



Three-Year Recovery Plan

The Roadmap to Restore, Rebuild & Revitalize
the District of Columbia Housing Authority

June 3, 2024

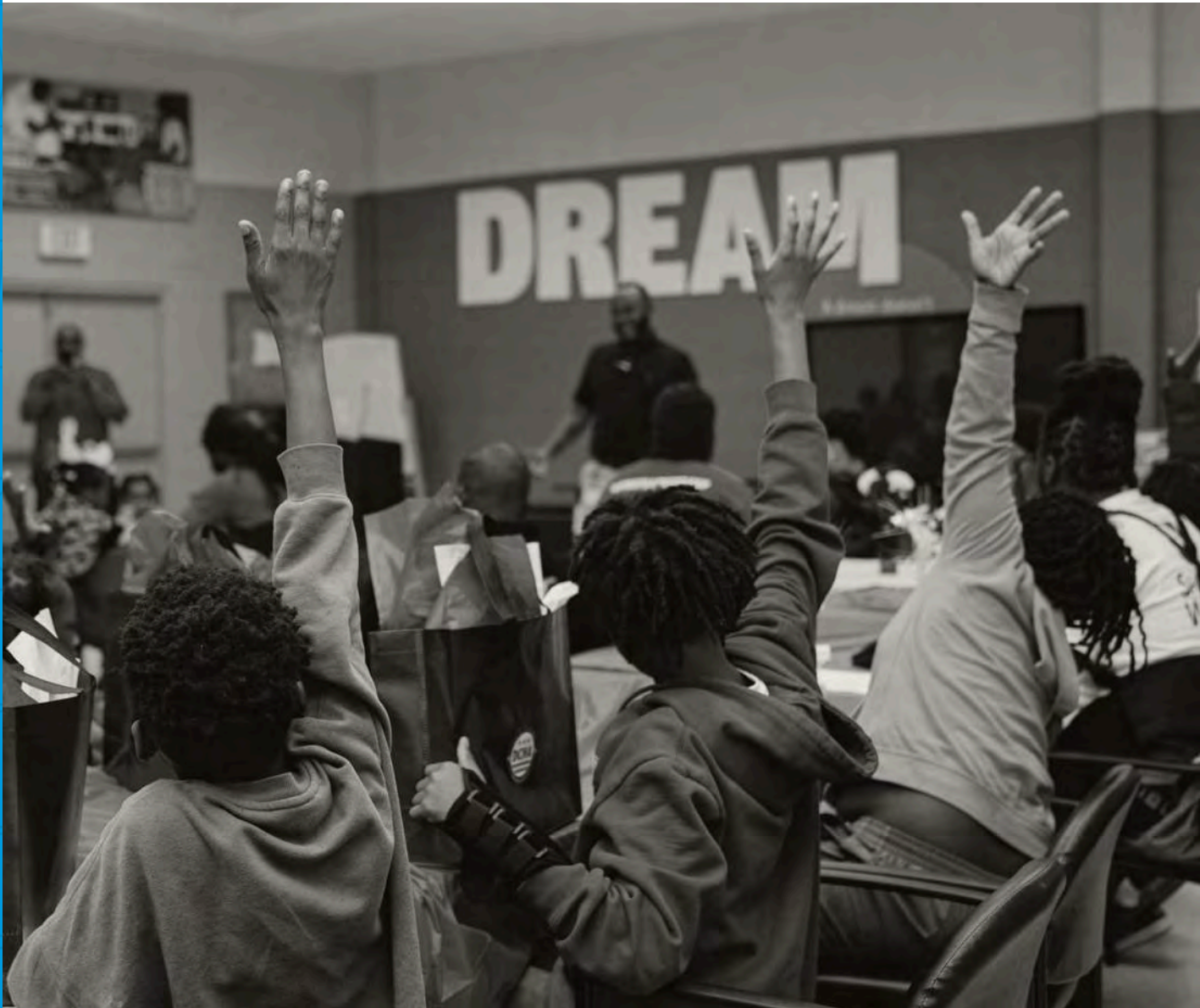


Table of Contents

1	Introduction
2	Message from the Executive Director
5	Agency-Wide Strategic Goals
6	Office of Financial Management
7	Human Resources Department
8	Office of General Counsel
9	Office of Administrative Services
10	Information Technology Department
11	Office of Customer Engagement
13	Property Management Operations Department
14	Housing Choice Voucher Program Department
16	Office of Public Safety
18	Capital Construction & Design Department
20	Development Department
21	Office of Asset Management
23	Office of Resident Services
25	Office of Audit and Compliance
26	Conclusion

Introduction

The Three-Year Recovery Plan: The Roadmap to Restore, Rebuild & Revitalize the District of Columbia Housing Authority is a public record of the agency's strategic goals and a guide for DCHA leadership, its staff and its Board of Commissioners on the key objectives to complete to achieve those goals.

The Recovery Plan provides clear objectives to focus staff on the metrics, standards, regulations and processes that will transform DCHA into a competent, efficient and well-functioning provider of low-income and affordable housing in the District of Columbia. By outlining the key responsibilities of 14 departments, the Recovery Plan sets measurable benchmarks for staff to work towards and for the public to hold DCHA accountable.

It is the product of months of thorough department analysis that involved an examination of existing policies and procedures, physical needs assessments, past strategies, and past planning activities, as well as interviews with DCHA staff, reviews of past agency evaluations including the findings of the U.S. Dept. of Housing and Urban Development's (HUD) 2022 Assessment and the DC Office of the Inspector General's 2021 Audit, visits to every public housing site, and engagement with public housing residents, voucher program participants and landlords, advocacy organizations, local community leaders, HUD, elected officials and other stakeholders.

