meeting



Message from the Chairman of the STAR Board of Commissioners

The District of Columbia Housing Authority (DCHA) serves a critical role in addressing the demand for affordable housing in the District of Columbia. DCHA serves as a landlord and property manager, administers rental subsidies on the private market, and cultivates opportunities for District families through workforce development and community engagement programs.

Yet when the Stabilization and Reform (STAR) Board of Commissioners began overseeing DCHA in late 2022, the agency faced significant challenges. A transformation was needed to ensure DCHA effectively and efficiently provided safe, quality affordable housing for our city's families.

Following the appointment of new leadership in November 2023, the Board has witnessed a decisive overhaul of DCHA's operations. DCHA has established clear goals; aligned staff, systems and processes to achieve those goals; and strengthened accountability and oversight.

The shift at DCHA transcends operational adjustments. It also encompasses a new workplace culture. By breaking down silos, fostering a collaborative work environment, and encouraging innovation, DCHA staff have a renewed sense of purpose and commitment to the agency's mission. They have shown a willingness to listen, take accountability and embrace change.

These improvements have generated tangible results over the past two years: the public housing occupancy rate went up; more families are subsidized through voucher programs; and participation increased in workforce development programs.

Along with realizing these gains, the Board worked with DCHA staff to create an ambitious yet realistic redevelopment plan, along with a unique financing model to fund that plan. This will fuel intensive renovations across the DCHA portfolio, and preserve thousands of affordable housing units – ensuring DCHA families have high-quality homes while safeguarding DCHA's fiscal health through sound asset management.

The Board commends Executive Director Keith Pettigrew and DCHA staff for these advancements; however, we are aware that further improvement is not only possible, it's essential. DCHA must leverage the foundation built over the past two years to strive for continued progress. Through these efforts, the Board envisions a brighter future for the more than 30,000 families that DCHA serves.

Sincerely,

Raymond Skinner



Message from the Executive Director

As fiscal year 2024 commenced, the District of Columbia Housing Authority (DCHA) was in the midst of a prolonged period of underperformance. Operational inefficiencies and inadequate oversight, documented in a 2022 assessment from the U.S. Department of Housing and Urban Development (HUD), were among the many issues that demanded immediate attention.

Soon after I began leading DCHA in November 2023, it quickly became clear that prior assessments did not capture all the challenges facing DCHA. Through our completion of three overdue fiscal year audits in one calendar year, additional concerns were brought to light. We peeled back a layer, only to find more complex flaws beneath the surface.

The issues identified by HUD were not anomalies; they were emblematic of underlying systemic flaws that materialized over more than a decade. Comprehensive change was urgently needed.

To spur this critical transformation and put DCHA on a path towards stabilization, we established the Three-Year Recovery Plan, which was informed by thorough evaluations of DCHA operations and engagement with a broad set of stakeholders.

With the Recovery Plan as a guide, DCHA implemented strategies to improve our services and developed a foundation that supports long-term, sustainable growth, while also navigating unexpected emergencies as they happened. Mindful of the city's long-term affordable housing needs, DCHA also sought out innovative partnerships and funding mechanisms for the preservation and expansion of affordable housing units throughout DC.

Nearly two years into my tenure at DCHA and more than a year after rolling out the Recovery Plan, DCHA has made demonstrable progress – enabling us to provide safe, quality affordable homes for generations to come. We have rehabilitated more than 1,400 affordable housing units and laid the groundwork to renovate, modernize or replace 4,500 more. We are subsidizing housing for more families, providing an improved customer service experience, and offering enhanced and expanded community engagement programs.

DCHA is committed to building on this momentum, though the pace of progress may lessen as we adapt to new circumstances, including changes to federal funding and a shift in HUD priorities.

As we move forward amid this uncertainty, I am grateful to the entire DCHA team for their hard work and steadfast commitment and to our Board of Commissioners for their strategic guidance and partnership. Together, we will navigate any challenges while continuing to remain focused on what's most important – providing quality affordable housing to thousands of District families.

Sincerely,



Keith Pettigrew



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Office of Financial Management

The Office of Financial Management (OFM) is responsible for all financial operations: it defines the annual operating and capital budgets in alignment with the DCHA mission and goals; maintains fiscal accountability through ongoing budget management and timely audits; and continually refines best practices and enhances financial systems to support fiscal oversight.

Building a Foundation for a Sound Financial Future

While implementing an operating budget codified under the prior administration, OFM in FY24 undertook an intensive strategy to resolve a years-long backlog of issues hampering DCHA's fiscal performance and reputation. Beginning in FY24, OFM purposely targeted staff resources to rectify urgent needs quickly and effectively, while laying the groundwork for efficient and transparent budgeting.

OFM completed three past-due audits for fiscal years 2021 through 2023, and concluded and submitted the FY24 audit on time, a substantial effort that required research and record verification, reconciliation, and an examination of internal controls. Relatedly, OFM assessed all of DCHA's Regulatory and Operating (R&O) Agreements with third-party managed properties to verify adherence, reconcile subsidy disbursements and true-up accounts. This work undergirded the restoration of the Office of Asset Management (OAM).

3 Past-Due Audits Completed From

2021-2024

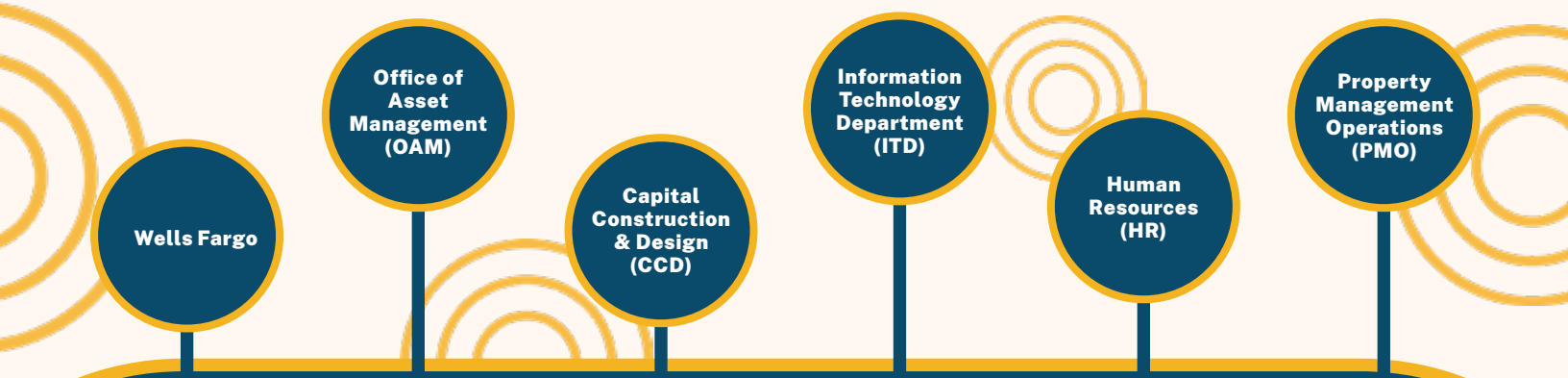
Fiscal Years

Simultaneously, OFM formed guardrails through the creation and formalization of standard operating procedures (SOPs), as well a review and modernization of financial policies. In consultation with Wells Fargo, OFM established fraud prevention measures for electronic fund transfers, known as Automated Clearing House (ACH) payments, and check printing, including ending a practice of cutting checks in house. In conjunction with the OAM and Capital Construction and Design (CCD) department, OFM developed procedures and monthly reporting templates to monitor utility information and obtain data from third-party managed properties.

The modernization involved an investment in technology – software, equipment and staff training – and the revision of internal policy to better align with current regulations and 21st century customs.

OFM, working alongside the Information Technology Department (ITD), performed periodic assessments on the deployment of the real estate management software Yardi to ensure consistency across record keeping and promote a seamless rollout of each new Yardi module. The two departments also worked with the Human Resources (HR) Department to transition payroll software to support efficiencies in processing tasks and regulatory compliance, including simplifying access to tax information.

OFM also partnered with Property Management Operations (PMO) to offer public housing residents, for the first time, the ability to pay rent on site. Check scanners were set up at dozens of on-site property management offices, where staff received training on rent collection procedures and the equipment. As a part of this project, with the equipment installation, OFM integrated online payment processing via Yardi, providing public housing residents the ability to make payments at Walgreens and Walmart locations.



The Office of Financial Management (OFM)
Internal and External Partnerships

By more fully integrating Yardi into fiscal processes across DCHA and enhancing payroll management, OFM centralized DCHA's finances and streamlined operations. OFM reconciled balance sheets, and developed and executed monthly close-out procedures.

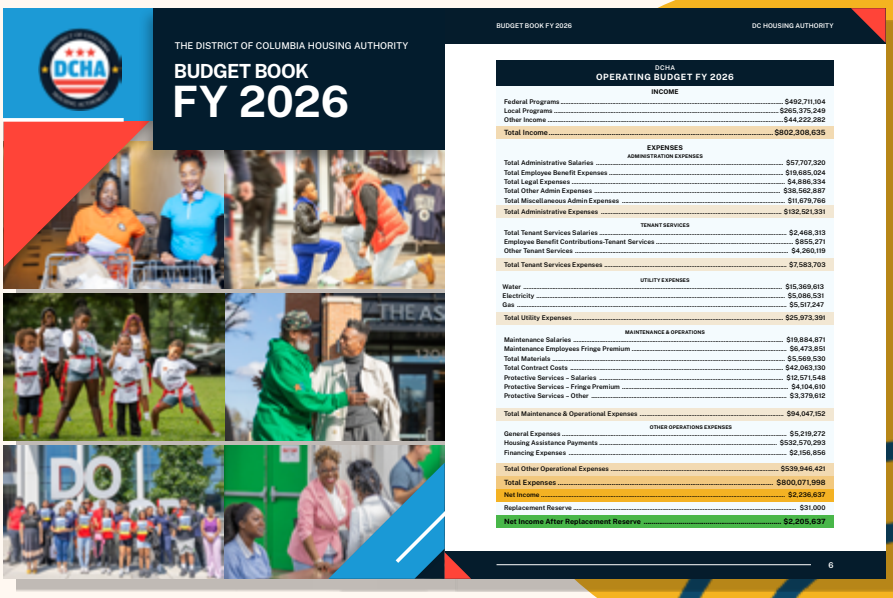
OFM oversaw the transition to property-based budgeting – a shift that did not delay the office's creation of the FY25 and FY26 operating budgets. Both were submitted to HUD on time following OFM engagements with the DCHA Board of Commissioners to review each budget's priorities.

The property-based budgets improved DCHA's ability to seek capital, helping DCHA to secure the $700 million in Industrial Revenue Bonds (IRBs) to fund the Revitalization Plan work at 19 public housing communities.

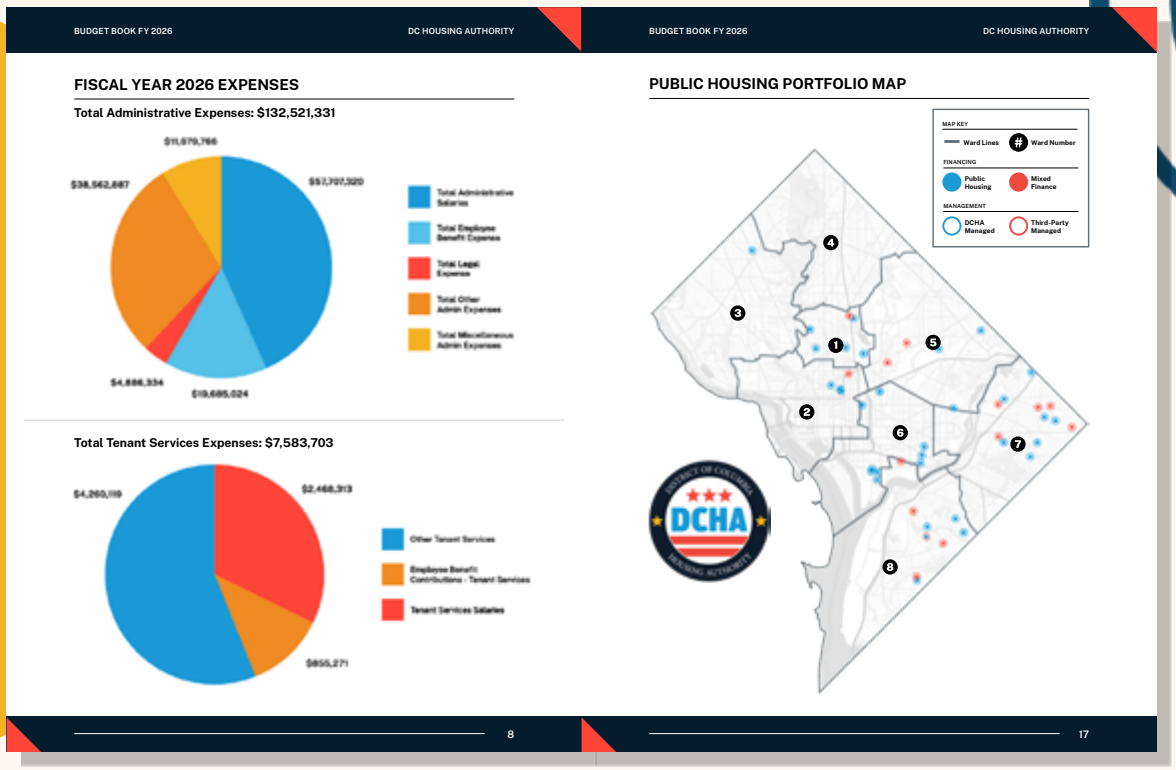
Collectively, the improvements in OFM support the continued forward momentum of DCHA.

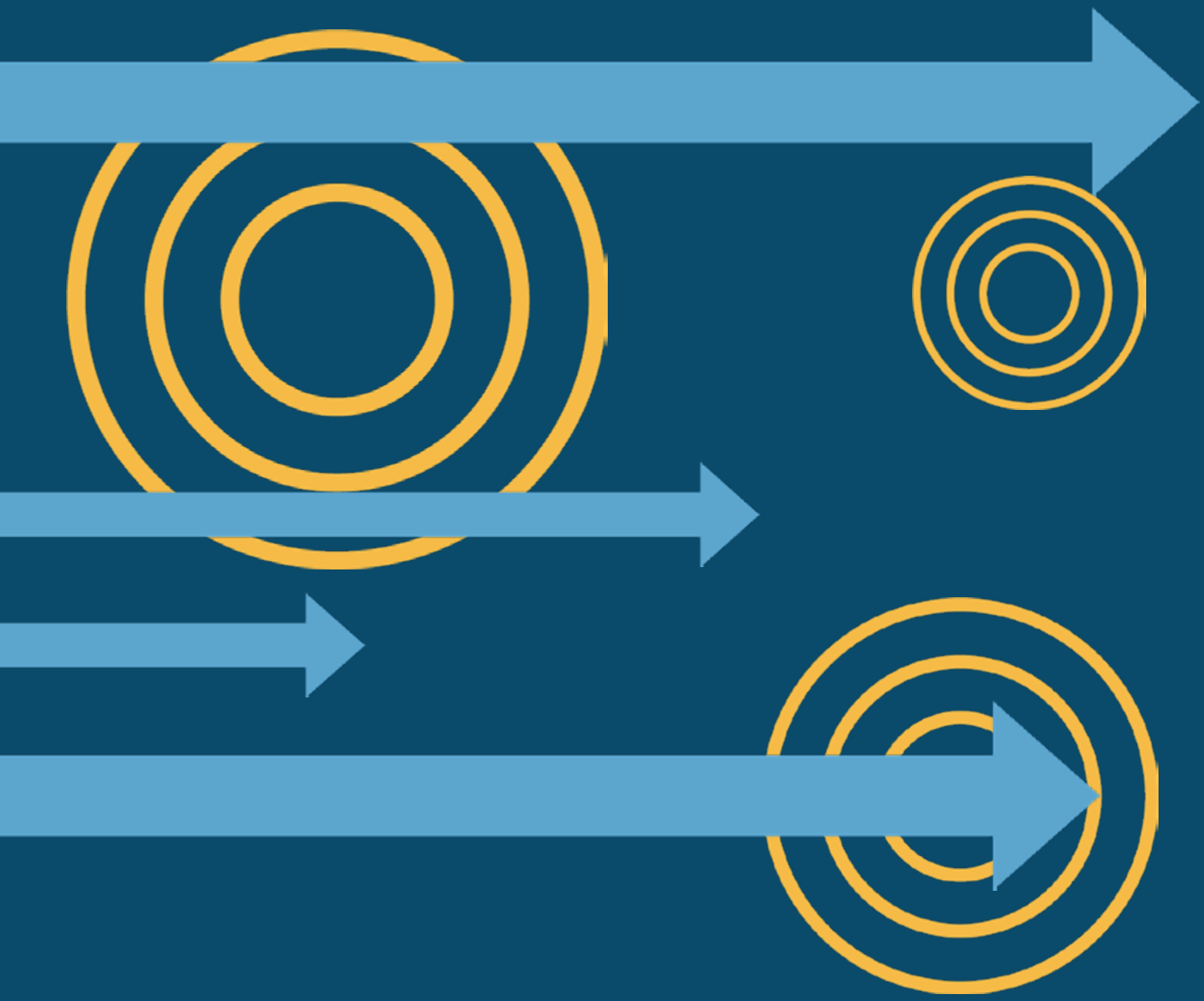
Developing an annual Budget Book, providing education sessions on budgeting for the Board of Commissioners, instituting regular internal touchpoints to track budget-to-actual expenses, and the onboarding of additional management staff to carry out check-and-balance procedures are among the other drivers put in place by OFM to increase transparency and improve accountability.

The intensive efforts over the past two years were critical to restoring DCHA's fiscal credibility and strengthening its financial position for years to come.



FY2026 Budget Book





Office of the General Counsel

The Office of General Counsel (OGC) provides legal oversight and advice in litigation, and real estate and personnel matters; and ensures regulatory and risk management compliance. With a deep understanding of local and federal regulations, OGC's guidance is essential to DCHA operations.

Investing in Talent & Technology

Under new leadership beginning in early 2024, OGC focused on revitalizing its team and functionality, while simultaneously supporting other departments in their own efforts to streamline processes and procedures.

