



District of Columbia Housing Authority

6-Month Progress Report

District of Columbia Housing Authority

Three-Year Recovery Plan

6-Month Progress Report

Covering Q1-Q2 CY 2026

JUNE 2026



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Interim Executive Director Message





Update from the Interim Executive Director

To Our Residents, Voucher Participants, and Community Partners—

Two years ago, the District of Columbia Housing Authority (DCHA) commenced the implementation of a Three-Year Recovery Plan. The goal of the Plan, then as it is now, is to rebuild the agency's systems so that we can deliver quality services in our public housing and voucher programs. Through this rebuilding process, we expect to restore the public's confidence in our leadership of such a vital agency in the District. Everything is in constant change. The federal budget cuts have required us to become more efficient with the implementation of our programs and made us evaluate public housing and voucher programs policies. During this the first quarter, former Executive Director Keith Pettigrew stepped down, and I stepped in as Interim Executive Director with a mission to keep the progress and positive momentum achieved under his leadership. After two years of implementation of the Plan, we remain firmly committed to the goals and objectives of the Recovery Plan.

During this reporting period, HUD notified DCHA that we were not receiving the regular and annual budget increase in our voucher program to offset raising costs due to inflation and other factors. In addition, HUD also reduced the overall budget by one percent. Internally, our finance department continued to strengthen our financial management systems by expanding the implementation of the various Yardi modules necessary for effective tracking and documentation of financial transactions. In addition, the finance team submitted the FY25 audit. Despite reducing the number of findings from the previous audits, we have a lot of work to continue accounting for the software migration completed in FY2024. To that end, during this quarter we brought onboard additional financial management support to assist us with the closeout of audit findings and address the migration issues.

We continue to be strategic and intentional with the use of our limited resource. Our overriding goal, despite the cuts and other issues impacting DCHA, continues to be providing affordable housing for our most vulnerable families. We have developed a revitalization plan that will renovate 3,000 public housing units over the next decade and are working with development partners to build new units.