The Recovery Plan is also a living document, not a static strategy. It will undergo periodic review, and modification to actions and milestones may be made based on future community input. Proposals, suggestions and feedback can be submitted by email at RecoveryPlan@dchousing.org. Any amendments or addendums will be included in progress reports. The progress report will also document the advances DCHA has made in recent months.

By centering staff on DCHA's fundamental mission – to provide quality affordable housing units and manage the placement of vouchers in the private rental market – the Recovery Plan will restore trust in the agency and its leadership, rebuild its relationship with the community, and revitalize its portfolio of affordable housing.

A Message from the Executive Director

The fundamental mission of the District of Columbia Housing Authority (DCHA) is to provide affordable housing and related services to low-income seniors, individuals, people with disabilities, and families with children in the District of Columbia, where long-time residents are confronted with surging levels of gentrification and skyrocketing housing costs.



As the need for affordable housing in the District vastly outweighs the limited supply, DCHA must work diligently and urgently to preserve, increase and efficiently utilize our portfolio of housing and vouchers, while leveraging all available resources to expand housing supply and serve more households from our waiting lists. In doing this work, we must actively strive to remove barriers and expand residents' access to employment, education, supportive services and other programs that further economic opportunities, encourage self-sufficiency and support independent living.

Unfortunately, regulatory audits, program reviews and media accounts published over the past several years have extensively demonstrated the degree to which DCHA has failed to efficiently operate the public housing and Housing Choice Voucher programs in accordance with sound business practices and federal and local rules and regulations, and the extent to which these failures have negatively impacted DCHA residents and the broader community.

Since I began leading the agency in November 2023, DCHA along with independent consultants performed a thorough review of agency operations and properties that included engaging with the U.S. Dept. of Housing and Urban Development (HUD) and other external partners, and DCHA staff across all levels and departments. I visited DCHA communities and was welcomed into community centers and resident homes. I spoke extensively with public housing residents, voucher program participants and landlords, advocates, elected officials and many other stakeholders to gain their perspectives on what is wrong with DCHA, what needs to be done to fix DCHA's problems and how to best put DCHA on a path to excellence.

From my review and discussions, it is clear that DCHA has significant organizational weaknesses that need to be addressed to effectively accomplish our mission and goals. At the most basic level, these weaknesses include inadequate monitoring of important performance indicators, inefficient departmental structures, insufficient staff training, a lack of effective operating procedures, significant deficiencies in the information technology infrastructure and frustratingly poor customer service.

These organizational weaknesses did not happen overnight and cannot be fixed overnight. However, with a clear blueprint and a qualified team acting with a sense of urgency, we can and will fix DCHA's problems and rebuild the community's confidence and trust.

The Three-Year Recovery Plan: The Roadmap to Restore, Rebuild and Revitalize the District of Columbia Housing Authority provides a comprehensive framework

A Message from the Executive Director

cont'd.

for resolving DCHA's organizational infrastructure problems, complying with relevant regulations and statutes, stabilizing and improving operations at all levels, and moving forward on the path to innovation, high performance and excellence. It represents the first building blocks in a new foundation for DCHA, a foundation that is based on collaboration, community and trust. The Recovery Plan is organized into broad functional areas, each of which contain a set of defined activities that will ultimately support the following outcomes for DCHA:

- Public housing and other affordable units and buildings owned by DCHA achieve high rates of occupancy, meet property management and inspection standards, and provide safe and supportive living environments for residents.
- Development activities are focused on repositioning and preserving the existing public housing portfolio and leveraging funds to support new affordable housing.
- Voucher programs provide a diverse range of tenant-based and project-based housing and service choices, are administered efficiently and have high rates of utilization.
- DCHA residents and voucher program participants are able to access programs and services that facilitate opportunities to advance education and employment, build financial assets and maximize their potential for independent living and self-sufficiency.
- The organizational infrastructure including data, technology, website, call center and other systems is fully integrated, reliable, functionally robust and user-friendly.
- Agency policies and procedures comply with regulatory requirements, are clear and transparent, reflect industry best practices, and incorporate innovation and flexibility as allowed through the Moving to Work Agreement between HUD and DCHA.

As we implement the Recovery Plan, we recognize it is important we continue to engage the public in the transformation of DCHA and regularly report back to residents, voucher program participants and other stakeholders on the progress that we are making to create a strong, well-managed and deeply focused housing authority.