Throughout the second half of FY24, OGC strengthened legal operations by examining its structure and processes to identify key staffing needs and opportunities for technological advancement.

A Legal Operations Manager was hired, relieving senior attorneys of departmental administrative and certain management duties. A dormant Legal Fellows program was revived and two fellows joined OGC to support caseload management, DCHA's ADA/504 team, which is dedicated to prohibiting discrimination based on disability and instituting reasonable accommodations in DCHA programs and services, was moved to OGC.

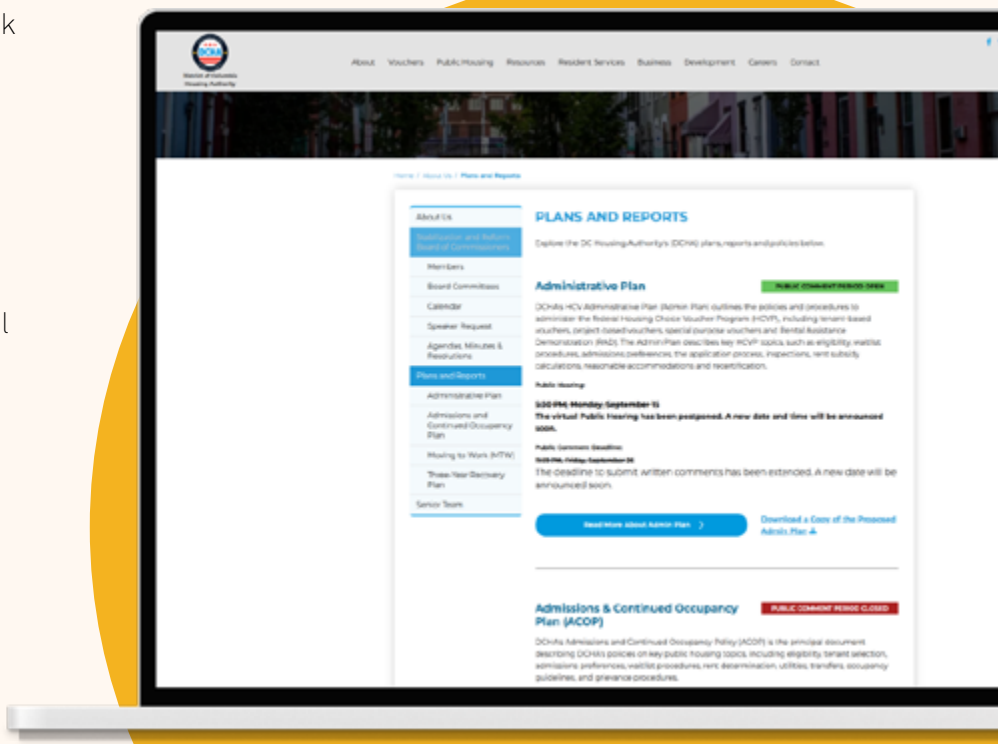
In FY25, OGC expanded department capacity and filled vacancies with the hiring of two mid-level attorneys. With fewer staff vacancies, improved interdepartmental coordination and technological enhancements, OGC has been able to reach resolutions in the public housing and HCVP grievance processes more quickly.

Along with these reorganization efforts within OGC, software upgrades also drove efficiencies by consolidating the workflows of core responsibilities, such as document preparation and management, legal research, and data management and data loss prevention. With support from the Information Technology Department (ITD), OGC implemented new software for e-discovery, metadata cleaning, and document comparison, as well as research databases and systems for case management and document management.

Creating Value Through Collaborations

While purposely investing in ways to strengthen performance, OGC continued working to better DCHA's administration of its affordable housing programs. Like other DCHA departments, OGC invested in relationship building. Recurring engagement sessions with affordable housing advocates commenced. These sessions, which occur every other month and are led by OGC, are an avenue for thought leaders to share the bottlenecks and impediments that can be addressed in support of program participants while also dispelling misinformation around DCHA policy and procedures.

In addition to gathering actionable feedback through convening advocates, OGC also coordinated working groups within DCHA to assess the Admissions and Continued Occupancy Plan (ACOP) and Administrative (Admin) Plan, which respectively govern the Public Housing Program and Housing Choice Voucher Program (HCVP). This know-ledge sharing supported the overhaul of the ACOP and Admin Plan – a project that required ongoing dedication to ensure incremental progress resulted in plans that met legal and regulatory requirements, addressed the most pressing concerns of DCHA stakeholders and offered clear guidance on program implementation. Both the ACOP and Admin Plan were posted for public comment in FY25.



Delivering Strategic Guidance

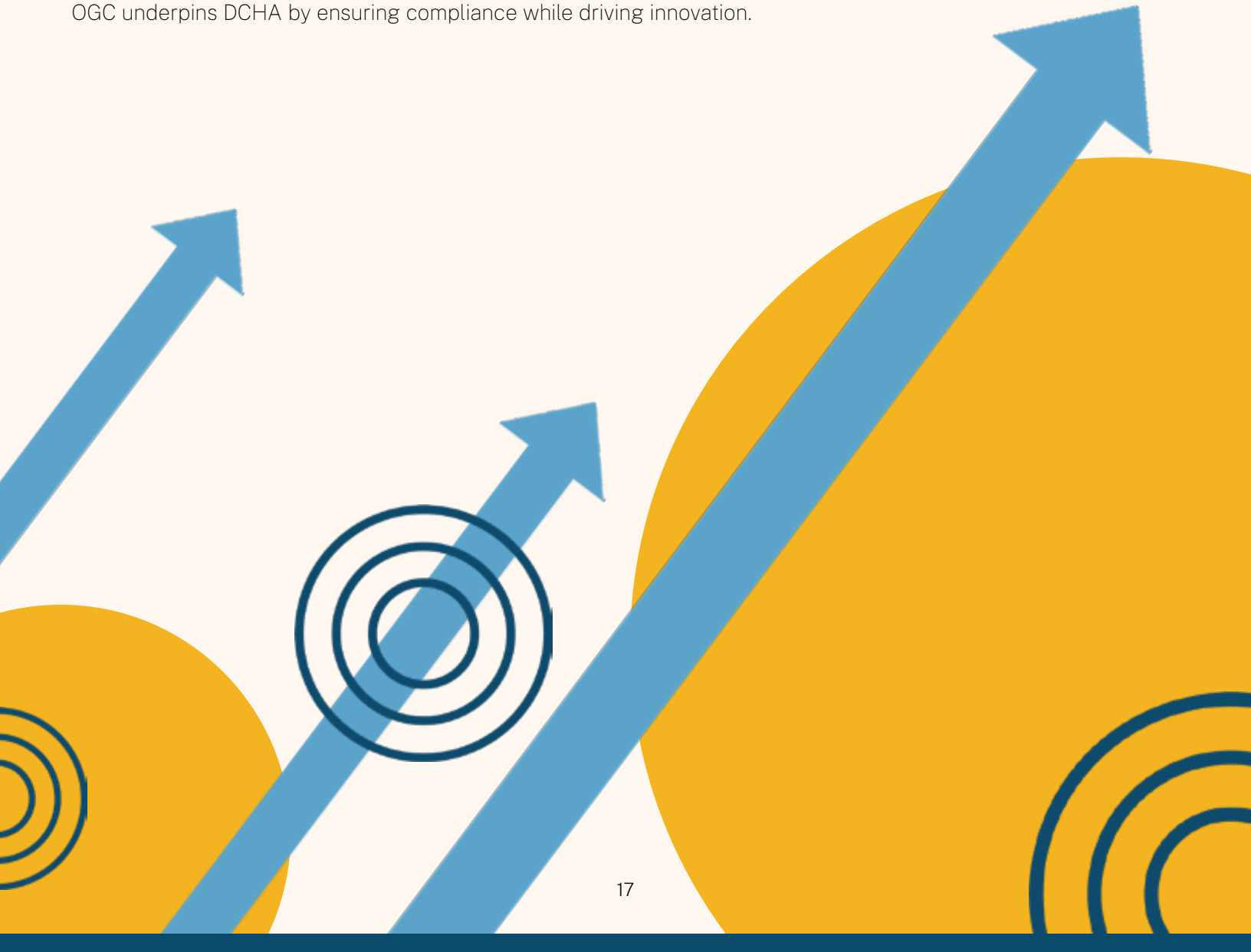
As OGC set a framework for DCHA to achieve long-term goals, it also provided legal support throughout the agency that advanced major initiatives, supported acquisitions and transactions, and safeguarded the DCHA brand.

During fiscal years 2024 and 2025, OGC successfully obtained DC Council approval for, or placed into service, 1,098 affordable housing units across 43 properties in six of the city's eight wards for households earning 30% or below of DC's area median income (AMI). Funds for these units were allocated pursuant to the Local Rent Supplement Program.

OGC also worked with the Public Housing and Housing Choice Voucher (HCV) programs to resolve and close hundreds of grievances from residents, participants and applicants. Over the past two years, wait times for an administrative hearing dropped from more than 6 months on average to 60 days or less. Through the timely scheduling and effective handling of administrative hearings, OGC ensures the rules and regulations of DCHA's affordable housing programs are followed.

Moreover, OGC's guidance on financial transactions and agreements enabled DCHA to secure $700 million in Institutional Revenue Bonds (IRBs) to fund the Revitalization Plan targeting 19 public housing communities; obtain HUD's approval of four Section 18 applications; and submit RAD applications for multiple properties. This advancement is significant as it positions DCHA to preserve and expand affordable housing.

OGC underpins DCHA by ensuring compliance while driving innovation.





Office of Administrative Services

The Office of Administrative Services (OAS) manages procurement of needed goods and services across the full end-to-end life cycle of purchasing including initial requisition, solicitation development, vendor evaluation and selection, contracting, payment and record-keeping. At each stage in the process, OAS ensures compliance with local and federal regulations and contract terms, and provides operational support to all departments to streamline purchasing processes and enhance vendor relations.

Prioritizing Regulatory Compliance,

Investing in Efficiencies

Following the onboarding of new department leadership in April 2024, OAS laid a new foundation that positioned the department to more effectively solicit and contract vendors, improve responsiveness and monitor performance. This deep work involved revising and formalizing policies and standardized operating procedures (SOPs), integrating new technology, training staff and enforcing use of platforms that centralized data management and workflows.

OAS developed clearly defined SOPs, shifting from undocumented procedures that were informed by institutional knowledge to systems that included guardrails and checkpoints to ensure compliance.

Email-based practices transitioned to a project and data management platform, creating a consolidated database that allows for more effective monitoring of the procurement lifecycle, compliance, daily and weekly operations, and labor activities.

OAS reshaped its department structure, clearly defining staff roles and rebalancing responsibilities. It also implemented staff training program and offered opportunities for mentorship. The organizational shift and commitment to professional development resulted in improvements to the quality, accuracy and production speed of OAS deliverables.

Weekly and monthly reports were designed, and then consistently supplied to DCHA leadership to promote fiscal accountability and transparency.

To support knowledge sharing and project tracking, OAS created dashboards that integrate updates from Office of Financial Management (OFM), Capital Construction and Design (CCD) and Development, as well as provide automated reports.

Increasing interdepartmental coordination has also yielded improvements in procurement timelines and functions. OAS built and launched the Council Tracker, which details the status of contracts that require City Council approval.

In collaboration with CCD, OAS activated and implemented Procurated, a supplier ratings and reviews site for the public sector. The platform collects and shares performance reviews of vendors, giving DCHA insight into the suppliers that service government agencies in support of vendor evaluation and selection.

Additionally, CCD and OAS collaborated to adopt a customized payment processing software, Minca, which contributed to an approximately 50% reduction in the net average payout timeline for contractors.

By building procedural frameworks, upgrading software systems, increasing collaboration, and underscoring policies and SOPs during regular engagements with staff, OAS has elevated compliance and fostered an accountability culture.

Building & Managing Vendor Relationships

In addition to strengthening interagency collaboration and improving procurement and compliance monitoring processes, OAS also prioritized external relationship building.

In FY24, OAS began its ongoing practice of offering virtual Q&A sessions for open solicitations. The engagements are an opportunity for potential bidders to better understand proposal requirements and submission processes, generating higher proposal participation.

Aware that reducing friction for vendors during the bidding and contracting process will catalyze interest in doing business with DCHA and drive competition, OAS in February 2025 updated its sourcing and bidding platform to Housing Agency Marketplace – a lower-cost, higher-participation software than its predecessor. At the same time, OAS engaged the Office of Public Affairs and Communication (OPAC) to redesign the Business section of the website. The updated website presence added clear calls-to-action for interested vendors and resources to support navigation of Housing Agency Marketplace.

Vendor Connect 2025

A strengthened department, OAS took additional steps to fortify DCHA's vendor relationships. It organized an in-person, education event for existing and interested suppliers that involved OAS coordinating with all DCHA departments. Held in September 2025 at the EnVision Center at the Greenleaf Gardens campus, Vendor Connect 2025 offered attendees a chance to learn about the procurement lifecycle and contract requirements such as Section 3 compliance and insurance, as well as tutorial on Housing Agency Marketplace that provided hands-on registration support. The event – a first for DCHA in at least a decade – drew more than 140 distinct attendees.

Partnering Vendors

Allecca Consulting, LLC
Affordable Housing Consultant

Autumn General Contracting
General Contractor

C3 Cares
Community-based Healthcare Provider

District Elite Pest Management
Pest Control Services Vendor

Elle Management Partners, LLC
General Contractor

First Choice Construction
Masonry Services Vendor

Green Forever Landscaping
Landscaping Services Vendor

Harrison Development
Real Estate Developer & Consultant

Hawk's Lawn Care, LLC
Landscaping Services Vendor

Minuteman Press
Print Services Vendor

... & many more!





Property Management Operations

The Property Management Operations (PMO) Department oversees 7,744 public housing units and serves as property manager for 264 units subsidized by project-based vouchers, ensuring decent and safe rental housing across more than 50 rental communities throughout the District of Columbia. With a public housing presence in seven of DC's eight council wards, DCHA provides a stable foundation for thousands of eligible, extremely low- through moderate-income individuals and families.

Over the past two years, DCHA continually renewed our efforts to provide quality, affordable housing to our public housing families while increasing the number of District families who call our communities their home.

We concentrated our attention on reducing the number of vacant units, increasing occupancy rates, and improving responsiveness to work order requests. To properly equip staff to reach these goals, PMO created and administered quality control measures, instituted more frequent manager meetings, and held Certified Occupancy Specialist and Fair Housing Essentials training sessions, as well as recurring training on reporting practices, technology and customer service.

Providing Quality Affordable Housing



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The improvements realized in PMO are, in part, the result of an extensive review and update to SOPs in conjunction with staff training on the revised procedures and an increased investment in professional development. Training focused on enhancing knowledge of and comfort with technology, workflow processes and customer service best practices. PMO also supplemented staff with contractors to reduce maintenance backlogs and accelerate improvements to on-site facilities.

Throughout the public housing portfolio, upgrades to shared spaces and technology, which were completed in partnership with CCD and ITD, are increasing the quality of life for residents.

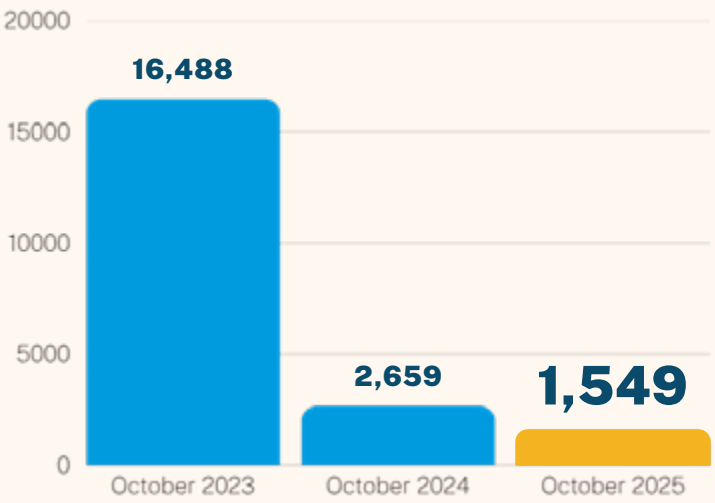
Check scanners were added to all property management offices throughout the public housing portfolio, allowing residents to drop off their rent payment when previously, they had to send their rent payment by mail.

ITD-led initiatives are also contributing to the improved comfort and convenience of DCHA residents. ITD upgraded televisions, computer equipment, and Wi-Fi services in shared spaces throughout the public housing portfolio.

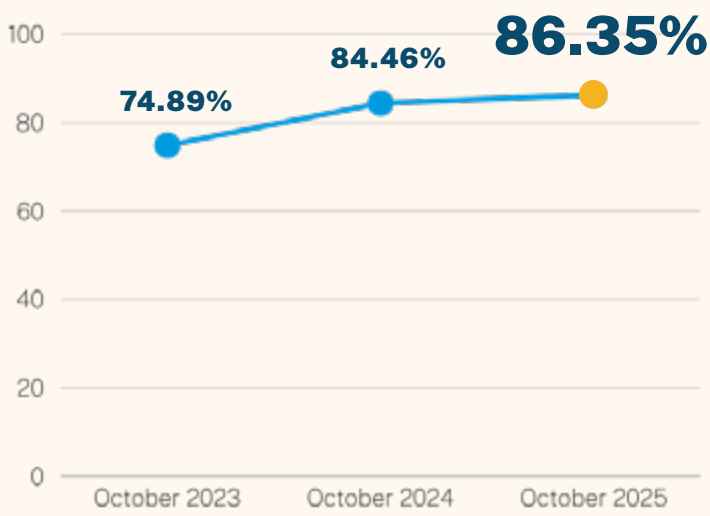
Alongside these quantifiable goals, PMO, in collaboration with OPS and ORS and with the support of OPAC, reimagined community engagement by increasing the frequency of in-person touchpoints; offering clear and cohesive messages on eligibility events, workforce development opportunities, and property information through print and digital resources; and activating shared spaces through the Rebuilding Our Communities events program that provides direct access to comprehensive, holistic support and resources.



