



District of Columbia Housing Authority FY2025 Performance Oversight Response to Pre-Hearing Questions

GENERAL QUESTIONS

1. *Please provide the agency's mission statement.*

The District of Columbia Housing Authority (DCHA) provides quality affordable housing to extremely low- through moderate-income households, fosters sustainable communities, and cultivates opportunities for residents to improve their lives.

2. *Please list any statutory mandates that the agency lacks sufficient resources to fully implement.*

There are two statutory mandates that DCHA has previously identified:

- Greener Government Buildings Amendment Act of 2022 places a unique burden on the rehabilitation of public housing buildings to be net-zero due to increases in funding gaps.
- The Building Energy Performance Standards (BEPS) administered by DOEE will require DCHA to make hundreds of millions of improvements over the next several years to improve energy efficiency that can partially be funded through energy performance bonds but will likely require additional capital subsidy.

3. *Please list all reporting requirements in the District of Columbia Code or Municipal Regulations that the agency is required to complete in FY 24 and FY 25, to date. For each requirement, please list the date the report was required and the date it was produced. If the agency did not produce the report on the mandated timeline, please explain why.*

In accordance with DC Official Code § 6–229.01., DCHA is required to submit a quarterly report of the Rent Supplement Fund due 30 days after the end of each quarter. DCHA submitted the following reports in FY24 and FY25 YTD. Reports were submitted as follows: FY2024 Q1 & Q2 - 4/30/2024; FY2024 Q3 - 7/30/2024; FY2024 Q4 - 10/31/2024; FY2025 Q1 - 1/31/2025

In accordance with D.C. Official Code § 6-210., DCHA is required to submit a quarterly reform activity report within 15 days from the end each quarter. Related information has been included in the monthly Accountability Report submitted to the Mayor, City Council, and other regulators. (see submissions for DCHA Accountability Report)

Board of Commissioners submitted to the Mayor and City Council recommendations for the successor Board in July 2024.

In accordance with DC official Code § 6-202, DCHA must submit DCHA Accountability Report to Mayor, Attorney General, and each Councilmember monthly.



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DCHA submitted monthly accountability reports via email on the following days:

Monthly Report	Date Submitted
October 2023	December 11, 2023
November 2023	January 2, 2024
December 2023	
January 2024	January 2, 2024
February 2024	April 10, 2024
March 2024	
April 2024	July 24, 2024
May 2024	June 25, 2024
June 2024	July 24, 2024
July 2024	August 26, 2024
August 2024	September 25, 2024
September 2024	October 23, 2024
October 2024	December 3, 2024
November 2024	January 22, 2025
December 2024	February 6, 2025
January 2025	February 25, 2025

4. *Please list and describe any regulations promulgated by the agency in FY 24 or FY 25, to date, and the status of each.*

REGISTER CATEGORY	REGULATIONS	DESCRIPTION	STATUS
Emergency and Proposed Rulemaking	Amending 14 DCMR Chapters 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 76, 83, 85, 89, 91, 94, and adding new Chapters 100, 101 and 199	Administrative Plan	First and second notices published in FY 2023. Third Notice: Published 1.5.24; Effective Date 12.13.23; Fourth Notice: Published 5.10.24; Effective Date 4.10.24; Fifth Notice: Published 7.22.24; Effective Date: 6.12.24; Sixth Notice: Published 9.20.24; Effective Date 7.10.24; Seventh Notice: Published 12.13.24; Effective Date 11.13.24; Currently in effect until



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REGISTER CATEGORY	REGULATIONS	DESCRIPTION	STATUS
			3.13.25 until extended or Final Rulemaking Notice.
Emergency and Proposed Rulemaking	Amending 14 DCMR Chapters 60, 61, 62, 63, 64, 65, 66, 67, 68, 70, 73, 74, 77, 78, 79, 80, and 81	Admissions and Continued Occupancy Plan (ACOP)	First and second notices published in FY 2023. Third Notice: Published 12.22.23; Effective Date 12.13.23; Fourth Notice: Published 4.26.24; Effective Date 4.10.24; Fifth Notice: Published 7.12.24; Effective Date 6.12.24; Sixth Notice: Published 11.8.24; Effective Date 10.9.24; Seventh Notice: (Not Published as of 2.12.25); Effective Date 1.27.25; Once published will be in effect until 5.27.25 or Final Rulemaking Notice.