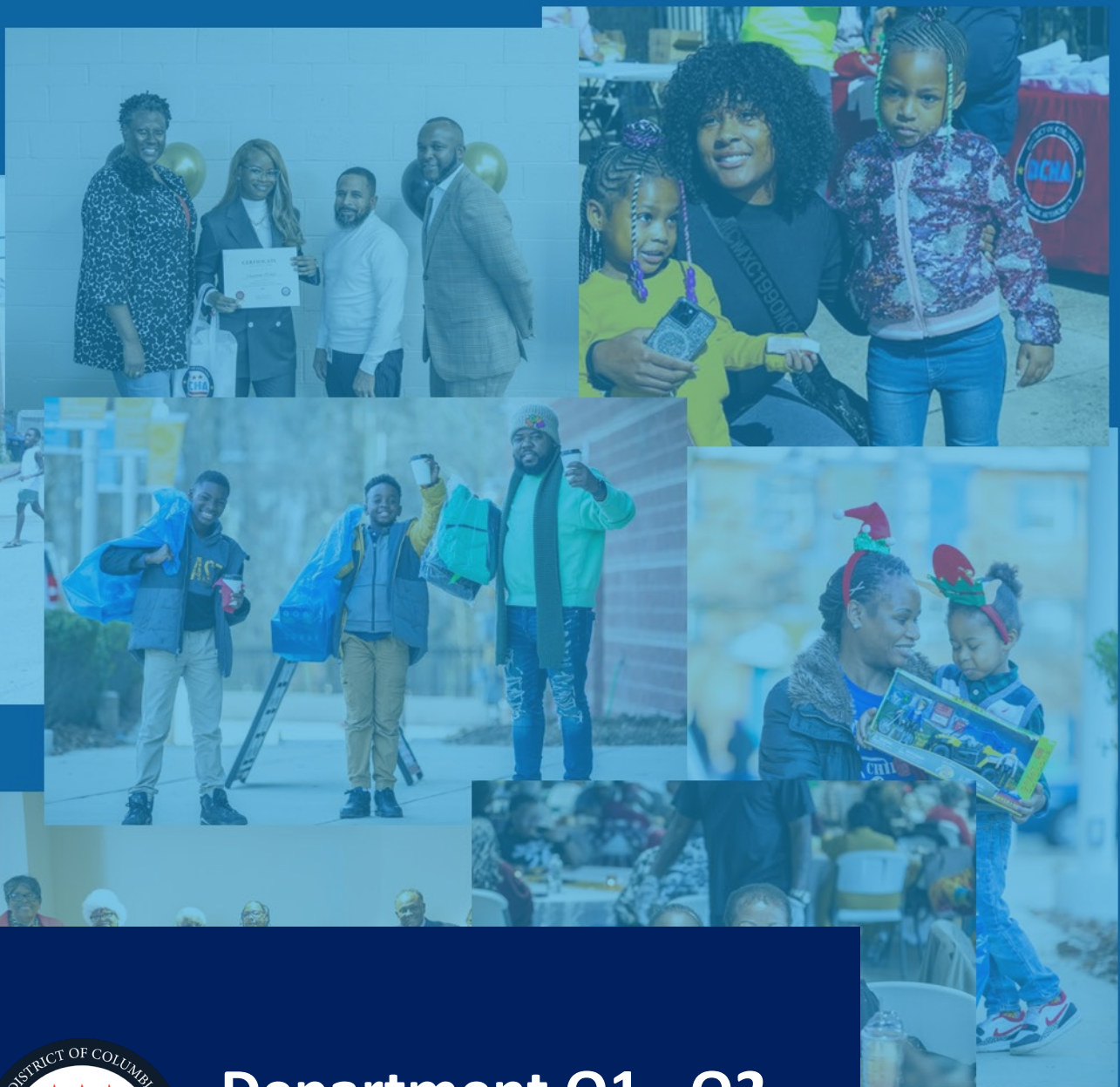
We have made improvements in our operational efficiency, data management and compliance procedures. We are equipping the public safety department with tools necessary to implement effective approaches to investigations and to protecting DCHA residents and property. As we work diligently to move the agency forward, the Board approved the agency Admin plan, ACOP, and reached agreement with our labor union for a new collective bargaining agreement.

DCHA remains committed to making meaningful inroads and I remain confident that in the next year we will overcome the obstacles before us and deliver the results that our families deserve.

Sincerely,

A handwritten signature in black ink, reading 'Nicole H. Wickliffe'.

Nicole Wickliffe
Interim Executive Director, DCHA



Department Q1– Q2

CY2026 Updates





DCHA Department Index

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

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Office of Financial Management

The Office of Financial Management (OFM) oversees all DCHA's financial operations, ensuring fiscal accountability, timely audits, budget management, and the modernization of financial systems to support all DCHA's functions. In the first half of 2026, OFM has been focusing on the ongoing efforts regarding the annual audit and working to close previous audit findings.

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

Q1 Achievements

- ✓ Developed specific SOPs to strengthen internal controls. **(B5)**

Q2 Achievements

- ✓ Procured a financial firm to help with financial management and assist with the annual audit. **(B2)**



Office of Financial Management

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **CONTINUE** to close out audit findings. **Q3 & Q4**
-



Human Resources

Human Resources (HR) manages talent acquisition, employee relations, performance management, training, and compliance needed to cultivate a skilled and customer-focused DCHA workforce. HR has continued work in updating processes and streamlining the access of employee information.