Public Housing Waitlist



Public Housing Occupancy Rate



Work Orders

PMO increased the percentage of routine work orders completed within 21 days, a substantial step forward in responsiveness and customer service, as well as a signal of the property improvements realized in recent years.

October 2023

49% of work orders completed in 21 days or fewer.

Remaining 51% of work orders completed on average in 42 days.

October 2024

55% of work orders completed in 21 days or fewer.

Remaining 45% of work orders completed on average in 75 days.

October 2025

71% of work orders completed in 21 days or fewer.

Remaining 29% of work orders completed on average in 30 days.







Housing Choice Voucher Program

The Housing Choice Voucher Program (HCVP) department administers rental assistance voucher programs that serve approximately 25,000 extremely low- through moderate-income individuals and families throughout the District of Columbia. The programs empower participants to choose a home on the private market that best meets their needs, while DCHA ensures the unit is safe, decent and affordable.

The HCVP department administers both locally funded programs – including the Local Rent Supplement Program (LRSP), and the federal HCV Program – also known as Section 8. All programs are administered in accordance with applicable U.S. Department of Housing and Urban Development (HUD) regulations and DC law.

Through the various affordable housing support administered by HCVP, DCHA empowers eligible applicants to choose any eligible housing unit in DC, including single-family homes, townhouses, and apartments.

Reorganizing the Department, Strengthening Service

To strengthen utilization rates and reduce processing rates, the HCVP Department was restructured in 2024 to establish distinct teams with each dedicated to the federal or local voucher programs.

The reorganization also involved creating roles that fill customer service gaps, such as the Landlord Liaisons who serve as a direct point-of-contact to landlords and Housing Navigators, who assist voucher families with their housing search.

Refined workflows, recurring staff training sessions, and updated technology also contributed to enhancements in customer service and responsiveness.

The April 2024 opening of the HCVP Customer Service Center at 702 H Street NW, which also serves as the department's main office, has helped streamline the customer service experience by creating a one-stop shop. Refinements to the visitor check-in process, updates to the office layout and additional equipment have helped reduce the volume of visitors and walk-in wait times.

Helping Voucher Families
Achieve Homeownership

15 families
closed on a home
during FY24 & FY25

The HUD Housing Choice Voucher-Home Ownership Assistance Program (HCV-HOAP) is designed to help eligible federal voucher program participants become a homeowner.

For the HOAP participants, DCHA provides information for resources and assistance to support their home purchase. Once the home purchase is formally approved, HOAP enables DCHA to put the monthly Housing Assistance Payment (HAP) towards the homeowner's mortgage payment.

Through HOAP, voucher families have a path to pursue homeownership and achieve financial self-sufficiency.



Improving & Increasing Engagement



Hand in hand with the Office of Customer Engagement (OCE) and with support from Office of Public Affairs and Communication (OPAC), the HCVP Department also prioritized relationship building with voucher program participants and landlords. The opportunities for face-to-face engagement were increased, resources and reference materials were created or updated, and a purposeful customer service campaign was enacted.

The effort included events led by HCVP and OCE staff, as well as their participation in events hosted by external organizations.

The investment in relationship building extended to our local government partners, too. The HCVP staff lead a series of meetings with DC Department of Human Services (DHS) staff to review incomplete applications from DHS-referred voucher applicants and with the Information Technology Department's (ITD) support, provide training on the online RentCafe portal for voucher applicants and participants, as well as referral agencies.

Hosted 4 Keys to Success Events for DCHA Partners

At landlord town halls, dozens of current and prospective landlords take part in sessions that review voucher issuance, inspections, leasing, recertification, special programs, mediation, the rent reasonableness process, and the online landlord portal. Attendees also had an opportunity to ask questions and meet one-on-one with HCVP staff.

Hosted 3 Keys to Success Events for HCVP Participants

At town halls for voucher participants, HCVP staff review voucher programs, including eligibility, inspections, leasing, recertification, transfers, mobility search assistance, and mediation; help HCVP participants register for the online customer portal RentCafe; offer one-on-one support; and facilitate connections with service providers in attendance.

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Meet & Lease Events Hosted

HCVP and OCE also reshaped the recurring Meet & Lease event program, where voucher participants seeking a new home can meet landlords with available units, schedule unit tours and learn the next steps to complete lease up. In 2024, HCVP coordinated 29 Meet & Lease events, which rotated between virtual and in-person until shifted to fully in-person in early summer. In 2025, HCVP hosted an in-person Meet & Lease event twice per month.

Federal Programs

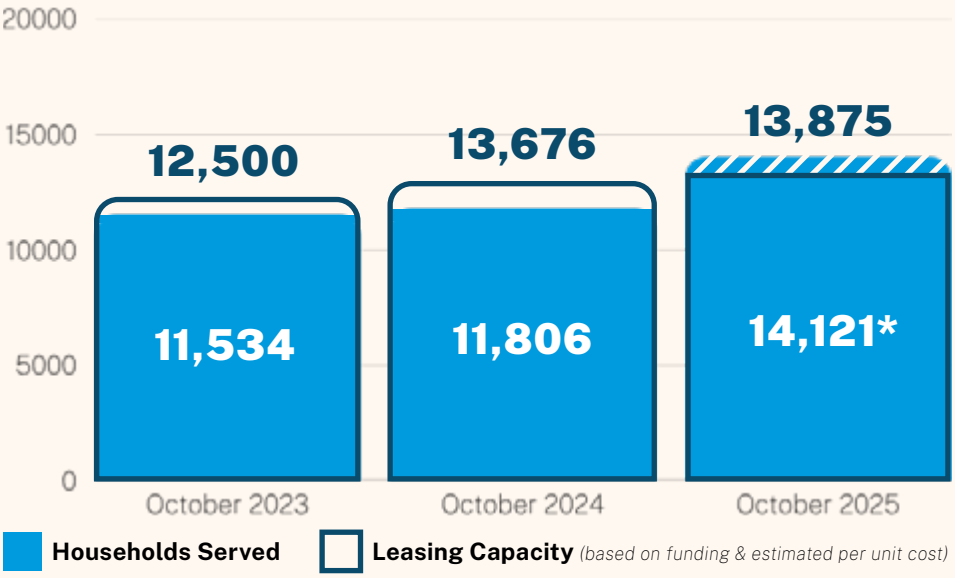
Tenant-Based & Project-Based Vouchers

Both tenant-based and project-based HCV Programs are federally funded and supported by DCHA's participation in HUD's Moving to Work Program.

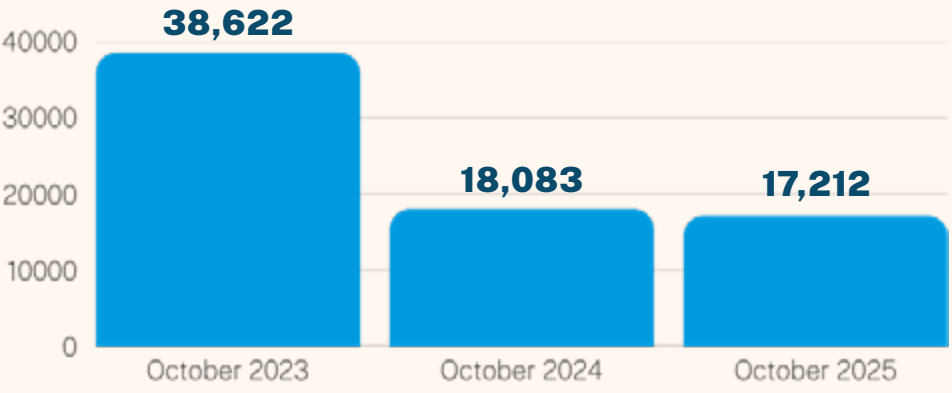
Average Days from Tenant-Based Voucher Issuance to Lease-Up

98 days
as of October 2025

Capacity



Waitlist



Tenant-based vouchers are tied to the eligible household.

Project-based vouchers are tied to specific unit. Households must meet eligibility requirements access this assistance.

The HCVP Waitlist provides the tenant-based HCV Program with new applicants.

As units subsidized by project-based vouchers become available, new applicants may be pulled from the HCVP Waitlist or from a property's specific on-site waitlist.

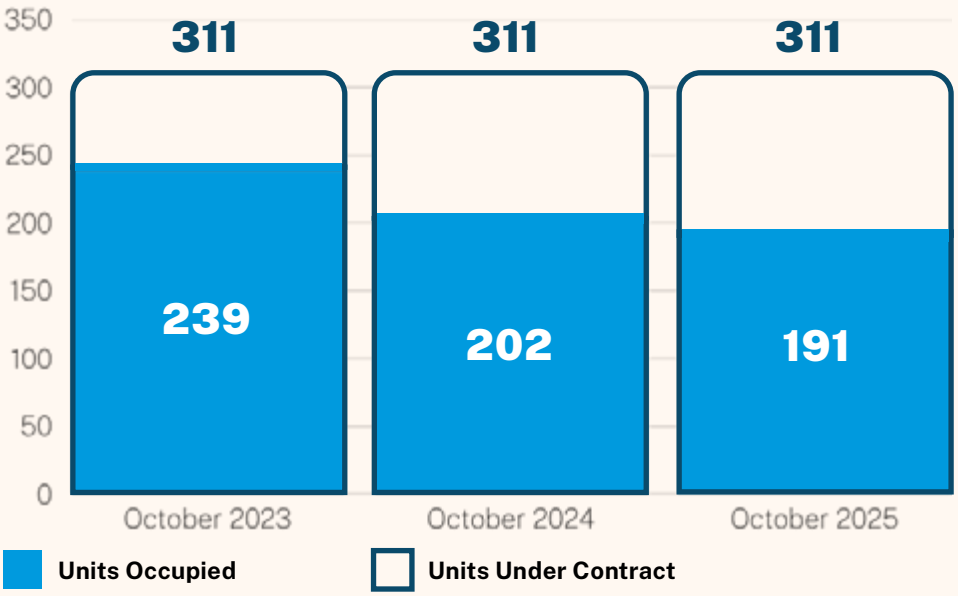
Households Served (14,121) had surpassed Leasing Capacity (13,875)

Federal Programs *(cont.)*

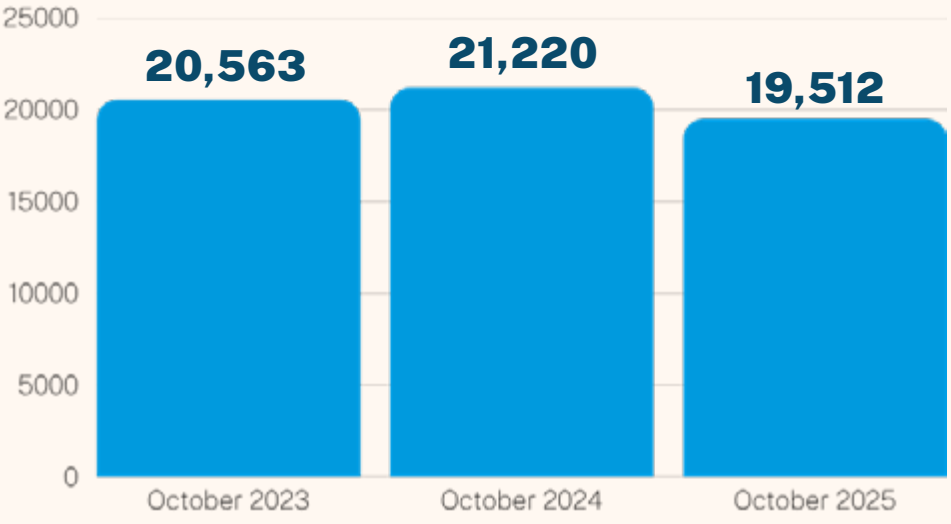
Moderate Rehabilitation

Moderate Rehabilitation (Mod Rehab) program was a federally funded, rental assistance program that provided housing for low-income families, including single room occupancy properties.

Capacity



Waitlist



HUD repealed the Moderate Rehabilitation (Mod Rehab) program in 1991, so no new projects are authorized.

At the request of HUD, DC Housing Authority has been administering the rental assistance contracts for existing projects.

Mod Rehab assistance is tied to specific unit with a contract that renews annually, subject to HUD review and approval.

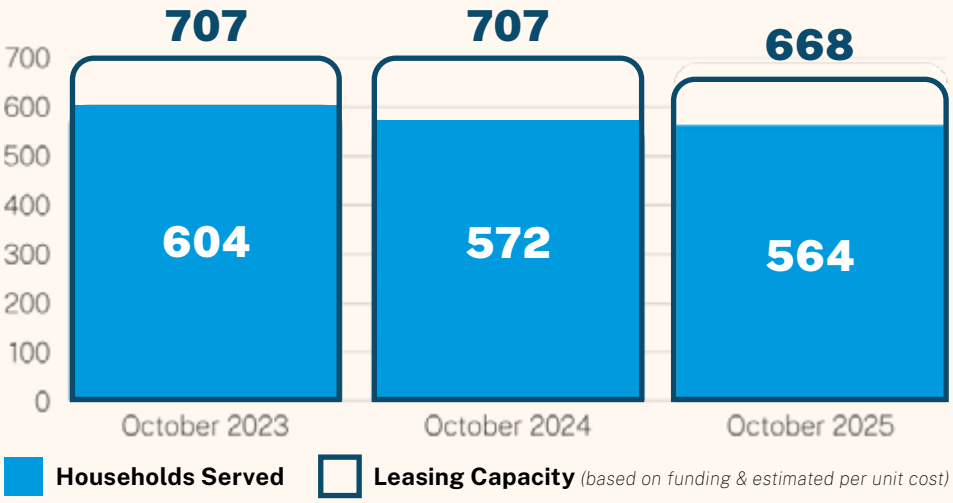
As units subsidized by the Mod Rehab program become available, applicants are selected from the Mod Rehab waiting list for screening and eligibility determination.

Federal Programs *(cont.)*

Emergency Housing Voucher Waitlist

Emergency Housing Vouchers (EHVs) are federally funded, tenant-based vouchers that are dedicated to assisting individuals and families who are homeless or at-risk of homelessness; or those who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking; or were recently homeless or have a high risk of housing instability.

Capacity



Tenant-based vouchers are tied to the eligible household.

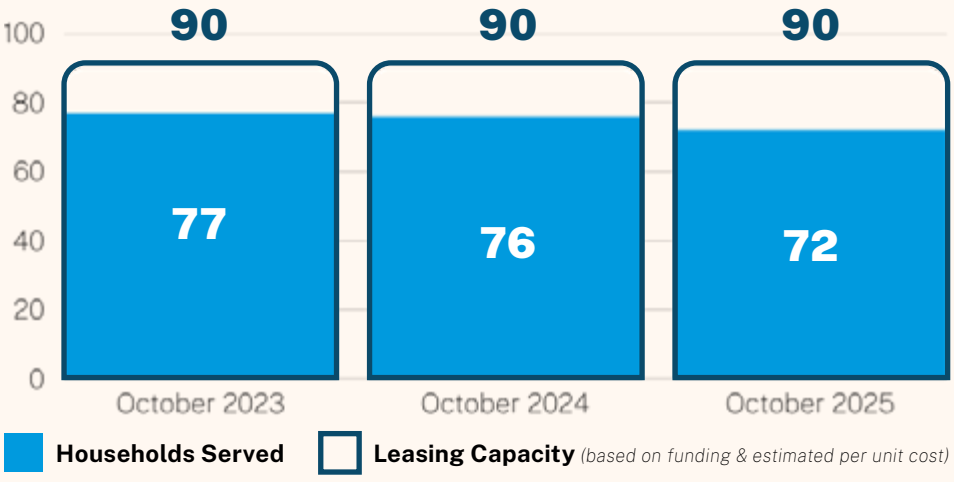
As required by HUD, applicants for EHV assistance are identified through the local HUD- approved Continuum of Care provider and the Coordinated Entry (CAHP) system.

Federal funds for existing EHVs are sufficient through FY26. Issuing new EHVs is no longer authorized.

Mainstream 5

Mainstream 5 vouchers are federally funded, tenant-based vouchers that are dedicated to assisting non-elderly families with disabilities.

Capacity



Tenant-based vouchers are tied to the eligible household.

Referral agencies, including DC Department of Aging and Community Living (DACL) and DC Department of Behavioral Health (DBH), provide new applicants.

Local Programs

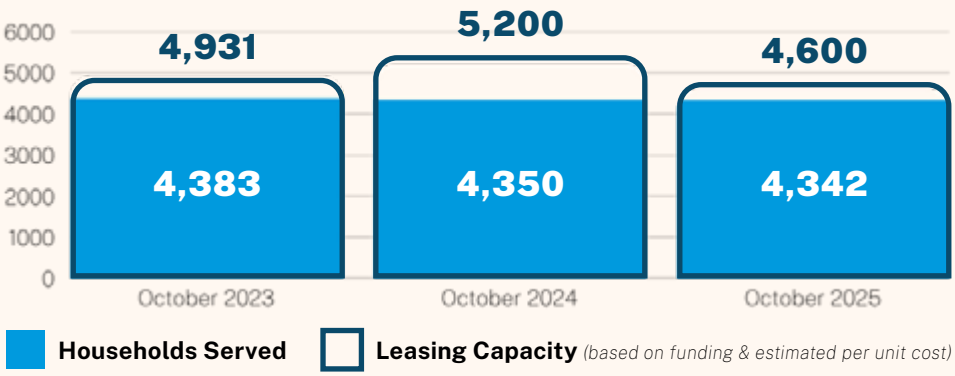
Local Rent Supplement Program (LRSP)

The Local Rent Supplement Program (LRSP) is a locally funded voucher program that provides rental assistance to extremely low-income households. LRSP is modeled after the federally funded HCV Program but with key differences to help meet local priorities.