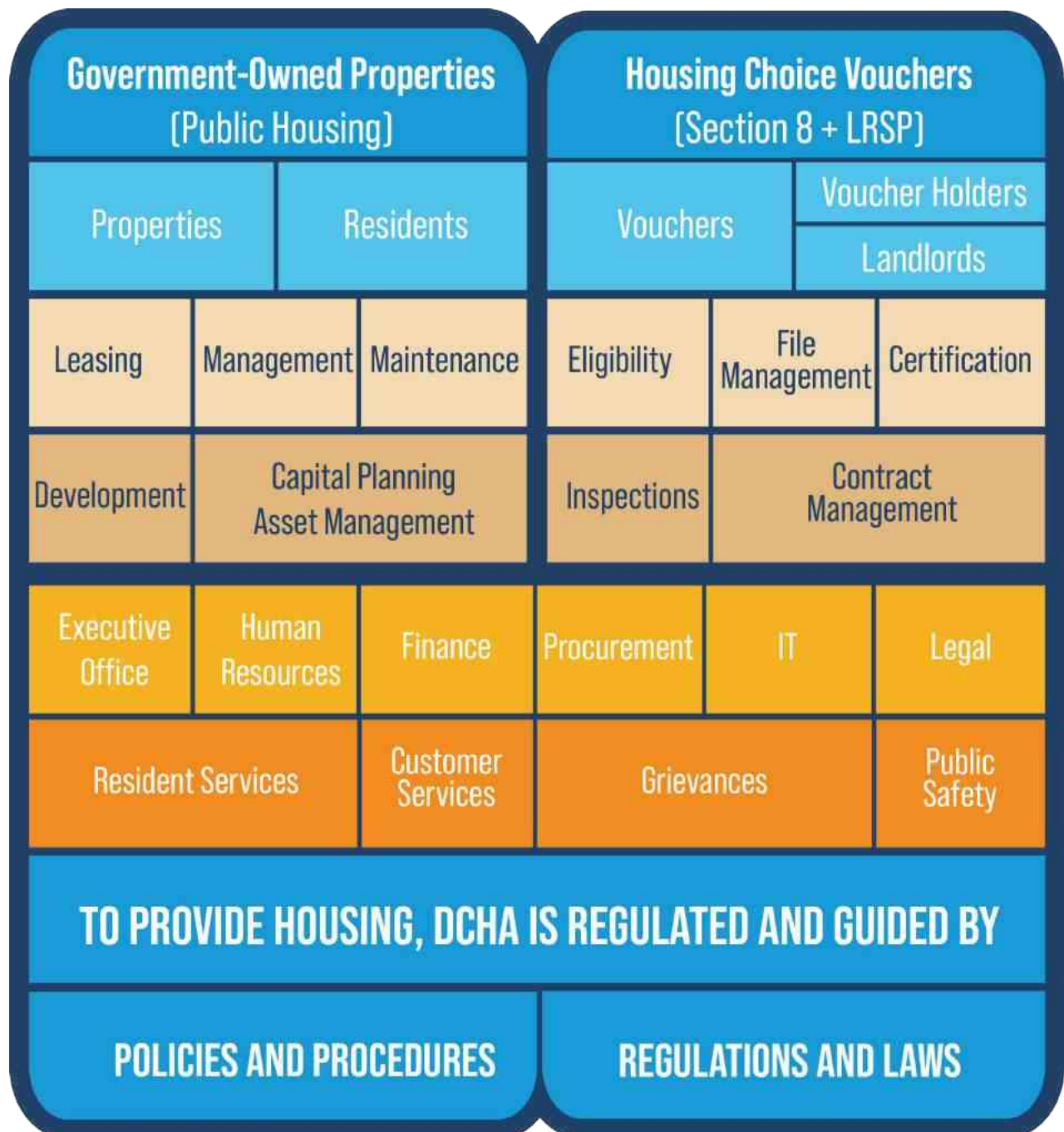
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Please note that the Recovery Plan is a *living document*. As conditions change and new opportunities and challenges arise, the Recovery Plan will be refined to incorporate the ideas, desires and aspirations of DCHA residents, program participants and many other stakeholders. To share any ideas that could help DCHA achieve its mission, email RecoveryPlan@dchousing.org. I very much appreciate your input and continued commitment to preserving and expanding affordable housing and services in DC.

The Recovery Plan is ambitious, and I am confident that by working together, we can get the job done.

Providing Housing Choices for Low-Income Families

DCHA's two core housing programs - public housing and the Housing Choice Voucher Program - succeed based on a strong foundation that's built on internal policies and procedures, guided by regulations and laws, and supported by a strong organizational center consisting of well-managed departments with highly trained staff, user-friendly technology and a customer service mindset that fosters collaboration and coordination throughout the agency.



Agency-Wide Strategic Goals

DCHA as an agency must undergo an exhaustive overhaul to catalyze a change in culture and create the scaffolding needed to support the transformation of each department.

AGENCY-WIDE STRATEGIC GOALS

- To provide quality housing units for our residents and to support the building of a safe living environment.
- To manage the orderly distribution of housing subsidies for voucher holders and landlords that receive these vouchers.
- To have a fully trained staff that provides quality customer service.
- To have a central administration that supports our ability to provide quality housing units and manage the placement of vouchers in the private rental market.

A	AGENCY-WIDE OBJECTIVES
A.1	Prepare a Strategic Plan and Mission Statement that incorporates the input of stakeholders, residents, and advocates.
A.2	Prepare business and operational plans for all departments that include standard operating procedures and training for department staff.
A.3	Streamline the organizational structure to facilitate an efficient chain of command and which supports the mission and strategic plan of the agency.
A.4	Establish clear customer service goals and conduct regular customer service assessments.
A.5	Computerize more agency functions especially rent payments, work order calls, waiting list applications, application updates, inspection tracking, and other customer services.
A.6	Create a capital spending plan that responds to agency needs, eliminates the backlog of vacant units, continues to modernize occupied units, and creates design standards for unit products and fixtures.
A.7	Publish a development pipeline, redevelop properties consistent with adopted development principles, and reposition the operating subsidy of all current public housing units.
A.8	Become an Asset Management company that ensures quality customer service, positions its properties to provide a quality living environment, and creates financially viable properties.

Office of Financial Management

The Office of Financial Management (OFM) faces challenges that will only be met with a redesign of its internal operations and updates to its workforce structure. Change will take time as systems are created and staff is trained. Several assessments and reviews of OFM have been conducted over the past three years including the 2022 report published by HUD, the 2021 audit issued by the DC Office of Inspector General (DC OIG) and the organizational assessments performed by third-party firms. In addition to operational failures, the past assessments pointed out that DCHA had failed to submit audited financial statements for three consecutive years.

Since the new CFO started in her position, progress has been made in addressing problem areas including submitting three years of audited financial statements. Moving forward, several key findings from past HUD and DC OIG reviews remain open and whose closure have been incorporated into this Recovery Plan. Collectively, these reviews underscore the need to implement comprehensive, proactive strategies to address performance, compliance with established accounting practices, and improvement to customer service issues.

OFM STRATEGIC GOALS:

- Establish greater transparency and communication with other DCHA departments.
- Streamline and computerize vendor payment method.
- Implement financial management procedures to improve reporting, budget analysis and tracking of expenses.
- Create and implement a staff training plan.
- Submit timely audits.