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

Q1 Achievements

- ✓ Developed a workforce demographics database. **(C5)**
- ✓ Automated the Form 1 development process for New Hires, promotions, detail, etc. **(C5)**
- ✓ Worked with Payroll to create a process to address union dues rate increases. **(C6)**
- ✓ Added historical personnel records to the Audit database. **(C5)**
- ✓ Moved all employee accounts from Mission Square to the new DC vendor- Voya, ensuring integration with current personnel and payroll systems. **(C4)**

Q2 Achievements

- ✓ Conducted training to employees on new performance evaluation system. (Ongoing) **(C8)**
- ✓ Reviewed the SOPs for talent acquisition, performance management, position management, and the family medical leave process. **(C6)**
- ✓ Revised the processes for disciplinary actions and grievances to align with the new collective bargaining agreement. **(C6)**
- ✓ Developed a new HR data dashboard utilizing data from UKG through PowerBI. **(C5)**



Human Resources

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **ESTABLISH** performance standards for departments and individual staff tied to agency goals. **Q4**
-



Office of the General Counsel

Office of General Counsel (OGC) provides legal oversight and advice, representing DCHA in litigation, real estate, contracting, personnel, and regulatory matters, including revisions to the public housing and Housing Choice Voucher occupancy policies. In each matter, OGC ensures compliance with applicable legal requirements and weighs risk management issues. During the first half of 2026, OGC provided training to core team departments and crossed the finish line for final approval of the with the updated Administrative Plan.

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

Q1 Achievements

- ✓ Provided Cultural Competency Training for staff in the ADA office, HCVP, Call Center and Office of Customer Engagement. **(D3)**
- ✓ Completed Title I & II ADA training. **(D4)**
- ✓ Received board approval for the Administrative Plan. **(D3)**
- ✓ Completed negotiation of a new collective bargaining agreement. **(D3)**

Q2 Achievements

- ✓ Implemented new partnership with the Office of Fair Hearings to manage the hearing process. **(D3)**
- ✓ Completed staff trainings on subpoenas, recertification hearings, and inspection hearings. **(D3)**
- ✓ Continued development of case/document management software designed for OGC. **(D6)**
- ✓ Implemented revised SOP process for subpoena and records request process. **(D3)**



Office of the General Counsel

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **IMPLEMENT** litigation summary reports to leadership. **Q3**
-

- **DIGITIZE** records in partnership with Asset management for all transactional documents. **Q4**
-



Office of Administrative Services

Office of Administrative Services (OAS) handles procurement and contracts for goods and services needed to support agency operations. OAS operates in compliance with procurement regulations and provides operational support to all departments by streamlining purchasing processes and enhancing vendor relations. OAS continued implementation of its electronic contract repository, advanced procurement policy revisions, and expanded agency-wide access to procurement and contract reporting tools to improve transparency, compliance, accountability, and operational efficiency.

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

Q1 Achievements

- ✓ Developed report on procurement and compliance data. **(E2)**

Q2 Achievements

- ✓ Conducted the 1st semi-annual Department Procurement & Contract Planning Work Sessions. **(E2)**
- ✓ Reviewed and assessed all contracts to ensure management within standardized lifecycle structure. **(E2)**
- ✓ Eliminated off-system or inconsistent contract management practices. **(E2)**
- ✓ Completed the Contract Modification Request (CMR) Form workflow guide. **(E5)**



Office of Administrative Services

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **CREATION** of FY27 purchase orders in Yardi system. **Q3**
-



Information Technology

The Information Technology Department (ITD) leads the implementation, adoption, and integration of technology solutions for all departments to enhance efficiency, data security, and agency-wide digital transformation. In the first half of 2026, ITD continued to implement software to support various departments adding to more efficient operations.

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

Q1 Achievements

- ✓ Implemented Policy Management software in Aspire. **(F5)**
- ✓ Provided Property Manager training in MIQ and RentCafe. **(F5)**
- ✓ Provided Office of Financial Management training in MS Office Suite software. **(F5)**
- ✓ Implemented self-service kiosks at HCVP. **(F5)**

Q2 Achievements

- ✓ Trained the Call Center staff on Yardi case manager in preparation for implementation. **(F5)**
- ✓ Developed first stage of department dashboards. **(F3)**
- ✓ IT Asset and Inventory Management system upgrade. **(F5)**
- ✓ Reduced spending in phone costs. **(F5)**
- ✓ Updated WaitWhile system and implemented major rollout. **(F5)**
- ✓ Revised HCVP Specialists phone workflow to prioritize customer service focus. **(F5)**



Information Technology

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **IMPLEMENT** Referral portal, Asset / Investment Management Module and energy services. **Q4**
- **STANDARDIZE** Internet Service at all properties. **Q4**
- **IMPLEMENT** Case Manager for PMO. **Q4**



Office of Customer Engagement

Office of Customer Engagement (OCE) leads DCHA's response to inquiries by voucher participants, residents and the public, including operating DCHA's central Call Center. OCE also manages walk-in services provided at three Customer Service Centers (which includes the C.A.R.E. walk-in initiative at the HCVP Headquarters).