5. Please explain any significant impacts on your agency of any legislation passed at the federal or local level during FY 24 and FY 25, to date.

DCHA is in the process of updating its ACOP and Administrative Plan to incorporate the following federal legislation as amended:

1. **The Housing Opportunity Through Modernization Act of 2016**: Implementation of this law through regulation has occurred over many years and is ongoing. DCHA regulations are being updated to reflect the most recent HOTMA changes.
2. **The Implementation of National Standards for the Physical Inspection of Real Estate (NSPIRE)** final rule was published by HUD on May 11, 2023, establishing new standards for inspecting public housing and voucher units.. Implementation in public housing has occurred, and HUD has established October 1, 2025, as the current date for implementation for voucher units.

DCHA is impacted by the following enacted local legislation from FY24 - FY25.

1. [B25-0049 - Local Rent Supplement Program Eligibility Amendment Act of 2023](#) - would allow applicants for local rent supplement vouchers to self-certify eligibility factors. It would prohibit the Housing Authority from inquiring into an applicant's immigration status or prior criminal arrests, conviction, or pending criminal matters. Effective March 2024



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4. [B25-0282 - Housing Subsidy Contract Stabilization Amendment Act of 2023](#) was published enacted to law April 20, 2024 A25-0408; Law Number L25-0159 exempts procurements for the renewal or extension of Long-Term Subsidy Contracts for the purposes of preserving existing housing for extremely low-income residents from competition requirements.

5. ***Last year, the agency identified 3 goals using the Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) framework.***

- a. ***What is the status of each of these goals?***
- b. ***For any goal that is not on track for completion, please provide an explanation as to why.***
- c. ***Does the agency propose to update or replace any of its SMART goals for 2025?***
- d. ***What changes to its practices does the agency anticipate making to better achieve its SMART goals in 2025?***

GOAL FY2024	Current Status (FY25)
<p>1. Increase the occupancy rate in the public housing program.</p> <ul style="list-style-type: none"> Identify all vacancies by physically walking units, documenting their conditions with photographs, and determining their level of repairs required to swiftly lease them. Improve our data tracking systems to ensure data accuracy, start using data to drive decision-making, and create dashboards of information so that communication between central office and field offices is improved. Increase the number of vendors dedicated to turning around vacant units that require moderate and routine repairs, doubling the number of units available for leasing from 50 to 100 units per month, and instituting a quality control system to ensure the units are ready for leasing. Improve the leasing system by pre-leasing units, holding leasing events to improve communication with eligible applicants, and creating a marketing campaign using the DCHA website to show pictures of completed units in 	<p>STATUS: In Progress</p> <ul style="list-style-type: none"> As of the end of CY 2024 the occupancy rate increased to 84.73% DCHA staff closely track vacancies and ready units so that units can be immediately occupied when ready. Pre-leasing helps facilitate the foregoing. Quality Control measures have been instituted between CCD, PMO, and contractors to ensure the work is completed. A form is completed by all parties to show evidence of acceptance of each unit. Increasing occupancy - PMO continuing to host open house events at several properties to show available units and increase leasing. In CY 25, DCHA plans to list available units on the DCHA website. Vacancies continue to be reviewed as they arise. Based on repair needs, vacancies are being identified for re-occupancy or may be temporarily taken offline for more intensive capital repair. Data tracking system improvements are ongoing. Work order and customer contract tracking tools have been