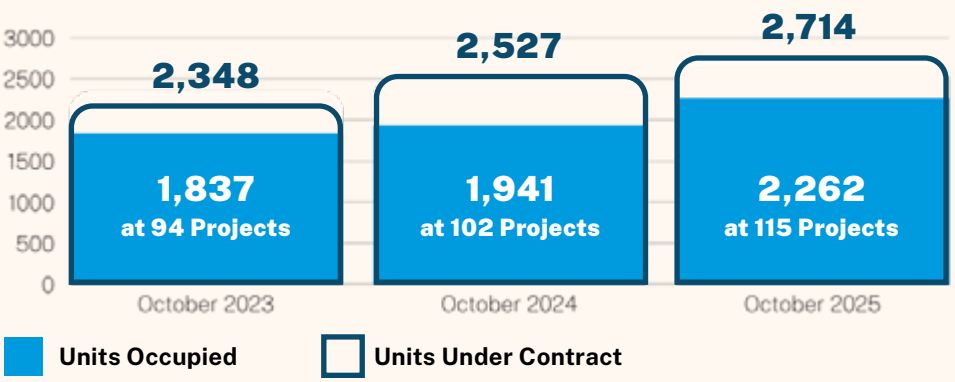
Average Days from Tenant-Based Voucher Issuance to Lease-Up

94 days
as of October 2025

Capacity



Project-Based & Sponsor-Based Portfolio



LRSP tenant-based vouchers are tied to the eligible household.

LRSP project-based rental assistance funds housing providers, which have a long-term subsidy contract tied to specific units.

LRSP sponsor-based assistance funds housing providers, who have the flexibility to be a non-owner sponsor and shift the assistance from one unit to another, subject to compliance with budget authority and contract compliance.

More than 80% of LRSP tenant-based vouchers are allocated to target populations, including those who require support services (DC's Permanent Supportive Housing program) or represent a particular demographic (i.e. senior, returning citizen, and more).

Subject to funding availability, applicants for all types of LRSP assistance are selected from the HCVP waitlist or by referral from a designated agency, if applicable.

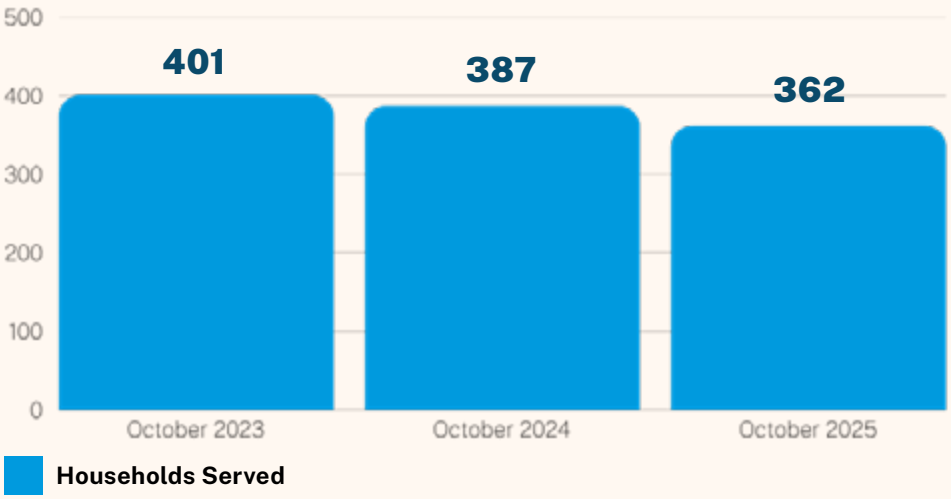
Applicants for LRSP project- and sponsor-based could also be selected from a site-based waitlist.

Local Programs *(cont.)*

DC Local

To increase funding levels for rental assistance, the District provided funding to DCHA in the early 2000s, prior to the establishment of the Local Rent Supplement Program (LRSP). That funding is known as DC Local and supports DCHA's administration of tenant-based vouchers.

Capacity



DC Local tenant-based vouchers are tied to the eligible household.

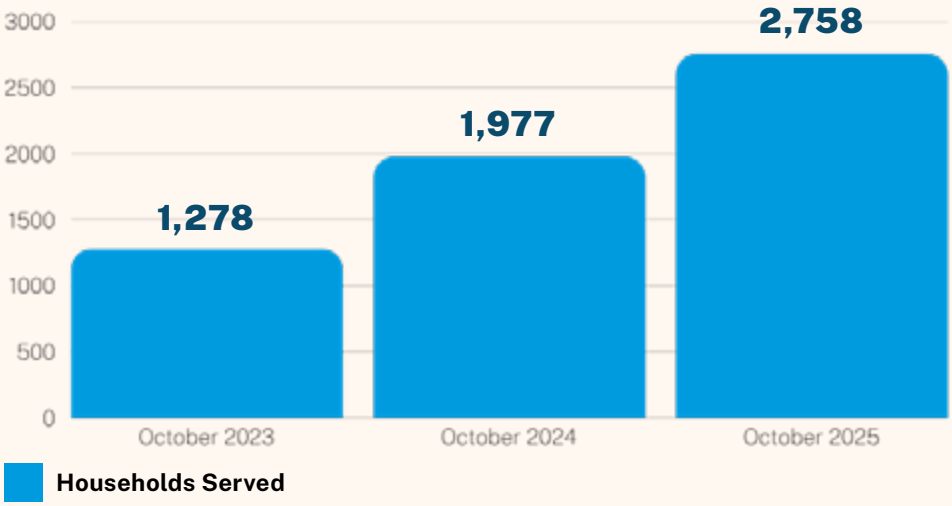
Initial funding levels allowed for the administration of tenant-based vouchers for approximately 500 households from the HCVP Waiting List.

Issuing new DC Local tenant-based vouchers is not authorized.

DHS Tenant-Based

Beginning in FY2022, all new LRSP tenant-based voucher funding tied to referrals from the DC Department of Human Services was allocated directly to DHS budget.

Capacity



DHS tenant-based vouchers are tied to the eligible household.

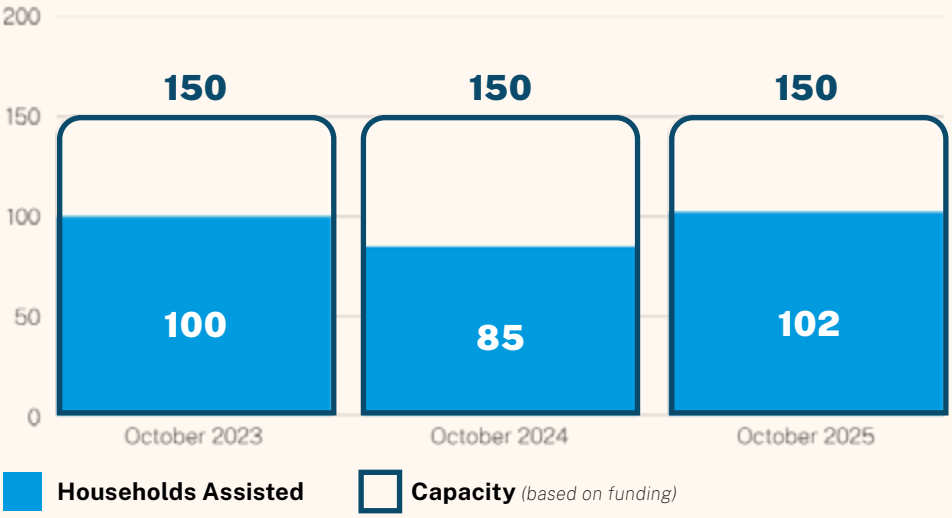
Applicant selection and program administration for DHS tenant-based vouchers is aligned with LRSP guidelines.

Local Programs *(cont.)*

Shallow Subsidy

Shallow Subsidy is a locally funded, assistance program that provides a stipend of up to $600 directly to an eligible, rent-burdened senior DC residents who are not subsidized by another affordable housing program.

Capacity



Shallow Subsidy applicants are provided by referrals from DC-approved supportive service agencies.



Office of Customer Engagement

DCHA strives to provide friendly, responsive, accurate and supportive customer service to the families that we serve. The Office of Customer Engagement (OCE) leads DCHA's response to inquiries from affordable housing program applicants, participants and landlords via multiple pathways, including the DCHA Call Center and three Customer Service Center locations. OCE offers one-on-one, hands-on support to callers and visitors – both walk-ins and appointments, and oversees special initiatives that enrich the customer service experience for applicants, participants and landlords.

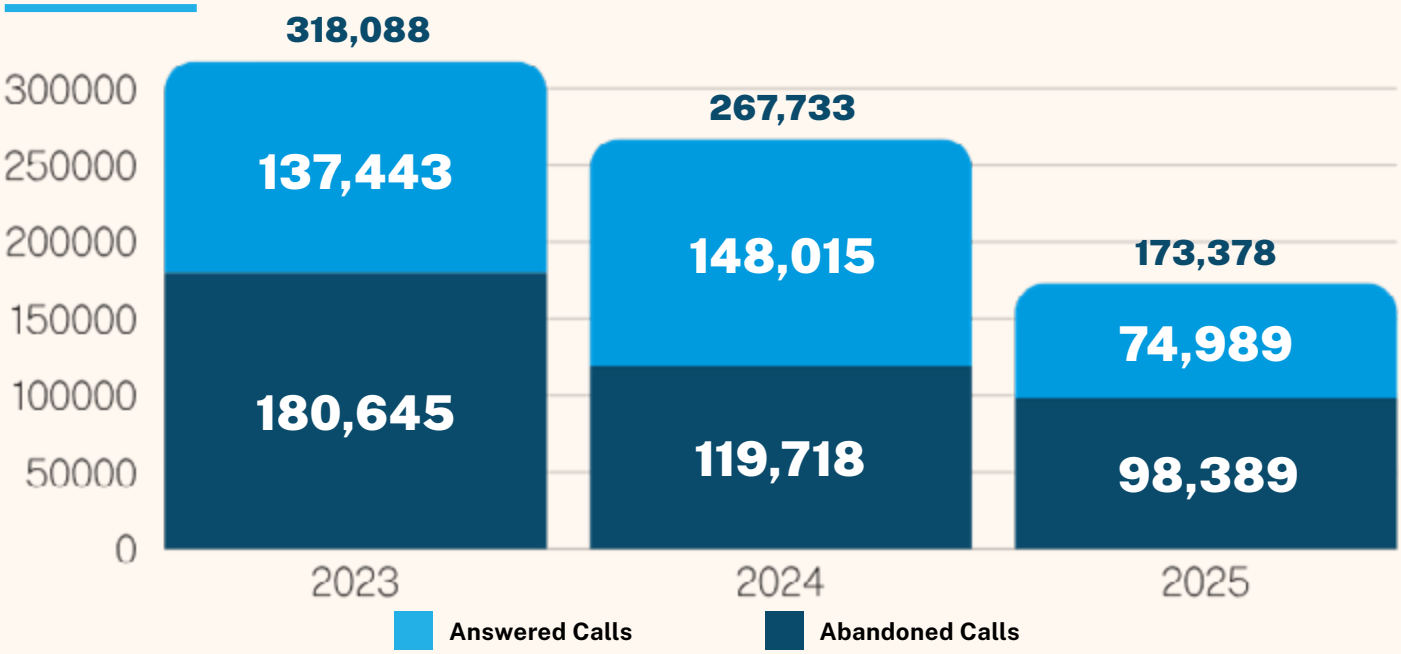
Fostering a Customer Service Culture

OCE laid the groundwork for customer service improvements by identifying ways to reduce friction in the navigation process for callers and visitors. This involved filling staff vacancies, investing in training and technology, and expanding our physical presence.

Total Call Volume: The number of individual calls, both new and repeat.

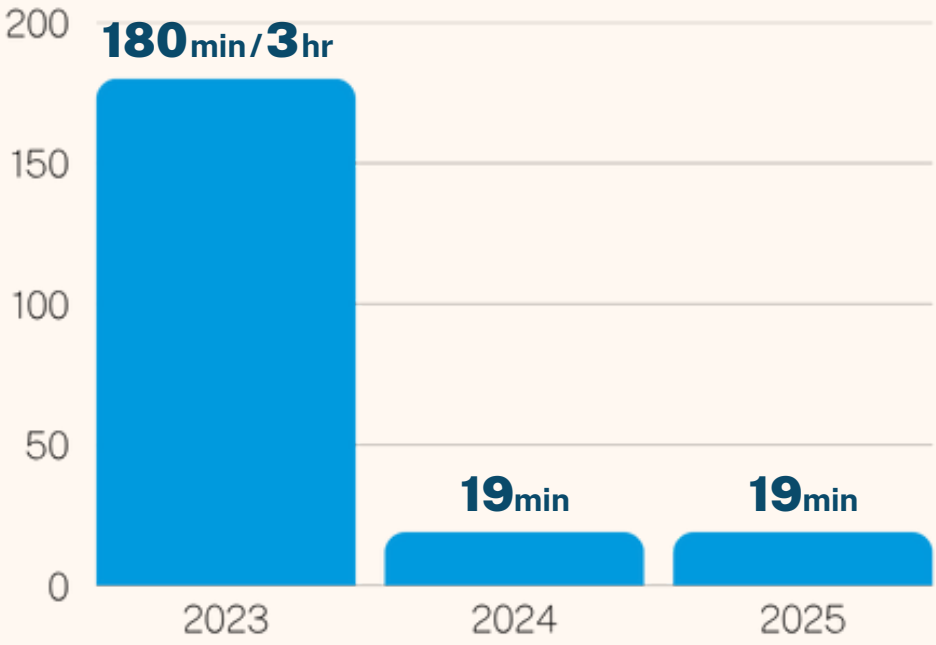
Abandoned Calls: The number of callers who disconnected while on hold. This includes calls where the caller hung up less than 5 minutes after entering the queue and any calls received by our after-hours vendor – which account for nearly 50% of abandoned calls.

Call Volume



Average Speed of Answer: The amount of time a caller waits before speaking with a call agent.

Average Speed of Answer



Over FY24 and FY25, OCE:

- Expanded from 13 call agents and a supervisor in 2023 to 18 call agents, 2 escalation specialists, and a supervisor by the end of FY25.
- Led a recurring training program on customer service principles and practices.
- Held education sessions on affordable housing programs processes and regulations, such as the Administrative Plan.
- Coordinated with ITD to realign the call tree and implement a callback feature.
- Updated reference materials for call agents' use.

With a fully staffed Call Center and better prepared call agents, OCE also:

- Decreased total calls.
- Decreased abandoned calls.
- Generated a decline in average speed of answer over FY24.
- Increased the rate of first call resolution rate.

The training empowered call agents in addressing callers' inquiries, allowing them to more readily resolve their questions and in turn, level-set average handle time in relation to first call resolution rate.

First Call Resolution Rate

80% (2023) → **94%** (2024) → **97%** (2025)

First Call Resolution Rate: The percentage of customer inquiries resolved during the first contact in Call Center.

Average Handle Time

5 min (2023) → **4.5 min** (2024) → **9 min** (2025)

Average Handle Time: The amount of time the call agent and caller are engaged before achieving a resolution or escalation.

The more seamless customer service experience for callers was also supported by the addition of a third Customer Service Center and updated operating hours at all Customer Service Center locations to accommodate walk-in visitors.

DCHA Offers In-Person Assistance at 3 Customer Service Centers

7,760
Customers Served

Since the April 2024 opening of the HCVP Customer Service Center at 702 H Street NW in Chinatown, DCHA has operated three locations that welcome appointments and walk-in visitors.

The Customer Service Centers are dedicated to serving DCHA affordable housing program applicants, participants and landlords. Each center is staffed with dedicated HCVP experts and Customer Engagement Specialists who are knowledgeable on the HCVP and Public Housing Program. The Customer Service Centers also have devices such as computers and scanners to increase digital access.

Together, the three Customer Service Centers manage thousands of visitors each month.



HCVP Customer Service Center



Headquarters Customer Service Center



Frederick Douglass Customer Service Center

Supporting Customers with Special Initiatives

DC Housing Authority C.A.R.E.
Commitment. Accessibility. Respect. Excellence.



C.A.R.E. video screengrab



C.A.R.E. business card



C.A.R.E.

In spring 2025, the C.A.R.E initiative launched at DCHA's Customer Service Centers, including HCVP headquarters at 702 H Street NW. It focused front-line staff on four key tenets: Commitment, Accessibility, Respect and Excellence.

2,376
Recertification Packages Processed

Through a collaboration with OPAC and ITD, print and digital resources were created that provide answers to common questions, explain how to access resources and navigate tools like the online RentCafe portal, and offer other helpful information.

C.A.R.E. also involved adopting more efficiencies to create a high quality, seamless customer service experience. Scanners and computers were made publicly available at the HCVP Customer Service Center and department headquarters at 702 H Street, along with a reconfiguration of the office layout to make it easier to assist voucher families with registering for RentCafe and uploading documents.

H.E.L.P.

In addition, DCHA renewed the H.E.L.P. initiative, or the Housing's Enjoyable Living Program. It's designed to assist customers with the tools necessary to keep their units clean, safe and sanitary. The H.E.L.P. briefings guide customers through a tutorial on how to clean their units in the most cost-effective way. Each customer leaves the briefing with a video and a cleaning checklist to maintain cleanliness in their units.

1,362
New Applicants Briefed (H.E.L.P.)





Office of Resident Services

The Office of Resident Services (ORS) is the primary link among DCHA, its public housing residents and resident leadership, and community partners. ORS supports public housing communities with event planning and coordination, facilitates connections between public housing residents and service providers, and amplifies messages from PMO and Development.

ORS also assists public housing residents and voucher families in achieving self-sufficiency by providing programs, opportunities, resources, impact events, and supportive services that empower and support participants to improve the overall quality of life and increase access to education, professional advancement and workforce development programs.

By prioritizing community engagement, DCHA aims to strengthen connections among our public housing residents and foster relationships between our public housing residents and DCHA staff. Reinforcing these bonds through people-centered programming helps to build trust within the community, improve communication with DCHA, and empower families.



Rebuilding Our Communities Initiative

In 2024, the Office of the Executive Director (OED) launched the Rebuilding Our Communities initiative in partnership with ORS and the Office of Public Safety (OPS), and with support from the Office of Public Affairs and Communication (OPAC). The special initiative provides public housing residents with direct access to comprehensive, holistic support and resources through engaging events programming.

317
Seniors received new winter coats

4,100
Youth received new winter coats

3,500
Youth received new sneakers

1,400
Youth received new toys in December 2024

18
Vaccination clinics

6,081
Households received free, fresh and nutritious groceries valued at

$482,240

550
Youth received backpacks with school supplies valued at

$12,250

21 Family-Centered Block Parties

Each Rebuilding Our Communities Block Party features free food, live music and youth activities, such as face painting, bounce houses, water slides and carnival games.