B	OFFICE OF FINANCIAL MANAGEMENT OBJECTIVES
B.1	Implement each component of the Financial Management software.
B.2	Develop a plan to correct data integrity issues within the financial management system.
B.3	Design and develop a series of financial reports that can be generated from the financial management system.
B.4	Develop and provide job specific training on the financial management system and the payroll system as new functionality is deployed.
B.5	Develop standard operating procedures across department.
B. 6	Realign department to meet the agency objectives.
B.7	Train existing staff in updated procedures and roles and recruit new staff to reflect the new staffing model.

Human Resources Department

The Human Resources (HR) Department's main objectives are the recruitment and retention of qualified employees, improving staff competency, developing a customer-focused environment, and enhancing the quality of work life for employees.

Recommendations for improving HR operations are extensive and are based on changes in how HR is led and its approach to processes, collaboration, technology, staffing structure, workflow and in-unit training. The department also needs to change its approach to working with other departments to be more partnership centric.

HR STRATEGIC GOALS:

- Reduce recruitment time by 50%.
- Create and implement an inclusive onboarding program.
- Fully implement HR information system.
- Develop HR standard operating procedures.

C	HUMAN RESOURCES DEPARTMENT OBJECTIVES
C.1	Undertake an agency-wide reorganization that aligns department functions with the goals of this Recovery Plan.
C.2	Engage DCHA leadership in developing and implementing a performance system that works universally and includes performance standards per job group.
C.3	Develop a customer centric training program for HR department.
C.4	Secure and implement new or updated technology to support HR and Department leaders in recruitment, onboarding, status changes.
C.5	Complete HR system implementation and ensure system data is accurate for reporting purposes.
C.6	Train all HR staff in HR best practices; administration of union contracts, HR policies and procedures, benefits administration, etc.
C.7	Develop and implement comprehensive recruitment, retention, and succession plans.
C.8	Conduct agency-wide training needs assessment and implement training, including mandatory programs in customer service, HUD mandates, EEO, etc.
C.9	Redesign the HR function and staffing pattern to align with needs of the organization

Office of General Counsel

The Office of General Counsel (OGC) is responsible for all legal matters pertaining to the agency. In that capacity, the OGC represents the agency in real estate, litigation, and personnel matters, and advises the Executive Director and the Board of Commissioners on matters related to legal sufficiency and authority of the agency. OGC appears before city, state, and federal courts, hearing officers, and other adjudicative bodies on behalf of the agency. OGC staff consists of attorneys, legal assistants, legal interns, and support staff.

OGC STRATEGIC GOALS:

- Hire legal operations manager.
- Fill vacant attorney and 504 positions.
- Implement software to improve document and case tracking and to create additional efficiencies.

D	OFFICE OF GENERAL COUNSEL OBJECTIVES
D.1	Determine the root causes for the volume of fair hearings and work with the program departments to implement initiatives that reduce the volume.
D.2	Review staff caseloads and seek more equitable distribution of work.
D.3	Engage in cross-departmental communications and protocols for responding to departments.
D.4	Move the ADA/504 function to OGC and establish a job description and operating procedures to confirm that reasonable accommodations for tenants are processed and implemented expeditiously.
D.5	Update and fully implement a document management process and system.
D.6	Develop and implement a case management process and system.

Office of Administrative Services

The Office of Administrative Services (OAS) provides procurement and contract administration support for DCHA. In fiscal year (FY) 2023, it awarded more than \$27 million in contracts and processed more than \$93 million in purchase orders.

OAS STRATEGIC GOALS:

- Support DCHA department procurement efforts by giving directors greater autonomy and streamlining processes.
- Develop performance standards for the various procurement types so that processes are completed within a set time limit.
- Streamline the approval process to ensure that vendors are paid within 30 days of invoice submission.
- Increase procurement list of local vendors by 50%.
- Increase contract opportunities for Section 3 businesses.

E	OFFICE OF ADMINISTRATIVE SERVICES OBJECTIVES
E.1	Review and amend current Procurement Policy that aligns with business practices and allows for streamlining, increasing procurement thresholds and provides more autonomy at the department level.
E.2	Develop and implement formal contract administration procedures that are in alignment with DCHA's goals and comply with HUD requirements and DCHA's Procurement Policy.
E.3	Conduct annual Customer Service reviews of user departments and a random sample of vendors.
E.4	Assign a Contract Specialist to high volume User Departments such as OCP, CC&D, PMO and IT.
E.5	Monitor user department oversight by conducting quarterly reviews of all open contracts.
E.6	Provide Department Heads with access and visibility into the software system to review and approve procurement requests, to check on status of those requests and to monitor obligations and expenditures against departmental budget.
E.7	Host annual Opportunity Seminars with potential vendors/suppliers to educate companies on how to utilize the DCHA website to register, certify and access solicitations and inform them of upcoming procurement opportunities.

Information Technology Department

The Information Technology (IT) Department supports all technology and data for DCHA, and also provides technology assistance to the entire DCHA. Recommendations for improving IT operations are based on changes in its structure to support agency IT collaboration, its approach to implementation



of technology to assist staff and residents, and its methods for developing and applying technology processes.

IT is tasked with a dual mandate: urgently implementing long-overdue foundational IT tools while adapting to the evolving demands of DCHA staff and residents.

Central to the findings is the overarching need for stabilization.

While DCHA possesses some of the requisite skills and personnel, there is a pressing necessity to streamline its focus and fortify the IT infrastructure to position the agency for future prosperity.

IT STRATEGIC GOALS:

- Implement all remaining approved Yardi modules.
- Create standard IT project management approach and template.
- Lead and collaborate on all agency IT projects.
- Devise technology plans in partnership with department leaders

F	INFORMATION TECHNOLOGY DEPARTMENT OBJECTIVES
F.1	Set priority level for all projects.
F.2	Widen the Project Managers' area of responsibility and require each significant project to have a written project plan.
F.3	Create a Data Committee to elevate the use of data across the agency.
F.4	Create Cybersecurity incident response plan.
F.5	Address the underutilization of Yardi Legal, Marketplace, Rent Cafe PHA Resident Portal, Utility Billing, Vendor Café, and Yardi SharePoint Document Management modules.