As of this date, the OCE department has met all its original strategic goals as outlined in the Recovery Plan. Since this time, the staff have added additional tasks related to and some new tasks to reflect the ever-evolving work in OCE.

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

Q1 Achievements

- ✓ Collaborated with HCVP/ITD to develop and implement a new Housing Program Specialist Rollover Queue on the Call Center platform. **(G3)**
- ✓ Submitted GRANT application to Housing Authority Insurance (through OGC) for HELP program. **(G3)**
- ✓ Hosted Cultural Sensitivity Training & ASL training for customer-facing staff in collaboration with ADA/504. **(G3)**

Q2 Achievements

- ✓ Completed and submitted 2-Year Biennial Language Access Plan. **(G7)**
- ✓ Provided staff at mixed-finance sites language access material and trained property managers on the DCHA Language Access Policy. **(G7)**
- ✓ Provided Customer Service training for OAC, HR, OCP. **(G3)**
- ✓ Improved average call handle time per agent to less than 8 minutes. **(G2)**
- ✓ Collaborated with HCVP to facilitate landlord and participant town halls. **(G3)**



Office of Customer Engagement

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **COLLABORATE** with ITD to implement the CRM software. **Q3**

- **COORDINATE** with OED to host customer listening sessions for residents, voucher participants and Landlords. **Q3**

- **REPLACE** the current GoTo Contact Center software with a more robust and scalable system in collaboration with ITD. **Q4**

- **COLLECT AND ASSESS** PMO and HCVP customer surveys. **Q4**



Property Management Operations

Property Management Operations (PMO) oversees the management, maintenance, and modernization of DCHA's public housing portfolio to ensure safe and habitable living conditions.

PMO has ongoing prioritization of the first tranche of bond sites as well as and ongoing focus to update to include a limited local homeless preference for efficiency units; clarification of efficiency unit offers, based on occupancy; clarification of establishing the site-based waitlist; removal of flat rent option; updated occupancy standards; and other programmatic policy changes.

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

Q1 Achievements

- ✓ Reviewed and updated PIC/EIV ensuring data accuracy for 5,110 households. **(H5)**

Q2 Achievements

- ✓ Completed ACOP training for the Eligibility and Continued Occupancy teams, and the Operations team. **(H3)**
- ✓ Completed ledger clean-up for priority bond sites. (Ongoing) **(H5)**



Property Management Operations

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **CONDUCT** quarterly physical inspections of each community. **ONGOING (Q3 &Q4)**

- **REVIEW** and update PIC/EIV ensuring data accuracy: HCDA of 1980 established Section 214 that restricts certain federal housing subsidies to US citizens and eligible non-citizens. PMO is continuing to collaborate with Mixed Finance housing managers to ensure permanent documents are properly uploaded to the Mixed Finance SharePoint site. **ONGOING (Q3 &Q4)**

- **ENSURE** staff remain focused on filling vacancies and exhausting the waitlist. **ONGOING (Q3 &Q4)**

- **MAKE** Housing Managers and Housing Manager Assistants responsible for property management functions that are typical in the industry-leasing lease enforcement, such as compliance, budget preparation and monitoring, etc. **ONGOING (Q3 & Q4)**



Housing Choice Voucher Program

Housing Choice Voucher Program (HCVP) administers federal and local rental assistance programs, including offering landlord engagement and participant services in compliance with federal and local program requirements.