Alongside the family-friendly programming, the block parties also integrate resources that mitigate healthcare, food, hygiene and clothing insecurity. Among the resources made available at the block parties are access to free haircuts and vaccinations, and giveaways of groceries, toiletries, household supplies, professional clothing and handbags for adults, youth attire such as winter coats, sneakers and t-shirts, and children's books and toys.

Dozens of service providers are also in attendance, providing residents with direct access to healthcare providers, workforce development and educational programs, and other assistance.







16 Mental Health Matters Events

Aimed at supporting senior residents of public housing, Mental Health Matters visited 16 properties to deliver free groceries, toiletries and hot meals door to door, and provide a presentation by mental health professionals. This effort complements the expansion of regular ORS programming and services for senior residents.

Over the past two years, ORS - in coordination with OPS – has expanded its engagement with residents through the creation of new programs and the formation of new partnerships to further increase and enhance the youth activities offered to public housing and voucher families. The efforts have provided opportunities for DCHA youth to participate in sports and fitness activities, learn about health and wellness, flex their writing skills, gain hands-on experience in creative industries, explore the outdoors, hear inspirational speakers, and more.



Partnerships

The Green Family Foundation

DCHA and nonprofit Green Family Foundation, led by NFL Hall of Famer Darrell Green and his wife, Jewell Green, launched a partnership that offers relationship-building activities focused on health and wellness, such as football camps featuring members of the Washington Commanders and opportunities to attend regular season games and visit the team's training camp.





Soul Trak Outdoors

In 2025, DCHA formed a partnership with Soul Trak Outdoors, which creates accessible, high-quality outdoor experiences that promote healing, learning, and leadership.

Soul Trak guided dozens of DCHA youth on a kayaking trip along the Potomac River, taught them how to rock climb at the indoor gym at Movement Crystal City, hosted a Fathers and Families Fishing Event at Anacostia Park, and led a one-day wilderness program in Harper's Ferry Adventure Park.

C3 Cares

Access to quality healthcare services has increased for public housing residents through a partnership with the nurse-led, patient centered, community health organization, C3 Cares. It operates on-site clinics at four public housing communities – Benning Terrace, Greenleaf Gardens, Highland Dwellings and Langston Terrace – where nurse practitioners are available for appointments and walk-in visits

Using a community health approach, C3 Cares regularly joins events and activities offered at public housing sites, and it also hosts its own engaging and informative events, including Hygiene Huddles, which focused on educating youth on healthy habits that can prevent illness, and monthly Lunch & Learn events that review preventative care and other health-related topics, which are determined based on resident input. In addition, C3 Cares coordinates with OPAC to distribute helpful health and wellness information to public housing residents via quarterly resident newsletters and mass messaging.







EZ Street and Academy DC



During summer 2024, ORS and OPS collaborated with EZ Street, a prominent radio personality and the founder of Academy DC, to provide a 7-week summer camp for Potomac Gardens youth residents that focused on exploring creative careers like sound engineering, songwriting, podcasting and DJing. Campers wrote and produced original songs, and shot, edited and produced music videos. With support from the Center for Nonprofit Advancement and Mute the Violence DC, the camp graduated nearly five dozen kids.

New Initiatives

Peace Rally Supports Bullying Prevention Month

In 2024, ORS commenced its annual anti-bullying initiative in October, which is National Bullying Prevention Month. During this month, DCHA youth are invited to participate in a Peace Rally, which includes a panel of leaders in bullying prevention and conflict resolution, and offers a safe space for kids to talk about their experiences related to bullying and brainstorm ways to prevent it.

In its second year, ORS incorporated a poster contest that provides DCHA youth with an outlet to creatively express their interpretations of bullying and bullying prevention.





Youth Essay Contest

In spring 2025, ORS debuted its "Do the Write Thing" Essay Contest, which encouraged DCHA youth to select from several prompts related to building connections, resolving issues in their communities, or the impact of art, technology and sports on well-being, and write a 500-1000 word essay on the topic. Winners were celebrated during a June ceremony, where they met a professional writer.

Fatherhood Initiative

ORS established the Fatherhood Initiative in early 2024 to create and foster a safe space for DCHA fathers and provide access to mentorship and education on five key areas: health and wellness, education and employment, life skills and leadership, financial literacy and mentorship. Each month, participants gather to take part in an inspirational workshop featuring speakers from workforce development agencies, educational institutions and financial support services among others, or a community-building activity. The Fatherhood Initiative has also organized fun experiences, such as attendance at Washington Wizards and Nationals games, for DCHA dads and their kids, helping to strengthen their familial relationships.



These new initiatives and partnerships supplemented the ongoing ORS community engagement activities – including holiday festivities – field trips to local attractions and on-site celebrations, that help foster social connections and a sense of belonging among the DCHA community. Among the long-running initiatives that ORS has continued to lead are a scholarship program and an annual holiday festival.

The Commitment to Excellence Scholarship Program

The annual Commitment to Excellence Scholarship Program (CESP) accepts applications from students enrolled at an accredited college, university, or trade/technical school who are public housing residents or HCVP household members. The scholarships can pay for books, tuition, equipment, or other items needed to assist in studies. Four students in 2024 and 16 students in 2025 received scholarships.











Gift of Love

Created more than 20 years ago by DCHA staff, the Gift of Love annual holiday celebration was held in December 2023 and December 2024, and plans are underway for the 2025 festivities. ORS transforms an event space into a winter wonderland that includes hot chocolate and candy stations, the chance to meet Santa, and other engaging, holiday-themed activities. In recent years, ORS with support from OED and OPAC expanded Gift of Love to include photos – both takeaway and digital formats – with Santa; more family-friendly experiences, such as appearances by Marvel superheroes; a larger variety and increased number of giveaways. Along with toys, Gift of Love now offers books, winter coats and sneakers for kids to take home. Over 2023 and 2024, more than 3,000 toys were given away.



Investing in the Future of Our Families

Workforce Development Initiative

As part of DCHA's commitment to the DC community, especially our public housing residents and voucher families, ORS helps open doors to economic opportunities. ORS offers workforce development initiatives, job readiness skills training, and certification classes; facilitates connections to hiring and networking events; assists with enrollment in university courses; and provides supportive services that promote career advancement and financial self-sufficiency.

19 graduates in 2024

21 expected graduates in 2025

Apprenticeship Training Program (ATP)

The Apprenticeship Training Program (ATP) is a paid, customized 12-month program for DCHA public housing residents or Housing Choice Voucher Program household members that aims to develop the necessary career skills to succeed in the building maintenance industry. Through a combination of classroom and on-the-job training, ATP participants gain skills in building maintenance services including: carpentry, electrical installation, plumbing, plastering, painting and landscaping.

Applications are accepted in late fall, a new cohort starts in January and participants graduate each December. Ahead of launching the application round for the 2025 cohort in late 2024, ORS coordinated with OPAC and ITD to launch a new webpage dedicated to ATP, improve the intake process and management, and revise promotional materials.

Beginning in 2024, a collaboration with the Apartment and Office Building Association of Metropolitan Washington (AOBA) helped make an apartment maintenance course available and for the past two years, the DC location of retailer, Indochino, has met with ATP participants to take their measurements and provide a custom suit.



Opportunities to expand professional skillsets through coursework are also available to DCHA families. Each month, ORS hosts courses in which participants can earn a First Aid, CPR and AED certification; Food Handler certification; and Sherwin Williams Commercial Painters certification; while a course to obtain an OSHA-30 Certification is offered two times per year.

ORS partnered with the University of the District of Columbia (UDC) on a micro-entrepreneurship course, offered in person at the EnVision Center located on the footprint of the Greenleaf Gardens public housing community.

First Aid/CPR/AED Certifications

99 in FY2024 | **126** in FY2025

Food Handlers Certifications

119 in FY2024 | **126** in FY2025

OSHA-30 Certifications

57 in FY2024 | **41** in FY2025

DC Micro Entrepreneurship Course Certifications

5 in FY2024 | **5** in FY2025

Sherwin Williams Commerical Painters Certifications

26 in FY2024 | **34** in FY2025

Complementing the opportunities for skill development, ORS also facilitated resume writing and mock interview workshops, and organized and hosted job fairs over the past two years. These initiatives, which are part of DCHA's commitment to the federal regulation known as Section 3, coincide with ORS continual efforts to connect affordable housing program participants with hiring opportunities with Section 3 or other employers.

FY2024

Job Placements **54**

Average Hourly Wage **$21.35**

FY2025

Job Placements **75**

Average Hourly Wage **$20.48**

Now Employing
DCHA Participants

CBG Building Company

Hamel Builders

Capital One Arena

Consys Inc.

K&M Electric

Kovais Group

Potomac Fire Protection Co.

Rock Solid District Group

... & more!

What is Section 3?

Section 3 is a provision of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) that requires, to the greatest extent possible and consistent with applicable laws and regulations, that certain contracts paid for with HUD funds include commitments to provide training, employment, contracting and other opportunities for economic empowerment to low-income individuals, especially recipients of government assistance for housing, and businesses that provide economic opportunities to low-income persons.

In spring 2024 and spring 2025, ORS hosted the Section 3: Hiring and Resource Connection Fair, with each featuring more than a dozen employees and drawing more than 100 attendees.

Expanding to two fairs in 2025, ORS hosted a second Section 3: Hiring and Resource Connection Fair in September that involved 28 employers and attracted more than 300 attendees.

ORS also participates in partner organizations and sister government agency hiring fairs, where the team shared information on workforce development courses and Section 3 employment opportunities. Many of the hiring fairs and other ORS events feature a "Dress for Success" station, where attendees can select gently used professional clothing.

Along with participating and hosting events and serving as a liaison to potential employers, the Section 3 team in April 2025 launched The Resident Work Exchange Initiative (RWEI) Pilot at two public housing communities, Kelly Miller Dwellings and Judiciary House.

Implemented in response to suggestions from DCHA families, RWEI offers paid, property-based work opportunities for public housing residents. Through this initiative, residents at Judiciary House and Kelly Miller perform community beautification and maintenance tasks, supplementing janitorial teams and taking ownership of their living environment, while earning a $200 monthly stipend.



Participants operate on structured weekly schedules, targeting high-impact areas that are lower-priority tasks within the traditional maintenance routines. Over the pilot's first 23 weeks, more than 1,700 Section 3 labor hours have been logged across both properties – demonstrating sustained resident engagement, accountability, and pride.

This initiative directly advances DCHA's mission to expand economic opportunity through resident-driven work experience, creating a replicable model for future Section 3 workforce programs.



ORS also supports the professional development of the city's youth as the DCHA liaison to the DCHA interns employed through the Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP). ORS led orientation, training and supplemental excursions for the MBSYEP youth interning at DCHA, including a summer 2025 visit to University of Maryland.

The purposeful investment in MBSYEP participants is another example of the ORS commitment to helping DC families achieve their financial and professional goals.

Preparing Families for Financial Sufficiency



FY2024

Residents Enrolled in Family Self-Sufficiency Program

148

Average Amount of Escrow

$8,201.34

Residents Enrolled in Credit Building Program

76

FY2025

Residents Enrolled in Family Self-Sufficiency Program

210

Average Amount of Escrow

$16,050.34

Residents Enrolled in Credit Building Program

134

Through the Family-Self Sufficiency (FSS) program, ORS also provides pathways for DCHA families to set and reach their financial goals.

What is the Family Self-Suffiency Program?

The Family Self-Sufficiency (FSS) Program is a 5- to 7- year program designed to assist public housing and HCVP families achieve economic independence and self-sufficiency.

As a part of the program, each participating family is assigned to an FSS Coordinator, who directly supports families in reaching their financial goals. FSS participants work towards immediate goals based on three program pathways: education, employment and homeownership.

Each participating FSS family has an escrow (interest-bearing) account established by DCHA on their behalf that is accessible upon successful completion of the FSS program.

During FY2024, ORS offered Credit Building & Rent Reporting Workshops on a monthly basis that educate attendees on how to strengthen their credit score and helps them register for a rent-reporting service that adds their on-time payments into the credit score calculation. During FY2025, ORS began offering this workshop two times per month.

In June 2024, as part of National Homeownership Month, ORS organized the Dream Big Homeownership Fair. In partnership with MANNA Inc., the free event featured panelists and breakout sessions, giving the more than 1,900 attendees an opportunity to meet experts face-to-face and gather information on each step in the homebuying process and learn about down payment assistance and other support programs.



Office of Public Safety

The Office of Public Safety (OPS) builds and maintains trust among public housing residents and law enforcement by employing a community policing strategy involving engagement activities, crime prevention initiatives, and collaborative partnerships. OPS operates the 24-hour DCHA Police Department, which provides emergency response services and regular patrols of the entire public housing portfolio to support safety for public housing residents and their extended communities.



Empowering Staff for Success

Following the installation of a new police chief in early 2024, OPS increased its investment in facilities, equipment and technology, and training to ensure all OPS staff – civilians, security guards, special police officers and police officers – have the proper tools and preparation to proactively problem solve and deescalate conflicts. At the same time, OPS evaluated staff needs and amplified recruitment to rebalance operations and improve work quality.

In partnership with Human Resources (HR), OPS hosted or participated in 13 job fairs over fiscal years 2024 and 2025. With assistance from the Office of Public Affairs and Communication, OPS boosted recruitment marketing by creating department-specific advertisements, including ads on patrol cars, that facilitate access to recruitment officers and the career portal. The strategy helped drive applications and fill years-long vacancies. As a result, OPS was able to adjust uniformed staff's assignments and realign duties to create a Business Solutions Bureau and an Investigative Unit.

In addition to the facilities and equipment upgrades, OPS also made a deliberate investment in staff training. A training program, launched in FY24, includes courses on safe driving and inclement weather, active shooter preparation, self-defense and deescalation strategies, as well as a refresher on the DC code and law enforcement rules. Moreover, a training protocol was put in place for all newly hired special police officers. The 9-week academy hosted by the Consortium of Universities support their ability to effectively perform their duties and grow within OPS. Courses in grant writing and leadership positioned OPS to pursue funding opportunities that bridge any gaps in public safety-related capital improvements and community policing programs.

Partnerships to Promote Safety

OPS formed partnerships with sister law enforcement and other agencies to support resource allocation, investigations and emergency preparedness. The approach aligns efforts to provide more comprehensive and efficient public safety service.

A Memorandum of Understanding (MOU) was completed with the MPD Real Time Crime Center (RTCC) that allowed DCHA PD access to MPD RTCC and facilitated the timely sharing of sensitive information. OPS also utilized an MPD program that offers awards in exchange for the surrender of illegal firearms to reduce the number of guns in the city and boost crime prevention measures.

Separate MOUs with the U.S. Marshall Service and the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives also bolster the law enforcement agencies' ability to resolve investigations through resource and knowledge sharing and the creation of task forces.



In coordination with the federal Drug Enforcement Agency (DEA), OPS hosted events in 2024 and 2025 as part of the National Drug Take Back campaign. OPS placed anonymous drop-boxes for the disposal of pharmaceuticals in the common areas of more than a dozen multi-family public housing communities.

These partnerships supplement the existing collaboration between DCHA PD and MPD. With the goals to reduce and prevent crime, improve public safety, and protect the rights of individuals and families, OPS is forming partnerships that align with its community policing approach, drive DCHA PD's proactive problem solving, and strengthen trust in law enforcement.

Arrests

98 → **185** → **285**

2023 **2024** **YTD 2025**

Bar Notices

206 → **380** → **645**

2023 **2024** **YTD 2025**

Bar notices are issued to those who are not public housing residents and have committed a crime on the blueprint of a DCHA site.



Creating a Culture of Trust

Mindful that fostering public housing residents' trust in DCHA PD begins with the intentional adoption and implementation of a community policing philosophy, OPS devoted itself to enhancing community engagement and proactive policing activities. By increasing DCHA PD's presence during meetings and events that do not involve enforcement, OPS is dispelling misconceptions about public housing residents and law enforcement, promoting empathy and encouraging meaningful contact that strengthens relationships.

OPS staff across all levels actively participated in all Rebuilding Our Communities events, consistently joined ORS-led programming, and regularly attended resident meetings related to general property updates. Additionally, OPS developed and instituted its own expanded events program.

265

Community Engagement Activities

Ice cream socials, holiday festivities, skate nights, museum visits and summer splash events, among others, established regular touchpoints for DCHA PD to cultivate relationships with public housing residents. These events, as well as existing programming like the annual National Night Out event in August, were augmented to include more giveaways, such as bookbags and school supplies.



Frequent appearances in public elementary schools to read to children, especially in March during National Read Across America campaign, are among the positive interactions with youth that build rapport and trust with DCHA PD.

DCHA PD also reenforced its commitment to safety for multiple public housing communities and neighbors residing near the Potomac Avenue Metro Station in Southeast DC by leading the Safe Passage Program there. OPS staff provide safe passage for students going to and from school via the Potomac Avenue Metro Station, using deescalation methods to resolve conflicts.





The efforts to build trust and relationships also involves DCHA PD's interactions with one another and other DCHA department staff. In 2024 and 2025, OPS encourages staff throughout DCHA to take part in the annual Law Enforcement Torch Run for Special Olympics, a 5K walk/run event raises money for DC children and adults with intellectual disabilities. Staff from across DCHA joined, helping DCHA PD become the top donor in 2025.



Substation Strengthens Connection to Community

Informed by its own data and that of the Metropolitan Police Department (MPD), OPS recognized the benefits a substation at the Greenleaf Gardens Community would bring.

OPS worked with the Capital Construction and Design (CCD) department, which led the transformation of a single residential unit into a substation. The new, localized branch, which integrated technology compatible with MPD systems, opened in December 2024. The substation was strategically placed within the Greenleaf footprint and a short distance from several other public housing communities. The additional facility increases accessibility to DCHA PD and supports public safety through improved response times, advancements that strengthen relationships among law enforcement, public housing residents and nearby neighbors.

The substation also lessens on-the-clock travel times for OPS staff and supports reductions in overtime, as those assigned to the Greenleaf location begin their shifts there instead of at the OPS headquarters nearly five miles away in Northeast DC.