Office of Customer Engagement

The Office of Customer Engagement (OCE) is the primary point of contact for the public, tenants, landlords, housing advocates, and other stakeholders, who have inquiries regarding DCHA housing programs. The Department consists of a leadership team that manages daily operations, an ombudsman who oversees escalated and specialized client inquiries, and two teams responsible for assisting clients: the Call Center and the Customer Service Centers (CSC).

The Customer Service Call Center serves as the point of contact via phone for clients who call in for assistance. The Call Center receives an average of 26,300 calls each month. The CSCs serve as the in-person contact point for clients who set appointments with DCHA staff for assistance with concerns related to participation. There are three CSCs that serve approximately 400 appointments and 500 walk-ins per month.

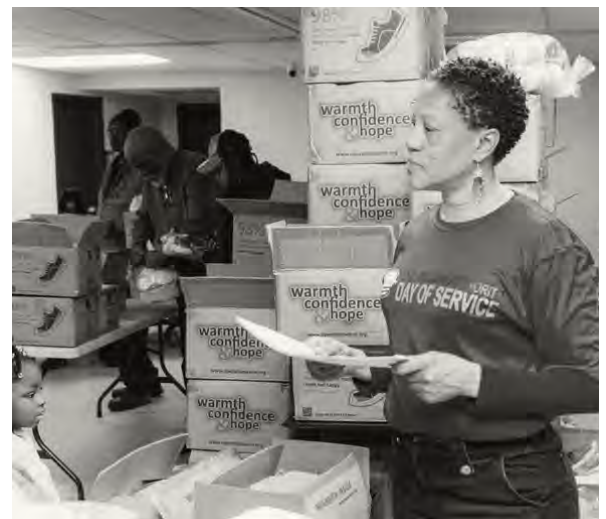
OCE STRATEGIC GOALS:

- Establish an online FAQ program with procedures for Call Center team.
- Implement a comprehensive curriculum for Call Center team to train on housing programs so that they can better assist the public.
- Establish a one-stop/one-call resolution goal for staff in dealing with callers.
- Provide education/information to residents and voucher participants on Call Center services.
- Implement updated staff performance metrics.



Office of Customer Engagement

G	OFFICE OF CUSTOMER ENGAGEMENT OBJECTIVES
G.1	Reorganize the Call Center team to align with the housing programs separately PMO, HCVP, general, etc.
G.2	Revisit current Quality Assurance practices for Call Center Agents and CSC staff to develop new and/or additional performance standards.
G.3	Develop protocols for communication with HCVP and PMO to ensure that OCE staff is up to date on program, workflow, and staffing changes.
G.4	Expand Yardi Access to Call Center and CSC Teams so that they can assist clients proactively, view information and make notes in the system.
G.5	Train the leadership on how to pull reports from the Call Center software and CIS to measure department and staff performance.
G.6	Review program forms and letters and ensure they are clear and do not ask for more information than is required.
G.7	Translate all vital documents in top 6 languages and train customer-facing staff in Language Access policy/procedures.



Property Management Operations Department

The Property Management Operations (PMO) Department is responsible for the management and maintenance of more than 8,000 units of public housing across more than 50 communities throughout the District of Columbia.

PMO STRATEGIC GOALS:

- Restructure the department to improve operational performance.
- Eliminate vacancy backlog and strive to reach industry turnaround standard.
- Maintain consistent 90% and above utilization rate for public housing units.
- Reduce workorder backlog.
- Fully implement Yardi features and train staff to increase the level of reporting.
- Implement metrics-based reporting.

H	PROPERTY MANAGEMENT OPERATIONS DEPARTMENT OBJECTIVES
H.1	Restructure the department to optimize operations.
H.2	Ensure that intake and leasing staff remain focused on filling unit vacancies.
H.3	Implement comprehensive onboarding and continuing education training for staff.
H.4	Coach managers on metrics-based management.
H.5	Review and amend current workflows to create efficiencies and increase accuracy.
H.6	Establish a quality control plan for property management and maintenance.
H.7	Eliminate the use of spreadsheets in favor of system reports in Yardi.
H.8	Conduct monthly performance reviews of each site against established benchmarks (work order completion, make ready completion, occupancy, collections, etc.).
H.9	Obtain support of HR to improve employee performance by helping leaders evaluate staff and enforce policies around employee improvement plans and other disciplinary measures.
H.10	Create an urban landscaping crew by providing training to residents.

Housing Choice Voucher Program Department

The Housing Choice Voucher (HCV) Program Department administers federal and local rental assistance voucher programs serving approximately 18,000 households. As such, it is DCHA's largest housing program, both in terms of households served and annual budget expenditures. The federal HCV Program is regulated by the HUD; however, DCHA can utilize HCV funds flexibly and waive some regulations pursuant to the provisions of the Moving to Work (MTW) Agreement between DCHA and HUD. MTW waivers are subject to HUD approval as part of the MTW Annual Plan process. Local voucher programs are guided by District of Columbia requirements. Voucher program policies, including applicable MTW waivers, are incorporated into the District of Columbia Municipal Regulations (DCMR) and the HUD-required HCV Administrative Plan.

Several assessments and reviews of the HCV Program have been conducted over the past two years including reports published by HUD and the DC OIG and organizational assessments performed by a third-party firm. Collectively, these reviews underscore the need to implement comprehensive, proactive strategies to address significant performance, compliance and customer service issues and concerns.

As of May 2024, a new department-wide reorganization is underway that will, among other changes, structure the department into distinct units to manage the federal and local programs.