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GOAL FY2024	Current Status (FY25)
<p>the developments where the units are located; and</p> <ul style="list-style-type: none"> • Open the waiting list for new applicants. • Improve the leasing system by pre-leasing units, holding leasing events to improve communication with eligible applicants, and creating a marketing campaign using the DCHA website to show pictures of completed units in the developments where the units are located; and 	<p>developed and are being implemented.</p> <ul style="list-style-type: none"> • During CY24 DCHA procured 30 contractors to turn around vacant units. In CY24, DCHA completed over 800 units for new applicants and transfers • Pre-leasing events and regular communications with applicants are ongoing • Planning for re-opening of waiting list in CY2025 has commenced.
<p>2. Increase the utilization of vouchers in the Housing Choice Voucher program.</p> <ul style="list-style-type: none"> • Engaged an experienced consultant to reassess the organizational structure and workflow amongst the division. • Prepare a plan to include mailers, emails, text messages, and phone calls to current households on the waitlist. DCHA stopped taking new applicants on the waiting list in 2013. • Hire consultants to build capacity to be able to conduct in person interviews of applicants and to process their paperwork in a timely manner to determine if they meet eligibility requirements for the voucher. • Beginning in 2024, DCHA's goal is to issue up to 500 vouchers per month. • Hire a community locator who will work with individual owners and owners of multifamily buildings to manage a database of units available and accepts vouchers. • Open the waiting list for new applicants. 	<p>STATUS: In progress</p> <ul style="list-style-type: none"> • Organizational assessment among divisions have been completed and are informing next steps for adjustments to the structure, staffing and workflow • Over 19,000 applicants have been pulled from the waiting list and outreach is ongoing. Additional staff have been hired and consultants have been procured to help process the increased volume of applications • Voucher issuances are ongoing and housing locators were hired to assist with housing search efforts • DCHA continues to monitor the current waiting list to determine timing of the reopening
<p>3. Improve the physical condition of all DCHA properties.</p> <ul style="list-style-type: none"> • Utilize the repositioning tools provided by HUD to increase the 	<p>STATUS: In progress</p> <ul style="list-style-type: none"> • Development Principles and Subsidy Repositioning Principles adopted by the Board. Tenant Handbook for



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GOAL FY2024	Current Status (FY25)
<p>operating revenue of each property, which will allow DCHA to secure financing to modernize or redevelop the property.</p> <ul style="list-style-type: none"> • Create Development Principles focused on furthering DCHA's commitment to provide quality housing to poor and extremely poor residents of our community, to replace and expand the number of units that each of our sites provides, and to ensure that DCHA continues to have an ownership and/or management role in each redeveloped site. • Create a procurement process and procedures that attracts as potential development partners nonprofit and for-profit firms who support DCHA's development principles, engage residents as partners in redevelopment, and provide a strong economic benefit to DCHA. • Increase the funding sources for our development program from foundations, corporate giving, city set-aside funding, and dedicated income streams. • Create a Board-approved development pipeline that is transparent and created with the input of residents across the District; and <ul style="list-style-type: none"> • Maximize the impact of DCHA's limited capital and modernization funds on properties by increasing the viability of the buildings and improving the living conditions of residents. 	<p>rights afforded to residents when operating subsidies are being repositioned and during renovations and/or construction was also adopted by the Board.</p> <ul style="list-style-type: none"> • Updates to procurement process and procedures underway and intended to result in smoother and more efficient process for selecting developer partners and others to assist with development process. • Commenced the analysis of the DCHA portfolio with the goal of determining total development cost for each, ability to support debt, and initial determination of approach – comprehensive modernization, modernization, and redevelopment. • Continued to review operating subsidy repositioning for each property. • Actively identifying alternative financing approaches for the DCHA portfolio within the context of a very difficult economic climate for developing affordable housing in the District. • Assessing the changing environment at HUD and the potential impact that purported changes could have on the continued maintenance and repairs of public housing units, and the repositioning of operating subsidy.



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GOAL FY2024	Current Status (FY25)
<p>4. Improve DCHA’s fiscal and administrative systems to ensure data integrity, efficient use of limited government funding, and ensure transparency of our operations.</p> <ul style="list-style-type: none"> • By June 2024, submit to HUD three fiscal years of DCHA audits. • Hire new staff that have ability to develop and retain appropriate skills to meet client needs, respond to internal clients, preserve the fiscal integrity of our financial systems, and increase DCHA’s capacity to undertake the challenges that a repositioned agency must have. • Improve DCHA’s procurement capacity and technology, ensure that public bidding complies with the law and its regulations, and hire staff with experience in streamlining processes, maximizing the impact of DCHA funds, and moves expeditiously within the established procurement parameters. • Improve our contracting capacity to ensure swift vendor payments, increased accountability, and implement an integrated financial management software tied to our asset management capabilities. • Fully implement the Yardi software purchased by DCHA over three years ago and which has yet to be fully installed and staff not fully trained. • Ensure unified operating procedures are in place to compliment the enhanced technology. 	<p>STATUS : In Progress</p> <ul style="list-style-type: none"> • DCHA Audits submitted <ul style="list-style-type: none"> ○ FY21 – FY23 Audits Completed and required documentation submitted to HUD. FY 24 audit in process • Recruitment and retention of talent ongoing • Yardi software improvements underway. Various aspects and improvements are in final stages of development and implementation
<p>5. Improve customer service systems, customer service with our residents and applicants, and create an enhanced community engagement for greater resident participation in the</p>	<p>STATUS : In progress</p> <ul style="list-style-type: none"> • All staff returned to office in April 2024 for a minimum of 4 days per week. • New, metro- and bus-accessible office space was