Investing in Technology



Along with the Greenleaf substation, OPS also worked with CCD and the Information Technology Department (ITD) to improve its existing OPS offices at 2011 Walt Lincoln Way NE, as well as its security guard booths throughout the public housing portfolio.

In collaboration with OPS, ITD led efforts to repair, replace or install new security cameras throughout DCHA public housing communities. The initiative increased the total number of cameras, adjusted existing cameras' positioning and implemented the Ocean 10 system where needed to ensure robust visual coverage of property blueprints.

A complementary investment was also made in the Walt Lincoln Way property's Real Time Crime Center (RTCC) and on-site security booths. Upgrades to these facilities, where DCHA PD monitor live security camera feeds, enhanced officers' ability to identify and respond to potential issues. The enhanced technology also aids in investigations, as video footage can be quickly obtained and analyzed.

Additional technology, adopted in FY25, also aid public safety efforts and relationship building. Expanded use of body-worn cameras and upgrades to footage collection software is a signal of DCHA PD's commitment to transparency and accountability – in turn, strengthening trust between the department and the families it serves.







Capital Construction & Design

Each year, DCHA invests in capital improvements to support the construction, renovation or rehabilitation of our public housing portfolio. Led by the Capital Construction and Design (CCD) office, projects included the replacement of major structural elements and/or mechanical equipment, retrofits to improve energy efficiency, and substantial unit renovations. Whether work took place in a unit, shared space or the building envelope, CCD performed lead remediation and other environmental abatement work.

By making these investments, DCHA is extending the life of the public housing property while adhering to local and federal building regulations. Capital improvements projects are those that cannot be addressed through routine maintenance and operating budgets.

Fueling Occupancy Through

Renovations & Rehabilitation

1,400+
Units Turned

Make-Ready Campaign

In November 2023, CCD began the Make-Ready Campaign, a targeted initiative to renovate or rehabilitate vacant public housing units to increase the number available to house DC families.

CCD conducted property walk-throughs and performed a construction needs assessment to develop a strategy that prioritized high-impact and iterative tasks.

To ensure the Make-Ready Campaign supported the timely turning of units with as minimal impact on existing residents as possible, CCD supplemented staff with contractors. CCD with support from the Office of Administrative Services (OAS) increased the number of approved vendors dedicated to the Make-Ready Campaign from 12 to 30 contractors. CCD and OAS also worked together to grow the pool of vendors for job order contracting (JOC) from 13 to 21 to support the Make-Ready Campaign and other projects. The uptick provided DCHA with more resources for comprehensive renovations and rehabilitation projects, while also creating more opportunities for DCHA families through Section 3.

The coordinated effort involved staff and contractors completing a variety of renovations ranging from low-level unit turns to high-level unit rehabilitation. As part of the ongoing Make-Ready Campaign, CCD has turned more than 1,400 units across the public housing portfolio

.

Langston Additions

DCHA completed the major rehabilitation of Langston Additions in August 2025, an investment that is expected to extend the life of the property up to 20 more years. The stabilization effort included comprehensive renovation of the interiors of 34 townhomes.

Located adjacent to the Langston Terrace apartment community, Langston Additions is made up of 28 three-bedroom and 6 four-bedroom townhomes. Future site work includes a comprehensive stormwater management investment, which includes new ADA compliant ramps to allow mobility impaired persons to easily move about through the site; enhanced front and rear yards; and new planting throughout the property.

LeDroit Park Apartments

DCHA completed comprehensive unit rehabilitation at the 124-unit LeDroit Park Apartments in late 2024.

The 6-story apartment building will undergo additional renovations, including system replacements and upgrades to the property's laundry facilities, community room and other common areas.

Power at Langston Terrace



On Sept. 19, 2024, a power outage in the Carver-Langston neighborhood damaged the switchgear at Langston Terrace, causing the public housing community to be disconnected from PEPCO's electric grid. While awaiting the replacement equipment needed to reconnect the 14-building apartment community to the PEPCO grid, CCD provided a temporary power solution to ensure that Langston Terrace residents could remain in their homes.

CCD, alongside the Property Management and Operations (PMO) team, worked with Homeland Security, PEPCO, and key contractors to ensure the site was safe, secure emergency generators, and restore electricity within 18 hours of the initial outage.

Over the next 11 months, key CCD and PMO staff, as well as contractors, provided 24/7 monitoring of the emergency generators that maintained electricity at Langston Terrace. Their efforts included implementing battery and transformer systems to stabilize power and reduce downtime, and regularly communicating with residents and resolving their concerns.

This interim electrical solution stabilized the property, allowing rehabilitation work to move forward. On Aug. 5, 2025, Langston Terrace was returned to the PEPCO grid.



Investing in Safety

In partnership with DCHA's Office of Public Safety (OPS), also known as DCHA PD, and the Metropolitan Police Department (MPD), CCD led the design and construction of an OPS sub-station at the Greenleaf Gardens community.

CCD converted a single residential unit into a state-of-the-art facility that employs the same camera system as MPD. Conceived under the Three-Year Recovery Plan, the substation opened in December 2024.

A separate CCD project that promotes safety – installing new doors with a key fob access system at multi-family public housing properties – is also underway. The new entryways are in place at five distinct sites totaling more than 1,200 units and installation at a sixth public housing community is in planning stages.

Other complementary investments – including installing security cameras – are improving safety in public housing communities.





Creating Healthier Homes, Saving Energy

An arm of CCD, the Sustainability Team leads interagency collaborations that prioritize the health and well-being of public housing residents in the design and implementation of energy and water system improvements. Largely informed by the District's regulatory landscape, including Building Energy Performance Standards (BEPS) and net zero energy codes, the Sustainability Team oversaw multiple projects that generated significant cost savings, financial incentives and energy efficiencies, while working to strengthen the partnerships with our residents.

Together with the DC Sustainable Energy Utility (DCSEU), DCHA organized events to distribute free air purifier kits to more than 500 households across eight different public housing communities. The distribution further expands DCHA's efforts to promote improved indoor air quality and amounts to more than $80,000 of avoided costs for air purifier equipment, for residents.

As a member of the 2025-2026 Residential Retrofits for Energy Equity (R2E2) initiative, DCHA will receive free sustainability consulting services alongside the Washington Interfaith Network (WIN), the partnering community-based organization. The services will support resident engagement, workforce development, and identifying "green" funding and financing.

The Sustainability Team continues oversight of DCHA's existing solar arrays, while identifying additional solar opportunities and plotting the roadmap for future projects. DC has one of the most lucrative solar renewable energy credit (SREC) markets in the country, amounting to more than $400/megawatt hour of electricity generated. The capital brought about by the SRECs allows DCHA to pay back project costs at a faster rate and once paid off, the future funds can be reinvested in DCHA's portfolio.

$10.6M

in utilities savings, by installing energy and water efficiency measures including:



LED lighting



High efficiency boilers



Low-flow water fixtures

$147K

of custom incentive funding awarded, by the DC Sustainable Energy Utility (DCSEU), for the installation of energy efficient equipment and rooftop solar at Kenilworth 166.

DCHA and its partners at Kenilworth 166 are working together to apply the funds towards operating expenses, such as common area utility costs. Lifetime total incentive of $2M+ from DCSEU.

$900K+

in avoided electricity costs from installing solar.

$430K+

in solar renewable energy credits (SRECs) from November 2023 through September 2025, with more than $1M SRECs in lifetime revenue.

~$12K+

of annual electricity costs avoided, for Kenilworth 166 residents that signed up for community solar.





Development Department

DCHA is committed to strengthening the quality and amount of affordable housing available throughout the District of Columbia. Led by the Development Department and in collaboration with the Office of Asset Management, DCHA secures partnerships to redevelop aged public housing buildings and increase the number of affordable units at each site, and to acquire parcels of land or multifamily properties to preserve them for affordable housing purposes.

Preserving, Enhancing & Expanding

Affordable Housing

3

Redeveloped

Barry Farm - The Asberry; Kenilworth 166; Park Morton

1

Repositioned

Arthur Capper

2

Under Construction

Barry Farm - Edmonson; Henson Ridge I

4

Planning

Barry Farm - Rental Flats; Henson Ridge II; Judiciary House; MELVO

Over the past two years, DCHA and our development partners delivered more than 416 newly constructed residential units across three redevelopment sites, and ensured the preservation of 218 units of affordable housing.

During FY25, two projects completed construction, began leasing units, and welcomed residents who moved into new, modern homes. The Asberry is part of Phase I of the redevelopment of the former public housing community, Barry Farm Dwellings. Kenilworth 166 is the first phase in the multiphase redevelopment of Kenilworth Courts public housing community. In FY25, the newly constructed, 142-unit Park Morton Apartments opened to residents. By using an innovative Faircloth-to-RAD conversion approach with all three projects, DCHA was able to increase the number of affordable housing units available at the sites.

Progress continued at several other sites with construction underway at two communities. Development also completed significant steps in the planning process, such as financial closings, for multiple projects.

DCHA and our development partners also made substantial strides in securing the financing tools needed to invest in the substantial rehabilitation or redevelopment of nearly two dozen properties. The Revitalization Plan, announced in July 2025 and supported by $700 million in Industrial Revenue Bonds, includes 19 public housing communities, while the approval of Section 18 applications positions DCHA to invest in four others.

What is RAD Conversion?

Short for Rental Assistance Demonstration, RAD is a U.S. Department of Housing and Urban Development program that provides public housing authorities with a tool to convert public housing subsidies to Section 8 subsidies to attract private investment, which can be used to fund redevelopment, upkeep and/or create new units. This process had been referred to as Faircloth-to-RAD, which was renamed Restore-Rebuild by HUD in late 2024.

Definitions	
Preservation	Protecting affordable units and acting on DCHA's ownership interests through property repositioning, such as the conversion of public housing operating subsidy to Section 8 project-based voucher subsidy, or acquisitions, like DCHA buying out a limited partnership interest.
Stabilization	Rehabilitation and continued maintenance of DCHA properties to ensure safe and habitable conditions.
Redevelopment	New construction and substantial rehabilitation of existing properties that requires extensive master planning, zoning approvals, and financing partnerships, and are typically developed across multiple phases.

A Vibrant Future for Barry Farm:
The Asberry



Mayor Muriel Bowser (center), DCHA Executive Director Keith Pettigrew (2nd from right), and more stakeholders cut the ribbon at The Asberry.

The historic Anacostia neighborhood is undergoing a transformation catalyzed in part by the major redevelopment of the Barry Farm public housing community.

On Nov. 21, 2024, DCHA and our nonprofit development partner, Preservation of Affordable Housing, were joined by Mayor Muriel Bowser and the Office of the Deputy Mayor for Planning and Economic Development (DMPED) to mark the grand opening of The Asberry.



The Asberry is a 108-unit, 100% affordable mixed-use building with a 55+ senior preference and 5,096 square feet of commercial space. Amenities include a sundeck, courtyard, fitness center, recreation room, and wellness room. Of the 108 units, 77 are replacement units for former Barry Farm residents, with 33 units at 30% of Median Family Income (MFI), 44 units at 50% MFI, 21 units at 60% MFI, and 10 units at 80% MFI.

The Asberry is the first on-site building delivered at Barry Farm under the New Communities Initiative (NCI), a District government program that was created to redevelop distressed public housing communities into vibrant mixed-income neighborhoods.

During the Nov. 21 celebration, DCHA, POAH, DMPED and Mayor Bowser also broke ground on the Edmonson, a 139-unit affordable mixed-use property including 52 two-bedroom units. The second new construction building on the site, the Edmonson will also have 50 replacement units for former Barry Farm residents, 20,000 square feet of ground-floor retail space, shared community spaces, and outdoor amenities.

Once completed, the Barry Farm redevelopment will feature at least 900 new affordable rental and for-sale housing units, including 380 public housing replacement units.

Property	Address	Development Approach
Barry Farm - The Asberry	**1200 Sumner Road SE**	**Redevelopment**

Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
108	44	0	33	31	0



High-Quality Homes for All: Kenilworth 166

The first phase of Kenilworth Courts redevelopment included construction of 166 units.

The first phase in the redevelopment of Kenilworth Courts was completed in late 2024 – bringing 166 modern, affordable housing units to the Northeast DC neighborhood including dozens of family-sized homes.

Thoughtfully designed to incorporate diversified housing stock, Phase 1 is known as Kenilworth 166 and included the construction of a 42-unit apartment building with a 55+ senior preference, a 65-unit multi-family property, 15 stacked flats apartments and 44 townhomes.

Community amenities, such as a fitness area, resident lounges, a meeting room and bike storage areas, are also part of Kenilworth 166.

The multi-phase redevelopment of Kenilworth Courts is part of the New Communities Initiative (NCI), a District government program that was created to redevelop distressed public housing communities into vibrant mixed-income neighborhoods.

Leasing and move-ins began in late 2024 at Kenilworth 166, which is filling an important need by creating family-sized units.

Of the 44 townhomes, there are 4 five-bedroom units, 8 four-bedroom units, 26 three-bedroom units, and 6 two-bedroom units.

The stacked flats offer 2 three-bedroom units and 13 two-bedroom units.

The multifamily property includes 1 five-bedroom apartment and 1 four-bedroom apartment, as well as 27 two-bedroom apartments.

The senior apartment building with a 55+ senior preference has 3 two-bedroom units and 39 one-bedroom units.

Property		Address		Development Approach	
Kenilworth 166		**1514 Kenilworth Avenue NE**		**Redevelopment**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
166	101	0	17	48	0



Modern Homes in a Walkable Community:

Park Morton Apartments

Situated in the pedestrian- and transit-friendly Park View neighborhood, Park Morton Apartments is a newly constructed five-story multifamily building.

It is the first phase in the multi-phase redevelopment of the decades-old public housing community, a project supported by the District's New Communities Initiative (NCI), which was created to redevelop distressed public housing communities into vibrant mixed-income neighborhoods.

On Oct. 10, 2025, DCHA – with our nonprofit development partners, The Community Builders and Dantes Partners; Ward 1 Councilmember Brooke K. Nadeau; and DMPED – cut the ribbon on the 142-unit apartment building.

It consists of 19 studios, 73 one-bedroom units, 49 two-bedroom units and 1 four-bedroom unit. Of the 142 total units, 40 are replacement units for returning residents.



Units include an in-unit washer and dryer, a pantry and linen closet, while the community offers a courtyard, a fitness room, a resident lounge and separate 'Kids Hub' lounge, a 'Tech Hub' co-working space, a meeting room, and a bike storage area.

Subsequent phases in this redevelopment include construction of 47 rental and homeownership units, and, located less than a quarter-mile away, 273 off-site rental apartments.

Property		Address		Development Approach	
Park Morton Apartments		**610 Park Road NW**		**Redevelopment**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
142	40	0	0	102	0

Providing Stability, Preserving Affordable Housing

Arthur Capper Senior I



In January 2024, the U.S. Department of Housing and Urban Development (HUD) awarded DCHA a Commitment to Enter into a Housing Assistance Payments Contract, or CHAP award, for Arthur Capper Senior I and in September 2024, the project received a Rental Assistance Demonstration (RAD) Conversion Commitment from HUD. In December 2024, the 162-unit senior apartment building was converted from public housing to Section 8 Project-Based Vouchers.

The RAD conversion for Arthur Capper Senior I, which was constructed in FY2020, did not include any rehabilitation. No residents were displaced as part of the RAD conversion. Repositioning the subsidy from public housing operating funds to project-based voucher subsidy is a tool to achieve DCHA's preservation strategy. The subsidy repositioning provides DCHA with more stable and predictable revenues at the property. Arthur Capper Senior I is made up of 155 one-bedroom units and 7 two-bedroom units, and was designated elderly-only in FY2004.





Property		Address		Development Approach	
Arthur Capper Senior I		**900 5th Street SE**		**Preservation**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
162	162	0	0	0	0

Under Construction



Barry Farm - Edmonson

In November 2024, DCHA, nonprofit development partner POAH, Mayor Bowser, DMPED and former Barry Farm residents formally broke ground on the Edmonson, the second new construction building at the Barry Farm site in historic Anacostia.

A 139-unit affordable mixed-use property, the Edmonson will offer 20,000 square feet of ground-floor retail space and shared community spaces including a roofdeck, courtyard, fitness room and resident lounge. The Edmonson is part of the multi-phase redevelopment of the former Barry Farms public housing site and its anticipated completion is winter 2026-2027.

Property **Barry Farm - Edmonson**		Address **1230 Sumner Road SE**		Development Approach **Redevelopment**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
139	50	0	0	89	0

Henson Ridge I

Henson Ridge I is a 124-unit mixed-finance property that includes 68 public housing units, which were designated as elderly-only units in FY2007 as part of a HOPE VI project.

In December 2024, DCHA closed on a Rental Assistance Demonstration (RAD) financing blend that supports the rehabilitation of those public housing units and the subsidy conversion of 68 units to Project-Based Vouchers, which ties the rental assistance to the specific unit. As part of that financing package, the District of Columbia Housing Finance Agency (DCHFA) issued $34 million in tax exempt bonds, and underwrote $21.2 million in federal and $4.3 million in DC Low Income Housing Tax Credits.

Property **Henson Ridge I**		Address **1804 Alabama Avenue SE**		Development Approach **Preservation**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
124	68	0	0	56	0

Planning

Barry Farm - Rental Flats

In addition to commencing construction of the Edmonson and delivering The Asberry, DCHA and its nonprofit development partner POAH in 2024 also secured funding to construct the Rental Flats, part of the multi-phase redevelopment of the Barry Farm site.

Construction of the 90-unit Rental Flats is slated to begin in late 2025. Once built, the Rental Flats will offer 7 one-bedroom units, 31 two-bedroom units, 33 three-bedroom units, 15 four-bedroom units, and 4 five-bedroom units. The Renal Flats will feature 9 two-bedroom live-work units.

Property		Address		Development Approach	
Barry Farm - Rental Flats		**1200 Block of Eaton Road SE**		**Redevelopment**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
90	42	0	0	48	0

Henson Ridge II/Accessibuild

Henson Ridge II/Accessibuild is a 178-unit mixed-finance property with 114 Project Based Voucher units, including 22 fully accessible rental units for people with disabilities. The projects were originally built in 2007 as part of a HOPE VI project and will be refinanced and renovated. DCHA and its development partner Urban Atlantic will use tax exempt bonds, federal and DC Low Income Housing Tax Credits, and DCHA and Housing Production Trust Fund loans to finance the construction at the property. DCHA expects construction to begin in December 2025 or early 2026.