HCV PROGRAM STRATEGIC GOALS:

- Restructure the department to improve operational performance.
- Develop and implement an annual leasing plan and related monitoring activities.
- Develop internal dashboards to monitor progress on meeting established KPIs.
- Update Administrative Plan and DCMR for consistency with MTW Plan and current regulations, and resolve outstanding HUD findings from 2022 assessment related to the Admin Plan.



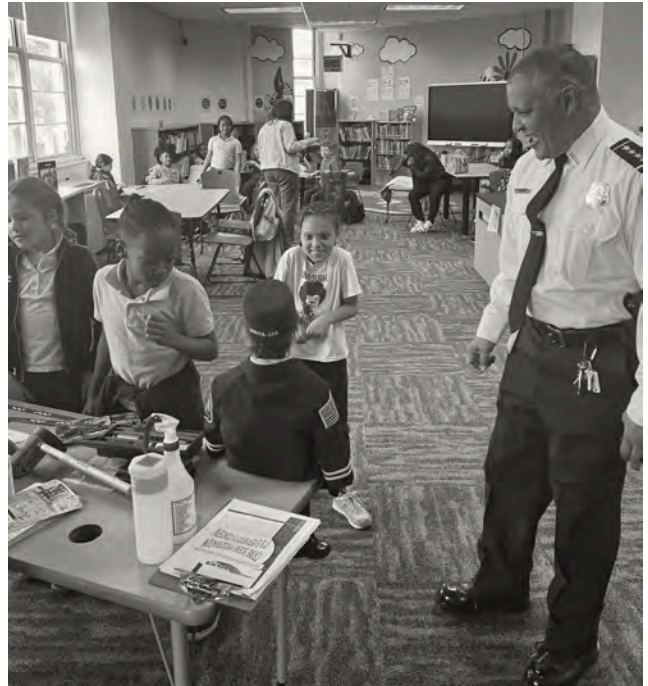
Housing Choice Voucher Program Department

I	HOUSING CHOICE VOUCHER PROGRAM DEPARTMENT
I.1	Restructure the department to optimize operations.
I.2	Implement annual leasing plan and ongoing monitoring to achieve agency MTW target leasing levels.
I.3	Implement strategies to improve the effectiveness of the Local Supplemental Rent program.
I.4	Improve performance and achieve compliance on key program indicators including timely inspections and HQS enforcement, timely recertifications and PIC/HIP reporting.
I.5	Streamline policy and procedural documents and ensure internal consistency of MTW Plan, HCV Administrative Plan and DC Municipal Regulations.
I.6	Improve accuracy and use of program data through comprehensive data clean up and development of new management reports and tools.
I.7	Implement comprehensive onboarding and continuing education training for staff.
I.8	Address and close out all remaining HUD report findings; enhance quality control mechanisms to improve program compliance using data analysis and targeted program reviews.
I.9	Streamline workflow and improve responsiveness to applicants, participants, and property owners.

Office of Public Safety

The Office of Public Safety (OPS) consists of the District of Columbia Housing Authority Police Department (DCHAPD), which was established in 1995. DCHAPD is a fully operational 24-hour police force that covers fixed security stations and conducts police patrols throughout the city's public housing developments. DCHAPD is staffed with sworn police officers who have concurrent jurisdiction with the DC Metropolitan Police Department (MPD) throughout the District of Columbia. DCHAPD also has special police officers, security officers and civilian personnel.

DCHAPD works in partnership with MPD and is led by Chief Michael Reese, whose background includes 30 years with MPD, where he rose through the ranks from a patrol officer to become Commander of the Second District.



The DCHAPD recognizes the challenges inherent in ensuring community safety for residents of public housing and the extended communities where they live. The DCHAPD works in partnership with DCHA residents, the larger community and MPD to meet this challenge.

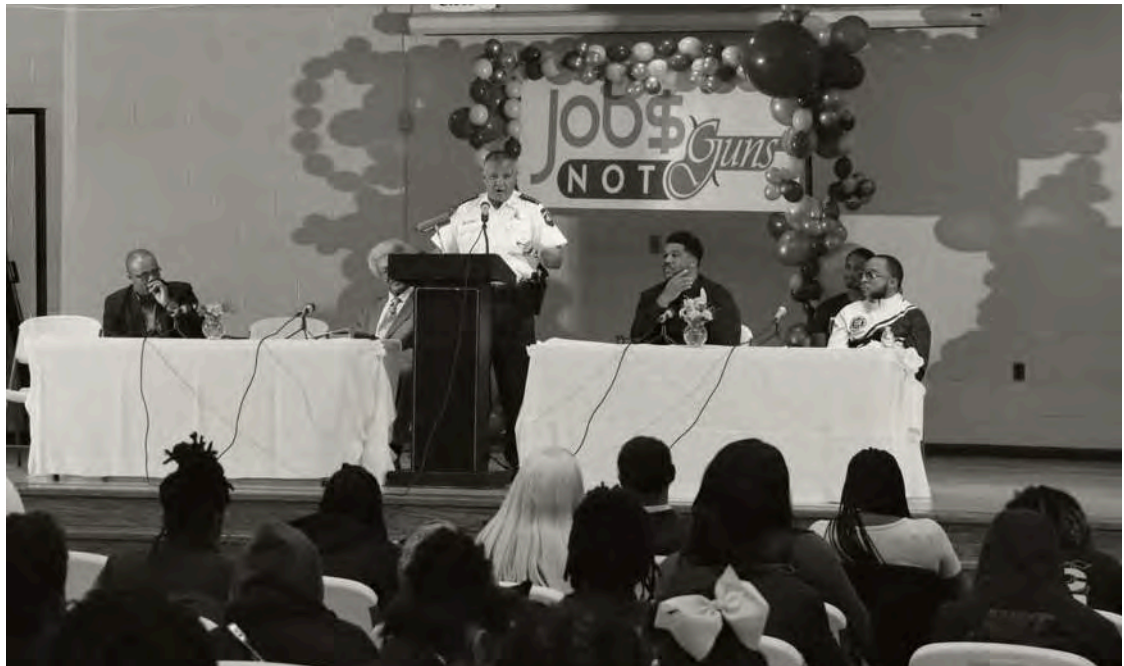
To meet existing challenges and plan new security initiatives, staffing levels must increase.