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GOAL FY2024	Current Status (FY25)
<p>future of their community.</p> <ul style="list-style-type: none">• Provide customer service training to staff and establish a matrix of call response from the public for each department.• By April 2024 bring DCHA staff back into the offices a minimum of 4 days a week to be available in person for clients.• By June 2024 identify satellite office locations in each quadrant for applicants and clients that require in person meetings.• Increase the number of call center staff to assist with answering phone calls.• Implement a Standard Operating Procedure on timely responses to phone calls and emails.• Equip staff with knowledge of DC programs to assist in educating DCHA residents and clients about the many available services offered by DC	<p>opened at 702 H Street for the HCVP department and to provide increased customer service.</p> <ul style="list-style-type: none">• Additional satellite office locations have been opened to accommodate visitors at various locations.• Landlords, applicants, and participants can attend in person meetings with HCVP staff at the site each day.



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7. *What other metrics does the agency regularly use to evaluate its operations? Please be specific about which data points are monitored.*

DCHA Departments report key quantitative and qualitative data to the Executive Director and the STAR Board monthly for evaluation of progress in the recovery efforts to improve operational efficiency, housing quality and resident outcomes. In addition, staff also meet with and provide monthly updates to STAR Board committees.

Beyond the HUD MTW indicators, DCHA departments must meet strategic goals published in the Three-Year Recovery Plan's Six Months Report.

PMO's management meets weekly with the ED and other executive staff to provide information on public housing vacancies, units turned, status of pending units, pre-leasing events, lease-up results, and units to be taken off-line. In addition, PMO reports on key measurements that impact residents' outcomes, such as outstanding work order, differed maintenance, recertifications, and rent collections. Building blocks for improved occupancy, such as unit turnaround times and work order resolution times and lease up efforts, are continuously assessed to determine PMO's efficiency in responding to emergency, routine and urgent unit maintenance and repair requests, and unit re-occupancy.

For HCVP participants, DCHA's primary focus is effective customer service and utilization— the number of vouchers issued and leased. HCVP reviews weekly RFTA processing time, inspections timeliness and recertification completion times, lease-up rates, accurate rent calculations including time rent reasonableness determinations and rates of backlog resolutions.

Since DCHA's administration of the Local Rent Supplement Program mirrors a number of the federal HCVP program elements, DCHA applies similarly performance indicators, adding any statutory distinctions, such as timing on verification of eligibility.

8. *Please describe any new initiatives or programs that the agency implemented in FY 24 and FY 25, to date, to improve its operations. Please describe any funding utilized for these initiatives or programs and the results, or expected results, of each initiative.*

DCHA's Recovery Plan serves as a framework to ensure that the agency is returning to providing the programs and improving its operations to address the fundamental mission of



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providing quality affordable housing units and an efficient management of the processing and placement of vouchers in the private rental market. The Recovery Plan provides a roadmap for DCHA to enhance the quality and efficacy of our customer service, refocus development activities on the repositioning and preservation of the public housing portfolio, increase use of the technology to streamline cumbersome and complex processes, and expand access to programs and services that support DCHA residents and voucher participants on their path to independent and self sufficient living.

In addition to the details highlighted in the Recovery Plan progress report, below are some highlights of note

Communications Improvements

Website and content updates for Office of Resident Services - created webpages for the ORS Workforce Development Initiative, including its Apprenticeship Training Program (ATP) that include program descriptions and relevant calls to action; Housing Choice Voucher Program - creation of an HCVP Inspections Hotline, Find My Housing Specialist, Voucher FAQs ; Administrative Services - clearer guidance for interested and existing vendors

Resources for Participants:

Created and funded a program to provide security deposit assistance to federal voucher participants to address a fundamental barrier faced by many low- and very low-income applicants.