Property		Address		Development Approach	
Henson Ridge II/Accessibuild		**1804 Alabama Ave SE**		**Preservation**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
178	114	0	0	64	0

Judiciary House

Incremental capital improvements, supported by District funds, were made at Judiciary House over the last five years, but additional funding was needed to complete the full substantial rehabilitation.

In late 2023, DCHA secured tax-exempt bond financing and affordable housing tax credits to complete the scope of work. Along with modernizing units, the project also includes replacement of the building's roof, windows and major utility infrastructure, and structural repairs to the underground parking structure and the cantilevered concrete balconies.

Property		Address		Development Approach	
Judiciary House		**461 H Street NW**		**Redevelopment**	
Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
256	256	0	0	0	0



MELVO

MELVO is a scattered-site project that includes five existing public housing properties – Montana Terrace, Elvans Road, Lincoln Road, The Villager, and Ontario Apartments - totaling 137 units. DCHA will convert the existing public housing subsidy to Project-Based Vouchers through the Rental Assistance Demonstration (RAD) program and use federal and DC capital funds to renovate the units. The combination of repositioning the subsidy and rehabilitation of the buildings will preserve the affordability and improve the building conditions.

Properties	Addresses	Development Approach
Montana Terrace **Elvans Road** **Lincoln Road** **The Villager** **Ontario Apartments**	**1625 Montana Avenue NE** **2440 Elvans Road SE** **11 R Street NE** **3810 Southern Avenue SE** **2422 Ontario Road NW**	**Preservation**

Total Units	Federal Project-Based Voucher (PBV) Units	Public Housing Units	Local Project-Based Voucher (LRSP) Units	Unsubsidized Affordable (LIHTC) Units	Market Rate Units
137	137	0	0	0	0











Top row, pictured left to right

Montana Terrace, Elvans Road, Lincoln Road

Bottom row, pictured left to right

The Villager, Ontario Apartments

DCHA Receives HUD Approval of

Four Section 18 Applications

In summer 2025, the U.S. Department of Housing and Urban Development (HUD) approved four Section 18 applications, creating a path for DCHA to revitalize or replace more than 1,000 affordable housing units.

The Section 18 approval grants DCHA the opportunity to reposition the subsidy, which supports DCHA's ability to secure financing and attract development partners.



Greenleaf Gardens

HUD approved the Section 18 disposition application for the 9-acre Greenleaf Gardens community, which includes Greenleaf Senior, Greenleaf Family and Greenleaf Additions, in Ward 6.

Together, the public housing communities total 493 public housing units across 24 buildings. In 2024, DCHA began its ongoing resident engagement regarding the master development plan for Greenleaf Gardens with residents.



Kenilworth Courts

HUD approved the Section 18 demolition and disposition application for four buildings that are part of the Kenilworth Courts public housing community. The approval permits DCHA to demolish the four buildings, which contain 58 units, and support the second phase in the multi-phase redevelopment of Kenilworth Courts.

An NCI project, the redevelopment of Kenilworth Courts also includes Kenilworth 166, which was completed in late 2024.



Langston Terrace

HUD approved a Section 18 disposition application for Langston Terrace, an 11.25 acre public housing community with 15 buildings totaling 274 units.

Potomac Gardens *(not pictured)*

HUD approved a Section 18 disposition application for Potomac Gardens, which includes 14 buildings located on 6.3 acres.

DCHA Secures $700M in Bonds for the

Modernization & Rehabilitation

of Nineteen Public Housing Communities



With the shared aim of preserving and creating affordable housing, DCHA collaborated with District government partners to identify an opportunity for a unique strategic investment. In July 2025, City Council approved the issuance of $700 million in Industrial Revenue Bonds (IRBs) by the Office of the Deputy Mayor for Planning and Economic Development (DMPED) to fund DCHA's revitalization plan.

An intensive rehabilitation and modernization program, the revitalization plan will include upgrades to building systems and renovations of approximately 3,500 units across 19 public housing communities.

Phase 1 of the revitalization plan includes nine public housing communities:

Ward 2

- **Claridge Towers**
- **James Apartments**

Ward 5

- **Fort Lincoln**

Ward 6

- **Hopkins Apartments**
- **James Creek**
- **Sibley Plaza**
- **Syphax Gardens**

Ward 7

- **Lincoln Heights**

Ward 8

- **Knox Hill**

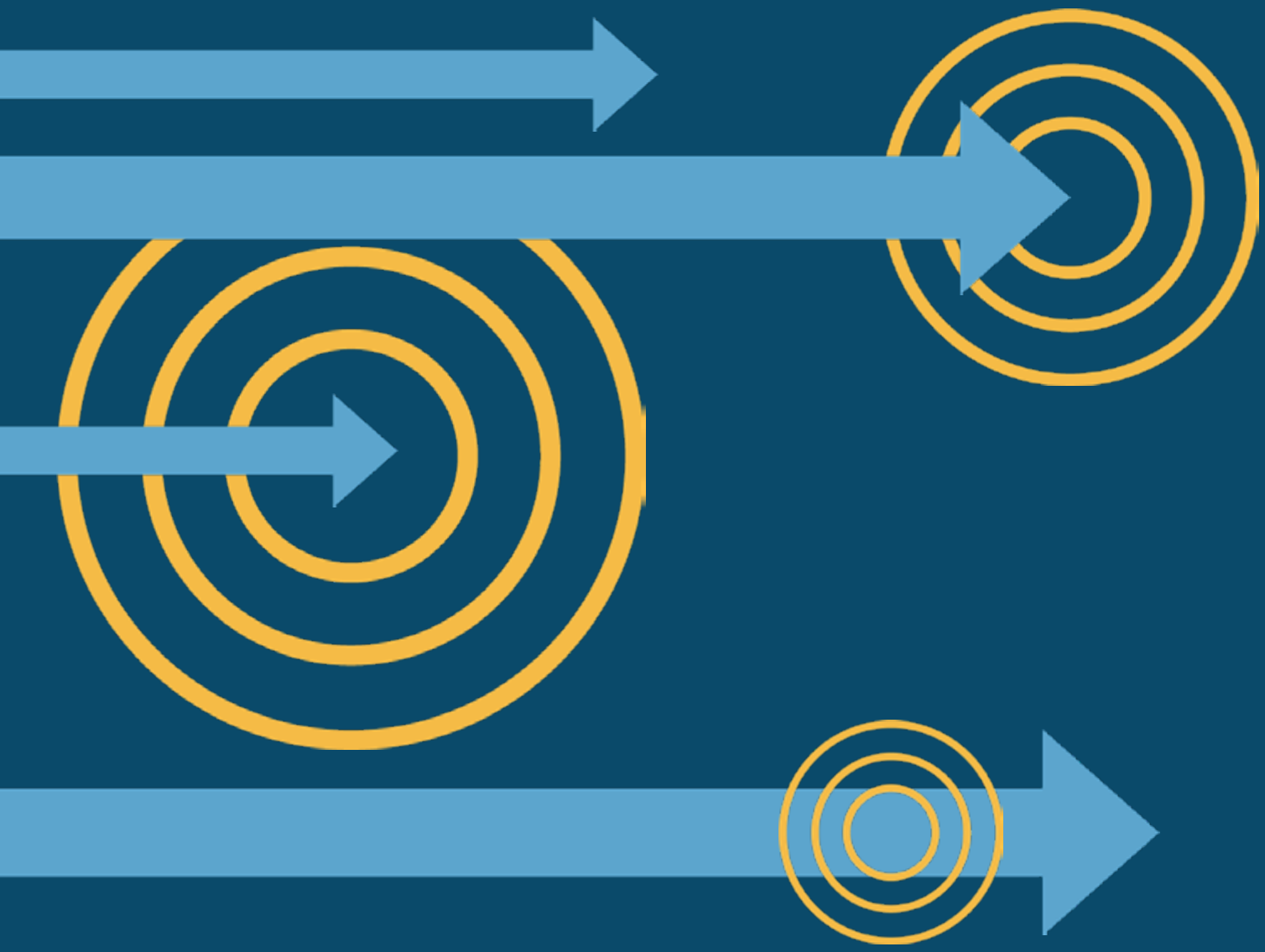
Work at these nine communities is expected to begin in 2026 and will involve modernizing and rehabilitating approximately 1,900 units, including accessible units, and upgrading building systems and infrastructure.



Kitchen at Claridge Towers



Bathroom at James Apartments



Office of Asset Management

In early 2024, DCHA restored the Office of Asset Management (OAM) after a years-long gap in this critical function. OAM oversees all assets in DCHA's portfolio, including monitoring compliance and ensuring strategic planning, financial sustainability, and long-term asset preservation.

Creating a Structure for Success

Following the recruitment and onboarding of a director and a 4-person staff throughout 2024 and 2025, OAM undertook significant steps to establish foundational portfolio information, institute baseline measures to monitor the financial and physical health of each property, and implement standardized practices and workflows to ensure maintenance of key metrics and records.

OAM performed extensive research, including gathering records, sourcing data, tracking loan information, and fact checking, and collaborated with the Office of Financial Management (OFM), Property Management Operations (PMO), Capital Construction and Design (CCD), Office of General Counsel (OGC), and Development teams to verify accuracy.

OAM, in coordination with OFM, verified that subsidy calculation practices were in compliance with regulatory and operating agreements and reconciled DCHA's obligations regarding the public housing operating subsidy.

Those efforts informed the development and upkeep of a portfolio inventory database that tracks mixed-finance project compliance and partner performance, while also guiding long-term strategies to safeguard portfolio value.

Similarly, OAM created and is maintaining a monthly financial tracker that captures the financial health of each property in the DCHA portfolio; performs initial project underwriting for project recapitalization; and manages the public housing operating subsidy revision process for mixed-finance properties.

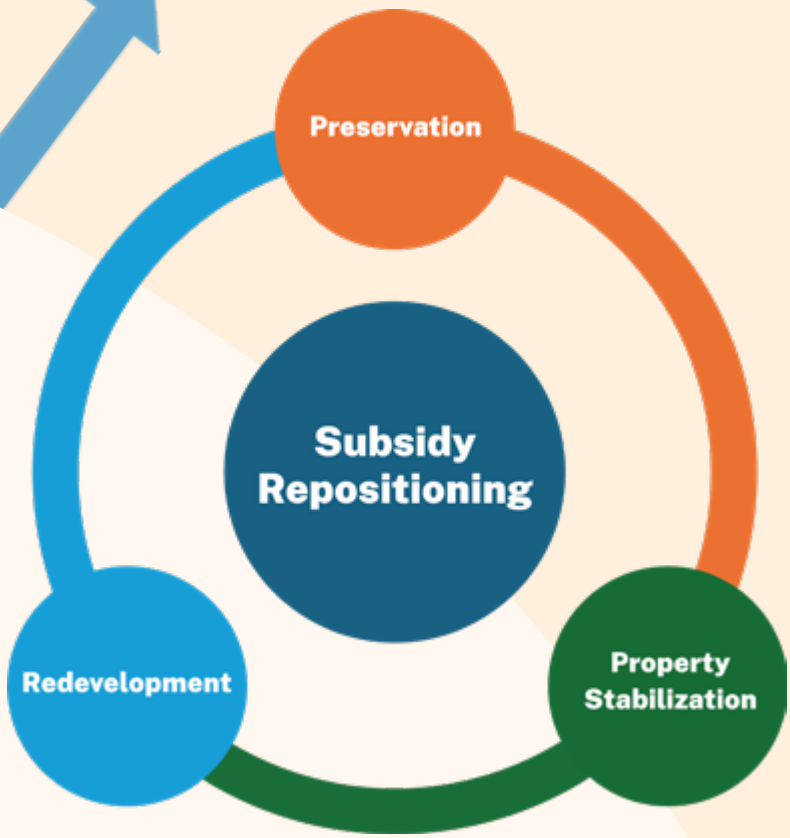
OAM also prioritized relationship building with external stakeholders to support mixed-finance properties' compliance with regulatory and operating agreements and partnership obligations, as well as catalyzed internal coordination with frontline HCVP staff in support of voucher utilization. Interdepartmental coordination led by OAM has yielded working groups that oversee RAD conversions and monitor DCHA properties approaching the end of their Low-Income Housing Tax Credit (LIHTC) compliance period to ensure the preservation of affordable housing units.

This essential groundwork positions DCHA to better monitor and manage its portfolio – and in turn, strengthens DCHA's ability to secure investments and partnerships that preserve, modernize and create affordable housing.



Innovative Financial Model Spurs Revitalization Plan

Focused on identifying pathways to preserve, modern-ize and create more affordable housing, OAM utilized its expertise to design a unique underwriting model that will fund an intensive renovation and modernization program at 19 public housing communities.



Phase 1

- **Claridge Towers & James Apartments** *(Ward 2)*
- **Fort Lincoln** *(Ward 5)*
- **Hopkins Apartments, James Creek, Sibley Plaza & Syphax Gardens** *(Ward 6)*
- **Lincoln Heights** *(Ward 7)*
- **Knox Hill** *(Ward 8)*

Future Phases

- **Harvard Towers & LeDroit Senior** *(Ward 1)*
- **Horizon House & Judiciary House** *(Ward 2)*
- **Regency House** *(Ward 3)*
- **Carroll Apartments & Kentucky Courts** *(Ward 6)*
- **Stoddert Terrace** *(Ward 7)*
- **Highland Addition & Woodland Terrace** *(Ward 8)*

With a deep understanding of financing structures, the current economy and local real estate development industry, and local government's fiscal policies and commitment to affordable housing, OAM worked with DCHA's partners in local government, including the Office of the Deputy Mayor for Planning and Economic Development (DMPED), to secure $700 million in Industrial Revenue Bonds (IRBs).

IRBs are a type of municipal bond issued to finance or raise capital for projects that benefit the community, yet they are not frequently used to stimulate public housing authority investment in affordable housing.

The $700 million in IRBs will be supplemented by $70 million in DCHA funds, and coincide with the subsidy repositioning of the 19 public housing communities, which were selected for the bond-funded Revitalization Plan based on physical needs assessments and other OAM evaluations of the portfolio's financial health.

By pairing this innovative financial model with plans for RAD conversion, OAM has created a path for DCHA to modernize and renovate approximately 3,500 units – effectively preserving thousands of affordable housing units for generations of DC families.

DCHA Portfolio

Property Name	Portfolio	Subsidy	Subsidized Units
4800 Nannie Helen Burroughs	Mixed Finance	Public Housing	23
The Asberry	Mixed Finance	RAD PBV	44
The Avenue	Mixed Finance	Public Housing	27
Barry Farms Dwellings	Traditional Public Housing	Public Housing	39
Benning Terrace	Traditional Public Housing	Public Housing	274
The Bixby at Capitol Quarter	Mixed Finance	Public Housing	39
Capital Gateway	Mixed Finance	Public Housing	61
Capitol Gateway Senior	Mixed Finance	PBV	151
Capitol Quarter Townhomes	Mixed Finance	Public Housing	86
Capper Senior I	Mixed Finance	RAD PBV	162
Capper Senior II (400 M)	Mixed Finance	Public Housing	139
Carroll Apartments	Traditional Public Housing	Public Housing	60
City View Apartments	Mixed Finance	Public Housing	30
Claridge Towers	Traditional Public Housing	Public Housing	343
Colorado	Mixed Finance	RAD PBV	23
Columbia	Mixed Finance	RAD PBV	21
Edgewood Senior	Mixed Finance	Public Housing	89
Elvans Road	Traditional Public Housing	Public Housing	20
Fairlawn Marshall	Mixed Finance	RAD PBV	30
Fort Lincoln	Traditional Public Housing	Public Housing	120
Ft. Dupont Addition	Traditional Public Housing	Public Housing	19
Ft. Dupont Dwelling	Traditional Public Housing	Public Housing	104
Garfield Terrace Family	Traditional Public Housing	Public Housing	50
Garfield Terrace Senior	Traditional Public Housing	Public Housing	228
Gibson Plaza	Mixed Finance	Public Housing	53
Glenncrest	Mixed Finance	Public Housing	61
Greenleaf Addition	Traditional Public Housing	Public Housing	32
Greenleaf Extension	Traditional Public Housing	Public Housing	4
Greenleaf Gardens	Traditional Public Housing	Public Housing	242

DCHA Portfolio *(cont.)*

Property Name	Portfolio	Subsidy	Subsidized Units
Greenleaf Senior	Traditional Public Housing	Public Housing	215
The Harlow	Mixed Finance	LIHTC & Market Rate	0*
Harvard Towers	Traditional Public Housing	Public Housing	193
Henson Ridge Accessibuild	Mixed Finance	PBV	22
Henson Ridge Rental II	Mixed Finance	PBV	92
Highland Additions	Traditional Public Housing	Public Housing	118
Highland Dwellings	Mixed Finance	Public Housing	212
Hopkins Apartments	Traditional Public Housing	Public Housing	158
Horizon House	Traditional Public Housing	Public Housing	107
Horizon House ADA	Traditional Public Housing	Public Housing	19
James Apartments	Traditional Public Housing	Public Housing	141
James Creek	Traditional Public Housing	Public Housing	242
Judiciary House	Traditional Public Housing	Public Housing	263
Kelly Miller	Traditional Public Housing	Public Housing	160
Kenilworth	Traditional Public Housing	Public Housing	201
Kenilworth 166	Mixed Finance	RAD PBV	101
Kentucky Courts Condos	Mixed Finance	Public Housing	12
Kentucky Courts	Traditional Public Housing	Public Housing	118
Knox Hill	Traditional Public Housing	Public Housing	122
Langston Additions	Traditional Public Housing	Public Housing	35
Langston Terrace	Traditional Public Housing	Public Housing	274
LeDroit Apartments	Traditional Public Housing	Public Housing	124
Lincoln Heights	Traditional Public Housing	Public Housing	407
Lincoln Road	Traditional Public Housing	Public Housing	20
Marley Ridge	Mixed Finance	Public Housing	9
Matthews Memorial Terrace	Mixed Finance	RAD PBV	35
Metro Towns (Pollin Parkside)	Mixed Finance	Public Housing	42
Montana Terrace	Traditional Public Housing	Public Housing	66

**The Harlow has 179 total units and includes 36 LIHTC units and 143 Market Rate units. DCHA has an owner interest in the property.*

DCHA Portfolio *(cont.)*

Property Name	Portfolio	Subsidy	Subsidized Units
Oak Street Apartments	Mixed Finance	PBV	51
Ontario Road	Traditional Public Housing	Public Housing	13
Oxford Manor	Mixed Finance	Public Housing	30
Park Morton	Traditional Public Housing	Public Housing	130
Park Morton Apartments	Traditional Public Housing	Public Housing	40
Parkway Overlook	Mixed Finance	PBV	105
Phyllis Wheatley YWCA	Mixed Finance	Public Housing	76
Potomac Gardens Family/Senior	Traditional Public Housing	Public Housing	352
Regency House	Traditional Public Housing	Public Housing	160
Residences at Hayes	Mixed Finance	Public Housing	50
Richardson Dwellings	Traditional Public Housing	Public Housing	191
Scattered Sites	Mixed Finance	Public Housing	15
Sheridan Station I	Mixed Finance	Public Housing	45
Sheridan Station III	Mixed Finance	Public Housing	65
Sibley Plaza	Traditional Public Housing	Public Housing	224
Sibley Townhomes	Traditional Public Housing	Public Housing	22
Stoddert Terrace	Traditional Public Housing	Public Housing	158
Summit at St. Martin	Mixed Finance	Public Housing	51
Sursum Corda	Traditional Public Housing	Public Housing	28
Syphax Gardens	Traditional Public Housing	Public Housing	174
Triangle View	Mixed Finance	Public Housing	76
Victory Square Senior	Mixed Finance	Public Housing	36
The Villager	Traditional Public Housing	Public Housing	20
Wade Apartments	Mixed Finance	Public Housing	5
Wheeler Creek Family	Mixed Finance	Public Housing	48
Wheeler Creek Senior	Mixed Finance	Public Housing	100
Williston Apartments	Mixed Finance	PBV	30
Woodland Terrace	Traditional Public Housing	Public Housing	234

Total Subsidized Units: 8,611 ***(including 7,744 Public Housing Units)***

Information Technology Department

Information Technology Department (ITD) leads the implementation, adoption and integration of technology solutions by all departments to enhance efficiency and data security; provides agency-wide tech and software support services; and leads the digital transformation of DCHA operations.