OPS STRATEGIC GOALS:

- Ensure all OPS Officers receive updated training.
- Utilize appropriate technology to enhance reporting.
- Recruit staff that will align with the revised structure.
- Enhance security measures.

Office of Public Safety

J	OFFICE OF PUBLIC SAFETY OBJECTIVES
J.1	Implement comprehensive onboarding and continuing education program for staff.
J.2	Develop and implement standard operating procedures.
J.3	Equip officers with updated equipment to ensure the department is safely and efficiently performing their duties.
J.4	Restructure department to better service the public safety needs of the residents and employees.
J.5	Update technology to create departmental efficiency.
J.6	Enhance partnerships with federal and local law enforcement agencies to assist with crime solving and prevention.
J.7	Implement community policing strategies.



Capital Construction & Design Department

The Capital Construction & Design (CC&D) Department is responsible for designing, managing, and implementing DCHA's capital expenditure funds. Annually, DCHA receives an allocation of approximately \$21 million from HUD to address the capital needs of an aging portfolio and correct the maintenance functions that cannot be addressed with routine operating budgets.

The Mayor and City Council of the District of Columbia authorized the release of \$50 million in District funds to address the excessive number of vacancies and uninhabitable units that DCHA has in its portfolio. Both local and federal funding sources are appropriated annually and increase or decrease based on other budgetary priorities.

With the separation of the CC&D functions from the Development Department and the hiring of a director with extensive public construction and public housing experience, CC&D has started to address outstanding regulatory issues, manage the design of modernization projects, and establish new accountability measures.

CC&D STRATEGIC GOALS:

- Award contracts for all backlog vacant units.
- Create design and scope standards for all properties.
- Create a catalog of all DCHA building systems.



Capital Construction & Design Department

K	CAPITAL CONSTRUCTION & DESIGN DEPARTMENT OBJECTIVES
K.1	Coordinate all activities with Development, Property Management, and Asset Management to ensure that DCHA is in compliance with all regulatory requirements and to create a healthy environment for the residents that we serve.
K.2	Prepare a comprehensive tracking for all building units, systems, and public infrastructure so that DCHA can better project its capital investment and replacement strategies.
K.3	Support PMO's initiative to eliminate the vacancy backlog and to support managers when operating budgets are unable to meet the repair needs.
K.4	Together with the Asset Management department, create a system-wide tracking and evaluation system that will ensure the efficient operation of all DCHA properties.
K.5	Create design and scope standards that will improve the quality of services provided by construction contractors.
K.6	Improve the quality of construction managers so that scarce capital resources can be utilized effectively.



Development Department

The Development Department is responsible for strengthening the affordable housing portfolio that DCHA owns and operates. It is responsible for repositioning public housing operating subsidies; securing partnerships to redevelop the aged public housing buildings and systems and securing private funds for this transformation; preserving redeveloped properties; increasing the number of affordable units; and acquiring parcels of land or multifamily properties within the District to preserve them for affordable housing purposes. As a public developer, DCHA's Development Department is guided by development and repositioning principles, and must comply with regulatory requirements mandated by HUD and the negotiated terms incorporated into limited partnership agreements.

In May 2024, the DCHA Board approved the guiding principles for a public developer and embraced the repositioning of the inadequate public housing subsidies. These initial changes have established a good foundation for the additional actions that are required for DCHA to meet its objectives of maximizing the number of low-income housing units that it operates in the District.

DEVELOPMENT STRATEGIC GOALS:

- Reposition operating subsidies of all current public housing units.
- Procure qualified developer pool for DCHA redevelopment.
- Establish the financing vehicles to permit self-development.
- Award two properties per year for redevelopment.
- Exercise right of first refusal on all properties that become due.

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

Office of Asset Management

The newly created Office of Asset Management (OAM) is responsible for initiating and managing a strategic plan for all DCHA properties, and to assist DCHA in meeting its development program goals. The overall goal of the strategic plan is to ensure that properties (conventional public housing properties and mixed-income communities) operate to their full potential. The key performance indicators that OAM will develop are focused on ensuring that DCHA maximizes the number of affordable units in each property it operates, constantly increases our capacity to provide quality housing by identifying financial vehicles and structures, and creates and maintains quality housing communities.

OAM's departmental functions are long overdue within DCHA. Since its first HOPE VI grant, DCHA has been rethinking the traditional public housing communities as originally constructed. DCHA has partnered with numerous entities to create mixed-income communities. However, once these properties are constructed, DCHA has not had a consistent program to monitor our partners, ensure that programmatic commitments to public housing residents are being met, and guarantee that financial and other benefits associated with the partnership are received.

Moreover, as DCHA embarks on an aggressive repositioning of inadequate ACC operating subsidies, OAM will work with PMO, Development and CC&D to conduct this important function. As such, OAM will assist on the redevelopment, repositioning, preservation, acquisition and better management of our properties to the benefit of the countless low-income families that we serve.

OAM STRATEGIC GOALS:

- Create a tracking system for all mixed-finance and repositioned properties.
- Recruit staff experienced in public sector real estate valuation metrics.
- Issue one customer service questionnaire to analyze property performance.
- Make available no less than two financing vehicles for redevelopment.