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

Q1 Achievements

- ✓ Implemented the Board approved Admin plan. **(I5)**
- ✓ Implemented RentCafe for Recertification, Interims, Leasing, and Briefings. **(I9)**

Q2 Achievements

- ✓ Drafted MTW plan. **(I5)**



Housing Choice Voucher Program

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **STAFF TRAINING** on the Administrative Plan and program operations through Yardi Aspire. **Q3**
- **INCREASE RENTCAFE** registration to over 50% for all households in the program. **Q4**
- **UPDATE** SOPs based on updated Admin Plan and MTW Plan. **Q3**



Office of Public Safety

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

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

Q1 Achievements

- ✓ Received body worn camera training. **(J5)**

Q2 Achievements

- ✓ Issued body worn cameras to Officers. **(J3)**
- ✓ Provided Active Shooter Awareness Training to Agency. **(J1)**



Office of Public Safety

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **UPDATE EQUIPMENT:** Implementation of the Milo System; Electronic Tickets, Electronic Run Sheets; Electronic Policy and Procedures. **Q3**
-



Capital Construction & Design

Capital Construction & Design (CC&D) stabilizes and revitalizes DCHA's properties through capital improvements, unit turnarounds, and infrastructure modernization.

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

Q1 Achievements

- ✓ No completed achievements in Q1.

Q2 Achievements

- ✓ Revised and updated infrastructure catalog. **(K4)**
- ✓ Created property information database utilizing AirTable. **(K2)**



Capital Construction & Design

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **TRACK** and manage corrective action for all regulatory compliance issues including UFAS, lead abatement, energy consumption, and others. **Q3**

- **PROVIDE** studies, reports, and cost estimates for all capital projects requesting use of capital reserves, including mixed income and repositioning properties. **Q4**

- **PROCURE** studies to catalog all building systems and private infrastructure including potential useful life, date of installation, and any designs that are available. **Q3**

- **COORDINATE** data with Asset Management and Development to inform reserve releases, financial forecasts for properties, and repositioning strategies. **Q3**

- **CONDUCTING** property walks and working alongside PMO in creating solicitations to procure contracts to address maintenance concerns at properties with on-call and preventive maintenance contracts. **Q3**

- **PREPARE** and manage plans to retrofit DCHA units with sustainable energy programs such as alternative energy, energy consumption, and other such green technologies. **Q4**



Development Department

The Development Department secures funding, builds partnerships, and employs redevelopment strategies to expand and preserve affordable housing for those served by DCHA.

L Recovery Plan Objectives

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

Q1 Achievements

- ✓ Submitted revised Demo/Disposition timelines to HUD. **(L5)**
- ✓ Received HUD issued CHAPs (initial HUD RAD approvals) for 9 Phase I bond properties. **(L5)**
- ✓ Developed project information sheets for distribution to all residents living in Phase 1 bond properties. **(L3)**
- ✓ Attended resident council and property management meetings to answer resident questions about bond revitalization program. **(L3)**
- ✓ Identified list of Standard Operating Procedures for revision. **(L4)**
- ✓ Closed on financing for the substantial renovation of Henson Ridge II, a 178-unit townhome community in Ward 8. **(L2)**

Q2 Achievements

- ✓ Held 8 resident engagement meetings for Phase I bond properties. **(L3)**



Development Department

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **SUBMIT** the RAD financing plan to HUD for MELVO, and Judiciary Square. **Q4**
- **ANALYZE** the ability to reposition operating subsidy at certain properties to increase the properties revenue stream. **Q4**



Office of Asset Management

Office of Asset Management (OAM) oversees all assets in DCHA's portfolio, including monitoring compliance and ensuring strategic planning, financial sustainability, and long-term asset preservation.