By leading the interagency effort to integrate applications and databases, ITD is building the infrastructure to strengthen data integrity and management for DCHA.

Centralizing Property & Program Management with Yardi

Parallel to ITD's efforts to recruit, hire and onboard staff to fill key department vacancies, it made an intensive push to complete the implementation of real estate management platform Yardi, including creating training curriculum and leading staff training sessions. Adoption of Yardi's RentCafe platform, both the resident and landlord portals, and Case Management module creates a centralized database for Housing Choice Voucher Program (HCVP) staff to perform their job duties. RentCafe also supports efficiencies in Property Management Operations (PMO), as does Yardi's Maintenance IQ module. The software upgrades correlate with improvements in DCHA's affordable housing programs, as data and workflow consolidation supports time management.

ITD also implemented two other Yardi platforms: VendorCafe, which supports the Office of Administrative Services (OAS) management of vendor relationships, and Aspire, a learning management system to foster staff development.



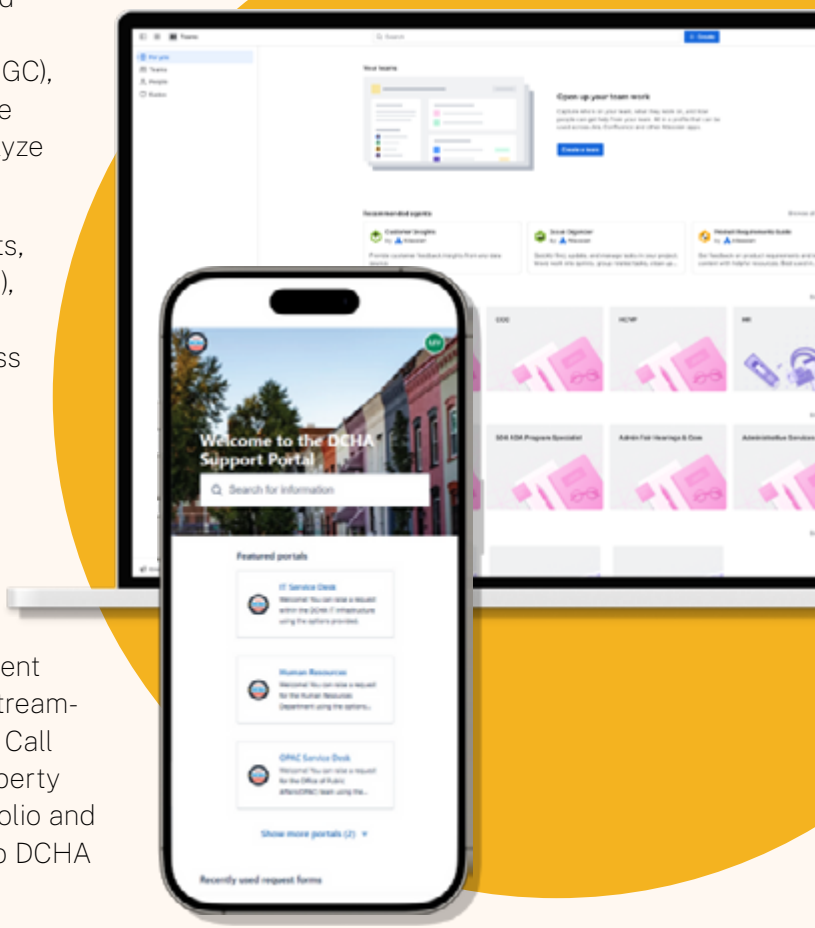
Optimizing Workflow with Software Solutions & Hardware Upgrades

Aside from Yardi, ITD implemented additional software and installed equipment following engagements with internal departments – including the Office of General Counsel (OGC), Office of Public Affairs and Communication (OPAC), Office of Customer Engagement (OCE), OAS and others – to analyze workflows and identify bottlenecks.

ITD developed digitized processes for several departments, including HCVP and the Office of Resident Services (ORS), and also took ownership of employee badging during the onboarding process – emblematic of the team's willingness to rectify impediments to workflows.

Increased adoption and refinements to other existing software systems, like the internal service management software Jira and the redevelopment of the internal Intranet site, also supported information sharing and coordination across DCHA.

With a focus on improving customer service and the resident experience, ITD integrated a new call tree platform that streamlines the caller experience from dial to pickup by a DCHA Call Center agent. Landline phones were added to on-site property management offices throughout the public housing portfolio and for the HCVP department – an effort to improve access to DCHA frontline staff.



Enhancing Public Safety, Improving Resident Life

ITD in collaboration with the Office of Public Safety (OPS) and Capital Construction and Design (CCD) invested in public safety facilities and equipment throughout the public housing portfolio.

600
Cameras installed over FY24 & FY25

An evaluation of the security camera system informed an initiative to upgrade equipment – implementing the Ocean 10 system where needed – and expand the number of cameras to ensure sufficient visual coverage of property blueprints. The number and position of which were adjusted based on specific property layouts and infrastructure. Related software and equipment, including monitors, were installed and tested in on-site security guard booths.

Alongside the hardware investment, ITD enhanced DCHA's ability to monitor camera functionality, improving response, repair and return-to-service timelines when addressing service disruptions. When FY24 commenced, approximately 30% of cameras were offline; today that stands at 5%.

ITD managed other technology upgrades at public housing communities to enhance the resident experience, such as replacing damaged televisions in shared spaces and improving digital access by introducing guest Wi-Fi services. These enhancements are expected to be completed at all remaining sites by the end of 2025.



33 **Communities where new TVs have been installed**

10 **Communities where computer labs have been overhauled**

35 **Communities where guest Wi-Fi has been installed**

27 **Resident council offices where equipment has been upgraded**

Informed by discussions with HCVP, PMO and the Office of Customer Engagement (OCE), ITD also brought in-person training sessions to public housing communities. The sessions helped attendees register for the online resident portal RentCafe and guided them through key RentCafe functions. ITD also collaborated with OPAC to create how-to reference guides on RentCafe, which are available on DCHA's website.

Office of Public Affairs & Communication

The Office of Public Affairs and Communication (OPAC) leads the development, implementation and oversight of internal communication initiatives and external communication strategies, including media relations management.

Following a several year hiatus, OPAC was revived in late 2023.

Over the past two years, OPAC has helped improve the customer service experience and better stakeholder engagement through enhancements to DCHA's digital presence and the creation of analog deliverables.



Strengthening the DCHA Brand with
Strategic Media Relations

Among its core responsibilities, OPAC is the point of contact for media members. This involves coordinating responses to press inquiries as they're submitted and proactively engaging reporters. By providing transparent and timely statements, unwarranted news coverage was regularly contained. OPAC also shepherded positive news coverage that underscores DCHA progress.

OPAC has generated earned media in newspapers, trade publications and local TV news stations that showcases DCHA initiatives, investments and partnerships. The positive press coverage follows a concerted effort to educate local journalists on affordable housing programs, as well as the production of press releases and press conferences. Highlights of the media attention include stories on the preservation and development of affordable housing units, in particular the grand opening of newly constructed fully affordable rental properties.

In November 2024, OPAC in partnership with the Executive Office of the DC Mayor, the Office of the Deputy Mayor for Planning and Economic Development (DMPED), and co-developer Preservation of Affordable Housing (POAH) hosted a ribbon cutting of The Asberry and groundbreaking of the Edmonson, part of the multi-phase redevelopment of Barry Farm. The event resulted in earned media in 15 news outlets, including the Washington Post.

In July 2025, City Council approved a resolution that greenlit DMPED's issuance of $700 million in Industrial Revenue Bonds (IRBs) to an affiliate of DCHA to fund an intensive renovation and modernization program for 19 public housing communities. Following the vote and amid an overloaded media cycle, OPAC yielded more than a half dozen media mentions, including three TV news stations, on the Revitalization Plan.

OPAC led the planning and hosting of an October 2025 ribbon cutting event at Park Morton Apartments, coordinating with DMPED and co-developers The Community Builders and Dantes Partners on the grand opening celebration. NBC4, among other news outlets, covered the event.

Other noteworthy media coverage includes stories on two distinct affordable senior housing communities where voucher subsidized units are available, Friendship Terrace and Dix Street Residences; a partnership with Residential Retrofits for Energy Equity (R2E2) that will support the implementation of energy efficient upgrades to the public housing portfolio; and the April 2024 opening of the HCVP Customer Service Center in DC's Chinatown neighborhood.

Reshaping the DCHA Website



To provide a better user experience for visitors to the DCHA website, in particular public housing residents, voucher participants and landlords, and potential vendors, OPAC is leading the redesign of the DCHA website.

Through collaborations with multiple departments, OPAC has created new sections on the website and refined existing website content.

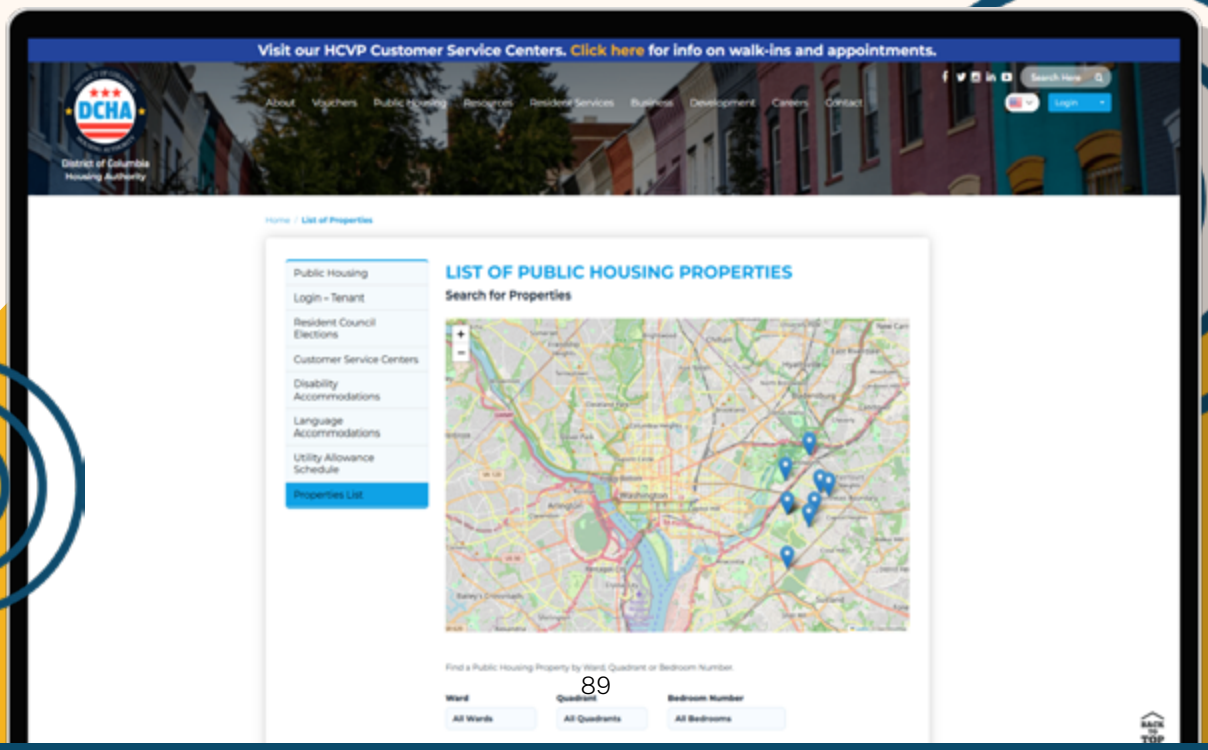
OPAC established an Office of Resident Services (ORS) section on the DCHA website – providing another pathway for affordable housing program participants to learn about and express interest in education, professional advancement and workforce development programs.

A new Development section on the website serves as a digital touchpoint for residents of public housing properties undergoing major rehabilitation or redevelopment projects by providing the materials sharing during resident meetings. It also offers development partners and the general public an overview of the various processes used by DCHA to preserve, modernize and create affordable housing units.

A newly created Resources section offers a one-stop webpage for public housing residents and voucher participants and landlords to locate helpful information, such as explainers on how to register for the online resident and landlord portals. Other new content additions, such as the Voucher Frequently Asked Questions webpage, provide key information on HCVP and in turn, help improve DCHA customer service.

In support of the Office of Administrative Services (OAS), OPAC reimagined the Business section of the website to provide potential vendors with more seamless experience. OPAC redesigned the content featuring each property that is part of the public housing portfolio, better positioning the Property Management Operations (PMO) team to communicate with current residents and waitlist applicants. The Contact and Plans & Reports webpages were also redesigned.

The redevelopment of the DCHA website is an ongoing initiative with the current focus with on reorganizing the sitemap to promote easy navigation.



Enhancing Stakeholder Engagement

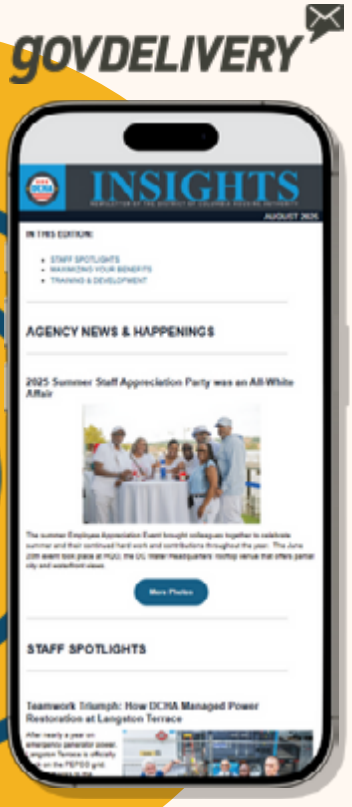
OPAC continually designs and aides in the distribution of marketing materials – social media posts, blog posts, hardcopy flyers and mass messaging – that notify and encourage participation in DCHA events and programs.

As promotional flyers, posters and other items were created for one-time events, OPAC also enhanced outreach through the launch of a quarterly print resident newsletter.



Distributed by mail four times per year to public housing residents, Connections provides information on on-site service providers; events and programs available to DCHA families, especially youth and senior populations; available resources; and guidance on the online resident portal. OPAC also designed brochures spotlighting ORS programs to support recruitment efforts.

Other analog materials created to enhance support of HCVP participants and landlords include posters, postcards and business cards that offer information on important services and encourage adoption of the online RentCafe portal. As part of the CARE initiative, hardcopy handouts are available at DCHA's Customer Service Centers that provide instructions on how to register for RentCafe and direct participants and landlords to more resources available on the DCHA website. On the televisions available in the Customer Service Center waiting areas, a continuous animated video plays. It provides visitors with answers to frequently asked questions about the voucher program, summaries of assistance available to current voucher participants and landlords, details on ORS programs and more helpful information – with each featured topic including the relevant point of contact.



Software Enhancements

The procurement and implementation in spring 2025 of a mass email and text notification software, GovDelivery, has allowed OPAC to supplement notifications sent by mail and ensure that messaging regarding DCHA events, programs and support services are distributed via multiple channels, improving outreach and recruitment. Moreover, the GovDelivery platform allows for a better user experience, as the email iterations of any message can include graphics, diagrams and hyperlinks and the text notification version allows recipients to click a hyperlink to view the web-version of the email message.

Internally, OPAC has utilized GovDelivery to enhance mass messages distributed to DCHA staff. A staff e-newsletter, Insights, returned in 2025. Sent every other month, Insights highlights recent DCHA successes, while also underscoring DCHA policies and procedures, training sessions and best practices to promote adoption of updated workflows.

Also in 2025, OPAC, with support from ITD, led the transition to the Zoom video-conferencing platform for all Board of Commissioner meetings. Adopting Zoom allowed DCHA to ensure all meetings that fall under public record laws are more easily accessible by members of the public and record-keeping is a more streamlined process.

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