Office of Asset Management

M	OFFICE OF ASSET MANAGEMENT OBJECTIVES
M.1	Create systems and structures to preserve and protect all DCHA units.
M.2	Create strategic and financial strategies for all DCHA properties.
M.3	Monitor and manage all third-party property management contracts and co-developed properties to ensure that all roles, responsibilities, and obligations (regulatory and contractual) are being met.
M.4	Conduct all investor and financial relations to ensure that DCHA is meeting its regulatory, contractual, and financial responsibilities for each repositioned and redevelopment properties (regardless of whether co-developed or self-developed).
M.5	Advise on all project-based budgets, track operating subsidies for each property, and ensure compliance with all legal requirements for the various organizational structures created by DCHA for the redevelopment or repositioning of properties.
M.6	Advise Executive Director on all development plans, agreements, and strategies related to the redevelopment, preservation, modernization, and expansion of DCHA's portfolio.



Office of Resident Services

The Office of Resident Services (ORS) leads the overall support services for public housing residents including the Apprentice Training Program and other workforce development initiatives; certification courses in first aid and CPR/AED, food handling, and OSHA 30-training; financial literacy classes; and an annual homebuyer education event that coincides with National Homeownership Month.

ORS has been awarded the Family Self-Sufficiency (FSS) Grant over the last several years, including its most recent award in 2024. ORS is awaiting word from HUD regarding future awards pertaining to FSS. The FSS funds historically have been allocated for self-sufficiency programs for public housing residents and HCVP participants.

There is a significant need among the DCHA population for youth outreach and youth services programs. As a resident services strategic plan is assembled, the Executive Director has deemed youth programming one of several ORS priorities.

ORS STRATEGIC GOALS:

- Develop and implement a Resident Services Plan.
- Update department procedures to reflect the new RS Plan.
- Develop training plan to train current RS staff on changes that are reflected in new RS plan.
- Implement and present RS reporting metrics.



Office of Resident Services

N	OFFICE OF RESIDENT SERVICES OBJECTIVES
N.1	Undertake a comprehensive needs assessment of Public Housing and Housing Choice Voucher Participants.
N.2	Create and implement a comprehensive RS strategic plan to include youth, senior, and family services.
N.3	Realign staff structure to support new RS plan.
N.4	Seek additional grants and other methods of financial support to assist with meeting the service needs of the clients.
N.5	Develop a comprehensive employee training program for the department.
N.6	Determine appropriate technology and implement to track and report on department metrics and outcomes.
N.7	Update standard operating procedures and ensure staff are fully informed of changes.
N.8	Create partnerships with diverse local stakeholders.
N.9	Implement programmatic activities year-round.



Office of Audit and Compliance

The Office of Audit and Compliance* (OAC) role is defined in the District of Columbia Municipal Regulations §6-207, as well as an Audit Charter adopted by DCHA's Board of Commissioners. OAC focuses its efforts on three key functions: (1) Auditing, (2) Inspections Monitoring, and (3) Investigations. These broad functional areas encompass a wide range of activities included in OAC's charter including, but not limited to, assessing the strength of internal controls; investigating fraud, abuse and waste; conducting inspections and monitoring the quality of inspections across multiple program areas including lead-based paint testing and monitoring the use of tenant participation funds by Resident Councils.

In addition, OAC receives and tracks external complaints related to alleged fraudulent activities, resulting investigations or audits that are conducted utilizing structured protocols that are defined in written Standard Operating Procedures.

OAC STRATEGIC GOALS:

- For FY 2025 and beyond, update the audit schedule to develop and implement a comprehensive plan to address and continue to monitor key findings from recent audit and/or corrective action plan reports including the overall Recovery Plan project.
- Assess and clarify roles and responsibilities of program departments and OAC with respect to ongoing inspection, compliance and quality control initiatives.
- Assess and implement expanded use of technology to track, monitor and perform key department functions and overarching goals.

O	OFFICE OF AUDIT AND COMPLIANCE OBJECTIVES
O.1	Develop and implement FY 2025 Audit Plan.
O.2	Establish and implement coordinated compliance and quality control plan for each program department, identifying respective roles of OAC and end-user departments.
O.3	Incorporate OAC technical assistance within internal departments.
O.4	Develop Principles of Responsibility guidelines to support DCHA.
O.5	Finalize and implement departmental staffing plan.
O.6	Assess Yardi reporting capabilities to support internal controls, compliance and quality improvements; and coordinate with IT Department and program departments to implement enhanced Yardi reporting.

*The OAC goals and objectives were integrated into the Recovery Plan on Oct. 9, 2024.

Conclusion

The Three-Year Recovery Plan: The Roadmap to Restore, Rebuild & Revitalize the District of Columbia Housing Authority is the first step in the transformation of DCHA. By setting clearly defined goals and objectives, the Recovery Plan creates a structure to guide DCHA in its priorities and underscores DCHA's commitment to collaboration, transparency and accountability.

While some aims will be reached within several months, others may warrant the full three years allotted in the Recovery Plan. Additionally, some goals are static; when a metric is attained, the initiative is complete. Other goals are fluid and will require ongoing observation to determine if adjustments to criteria are needed.

Along with the Recovery Plan, DCHA will issue periodic progress reports, which will make it easy for the public to monitor advancement towards achieving goals and meeting objectives.

In conjunction with the periodic progress reports, a third-party firm will designate benchmarks and track advancement towards meeting those criteria over the next three years. This allows for an unbiased assessment of the evolution of DCHA.

As a living document, the Recovery Plan may be adapted in the future based on the ideas, suggestions and feedback that DCHA receives. Innovative and creative solutions are welcome. DCHA is accepting recommendations via email at RecoveryPlan@dchousing.org. Any amendments to the Recovery Plan will be included in progress reports.

DCHA is continuing the dialogue with public housing residents, voucher program participants and landlords, advocates, elected officials and the broader District community, and will revise the Recovery Plan as conditions change. Through a proactive and flexible approach, DCHA will be reshaped into a competent, efficient and well-functioning provider of low-income and affordable housing in the District of Columbia.



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