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

Q1 Achievements

- ✓ Developed customer service survey. **(M3)**
- ✓ Developed key compliance dates and reporting deadlines database. **(M5)**
- ✓ Sent CY26 public housing operating subsidy determination letters to all third-party managers with ACC units. **(M3)**
- ✓ Created and implemented an action plan for Parkway Overlook to improve property performance. **(M2)**

Q1 Achievements continued

- ✓ Submitted operating cost rent increases to HCVP team for RAD properties where DCHA is in the ownership. **(M5)**
- ✓ Completed an analysis of third-party management fees. **(M3)**
- ✓ Analyzed pipeline of upcoming LIHTC expiring use properties and provided recommendations to leadership. **(M6)**
- ✓ Created policy and procedure for implementing loan loss methodology in collaboration with OFM. **(M2)**



Office of Asset Management

Q2 Achievements

- ✓ Procured software solution to more effectively track loans made by DCHA and integrate mixed finance property financials. **(M4)**
- ✓ Coordinated completion of CY25 audits for 6 DCHA-owned mixed finance properties. **(M4)**
- ✓ Created *Annual Portfolio Performance* Summary Template. **(M3)**
- ✓ Managed closeout/transfer of utilities accounts for five mixed finance properties. **(M3)**
- ✓ Coordinated and managed the HUD public housing operating subsidy revision process for mixed finance properties for CY2026. **(M5)**
- ✓ Completed analysis of portfolio acquisition opportunity for recommendation to senior leadership. **(M6)**
- ✓ Created Annual Audit and Tax Return review checklist template, Annual DCHA Loan Report template and DCHA Ground Lease Report template. **(M4)**

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- Review Annual Audit and Tax Returns; Complete Annual Portfolio Performance Summary and summarize findings; Complete Balance Sheet checklist and Income Statement checklist **Q3**
- Complete Annual Portfolio Performance Summary **Q3**
- Compile Deal Book summary for each mixed finance property with ACC units. **Q3**



Office of Resident Services

Office of Resident Services (ORS) provides direct support to improve the lives of residents and participants by offering workforce development, financial literacy, and social programs to strengthen economic mobility and well-being. In the first half of 2026 the Office of Resident Services continued to deliver programs targeted to supporting youth stability and economic mobility. ORS advanced a myriad of youth enrichment programs, and training initiatives as well as connected residents to supportive services.

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

Q1 Achievements

- ✓ Offered Certified Apartment Maintenance Training (CAMT) course to Modified Apprenticeship Training Program (ATP) cohort #8. **(N9)**
- ✓ Held three Fatherhood Initiative sessions. **(N9)**
- ✓ Held Youth "Do The Right Thing" Essay contest. **(N9)**
- ✓ Held Youth "Hygiene Huddle". **(N9)**
- ✓ Held budgeting & Financial lunch & learn series with partner Andrews Federal Credit Union. **(N9)**
- ✓ Offered UDC course Medical Office Administrative Professional (MOAP) and IT Fundamentals. **(N9)**
- ✓ Held "All Things Etiquette Brunch" with The Women in Me Initiative and The University of Maryland. **(N9)**
- ✓ Held youth outdoor hiking and lunch with partner Soultrak. **(N9)**
- ✓ Announced 2026 Commitment To Excellence Scholarship Program. **(N9)**
- ✓ Opened DCHA "Do Your Best"/Summer Youth Employment Program. **(N9)**

Q1 Achievements Continued

- ✓ Held Section (3) Davis Bacon Labor Law workshop with HUD region 3. **(N9)**
- ✓ Held Section (3) Contractor Meet & Greet debrief. **(N9)**



Office of Resident Services

Q2 Achievements

- ✓ Held building Credit lunch & learn series with partner Andrews Federal Credit Union. (N9)
- ✓ Held four Fatherhood Initiative sessions. (N9)
- ✓ Completed Home Reimagined 2026 one day interior home makeover with A Wider Circle. (N9)
- ✓ Offered UDC courses on Medical Assistant and Micro-Entrepreneurship. (N9)
- ✓ Offered UDC course Leasing for Property Management. (N9)
- ✓ Do Your Best/Summer Youth Employment Program. (N9)
- ✓ Offered Leasing for Property Management to Do Your Best/Summer Youth Employment Program. (N9)
- ✓ Held "Dream Big" Homeownership annual event. (N9)
- ✓ Held Fatherhood Initiative 2nd Anniversary celebration. (N9)
- ✓ Held Fathers and Fishing event with Soultrak. (N9)
- ✓ Held "Do The Right Thing" Essay contest celebration. (N9)
- ✓ Held Section (3) Spring hiring/resource fair. (N9)
- ✓ Section (3) DCHA professional attire clothing drive. (N9)

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

➤ PROGRAMMATIC activities year-round:

Q3

- ✓ Andrews Federal Credit Union "Building Credit" lunch & learn" series
- ✓ Section (3) summer hiring/resource event
- ✓ Fatherhood Initiative Sessions (3)
- ✓ Commitment To Excellence Scholarship Program 2026 ceremony(CESP)
- ✓ Do Your Best (DYB)/ Summer Youth Employment Program (SYEP) college tour 2026
- ✓ Do Your Best (DYB)/ Summer Youth Employment Program (SYEP) completion program 2026
- ✓ UDC Hospitality & Tourism course

Q4

- ✓ Section (3) fall hiring event
- ✓ Youth Anti-Bullying Peace Rally
- ✓ Andrews Federal Credit Union "Lunch & Learn" series
- ✓ Fatherhood Initiative supports DCHA Annual Fall festival 2026
- ✓ Section (3) Expungement clinic
- ✓ Fatherhood Initiative supports DCHA Annual Senior Thanksgiving Luncheon 2026
- ✓ DCHA Annual "Gift of Love" 2026



Office of Audit and Compliance

Office of Audit and Compliance (OAC) conducts audits, investigations, and inspections to strengthen internal controls, prevent fraud and abuse in DCHA's expenditures and operations.

o Recovery Plan Objectives

- | | |
|----|---|
| O1 | Develop and implement an annual Audit Plan. |
| O2 | Establish and implement coordinated compliance and quality control plan for each program department identifying respective roles of OAC and end-user departments. Incorporate OAC technical assistance to internal departments. |
| O3 | Finalize and implement departmental staffing plan. |
| O4 | Assess Yardi reporting capabilities to support internal controls, compliance and quality improvements. Work with IT and program departments to implement enhanced Yardi reporting. |
| O5 | Provide fraud, waste and abuse training. |

Q1 Achievements

- ✓ No completed achievements in Q1.

Q2 Achievements

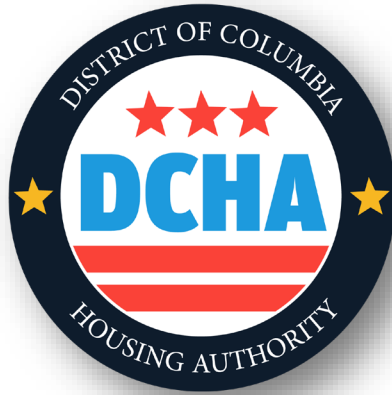
- ✓ Ensure DCHA Departments have Policies and Procedures to promote efficient operations. Audit related policies and procedures, affecting the agency, will be created by OAC. (Ongoing). **(02)**
- ✓ Conduct entrance and exit meetings for audit and review engagements. (Ongoing). **(02)**



Office of Audit and Compliance

Q3 & Q4 2026 PROJECTED HIGHLIGHTS

- **FY27 AUDIT PLAN** to be presented to the Budget, Audit & Finance Committee. **Q3**
- **HOST FY 26 COMPLIANCE WEEK** and provide agency wide Fraud training – 2026. **Q4**
- **ENSURE** all findings from the Quality Assurance Report (QAR) report have been addressed so that OAC will be in compliance with IIA standards. **Q4**
- **COMPLETE** engagements listed in the FY 26 audit plan. **Q3**
- **INITIATE** a Quality Assurance Improvement Program for OAC. **Q3**



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DCHA Board of Commissioners

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Rhonda Hamilton - Christopher Murphy
Jennifer Reed - Theresa Silla

Nicole Wickliffe, Interim Executive Director