Housing's Enjoyable Living Program (HELP) reinstated. This program is designed to help new and existing voucher families who receive a tenant-caused violation during their annual inspection learn how to keep their unit clean, safe and sanitary. The HELP program emphasizes the voucher holders' family obligations. The program also offers a video and instructions on how to clean their unit on a budget. This program restarted in December 2024 and the results of the program's results will be available by Q3 2025. Expectations for the programs' success are very positive in that the program yielded excellent results in past years.

Operational Improvements

The HR Department, in partnership with OFM, launched a new HR Information System, UKG Pro. This system allows DCHA to manage employee information, payroll, Talent Management (recruiting and onboarding) and Performance Management. Streamlining various HR-related processes into one technology solution and automating processes reduces reliance on tools that were heavily reliant on a pen-and-paper or fillable form approach. No additional funding was utilized for the system during FY24 or FY25, as the system was purchased in a previous fiscal year.



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Building Capacity

The Office of Asset Management (OAM) made significant advancements as the newest department at DCHA. OAM's efforts reflect a critical part of DCHA's mission to restore trust with residents and partners while also improving oversight of properties (conventional public housing properties and mixed-income communities) so that they operate to their full potential.

During FY2024, OAM accomplished the following:

- Created the department and established positions.
- Established standard file documentation and storage process to compile key documents for all properties in the portfolio.
- Developed a portfolio inventory database with key information about mixed finance and public housing properties.

Returning Public Housing Units to DCHA Portfolio

Working with procured development partners, DCHA completed construction on units at Barry Farm and Kenilworth. The operating subsidy on these formerly public housing units were repositioned using RAD tools. In addition, using Faircloth to RAD, DCHA restored previously demolished public housing units to both sites. In addition, units are being completed for occupancy at Park Morton and the first phase of the comprehensive modernization of Judiciary House will be completed by Q3 of CY2005.

9. ***What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?***

DCHA's core constituency and mission is to provide quality affordable housing to extremely low to moderate income households, stabilize communities and provide opportunities for residents to improve their lives.

In addition to providing affordable housing - a fundamental need for any household to achieve stability and seek economic stability and growth - DCHA sees opportunities for employment and contracting through our workforce development initiatives. In this way, we will facilitate opportunities to increase the household income of residents, open opportunities for educational enrichment, and otherwise to assist residents achieve their personal growth expectations. Our goal is to increase opportunities for public housing residents and program participants to access the numerous jobs created by our projects, including vacant unit turnaround, modernization, and redevelopment investments.



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DCHA is also expanding employment and education opportunities such as through a continued collaboration with the University of the District of Columbia. This partnership provides education and future employment opportunities by issuing certifications through their Pathways Programs. DCHA will continue to hire property management and other staff from among the DCHA tenants who participate and receive a certificate from this program. In addition, DCHA will continue its successful maintenance training program that transitions residents into the DCHA workforce.

In addition, by providing housing to more applicants from the HCV and public housing waiting list, and the local rent supplement program, we will stabilize the housing conditions for more applicants and their families. This allows our resident program personnel the opportunity to connect with low- and extremely low-income households and refer them to programs that will support their personal goals.

Moreover, increasing wealth through homeownership opportunities for both HCVP and the public housing program will allow residents to accumulate equity. Our HCV homeownership program will continue to find ways to assist residents use the mortgage buydown program to purchase their first home.

See also discussion in Question #10.

10. *In the past year, what are 2 ways in which the agency has addressed racial inequities internally or through the services you provide?*

The District of Columbia Housing Authority's Office of Resident Services hosts Impact Events on a consistent basis to address the specific needs and aspirations related to financial planning, employment, homeownership, health care and education for our residents. These Impact Events supplement the yearlong resources and programming already available to residents; the Family Self Sufficiency Program, and Apprenticeship Training Program are only two examples of the resident focused programming offered by the Office Resident Services throughout the year.

Our Family Self-Sufficiency program hosted our annual homeownership event which encompassed many resources connected to the homebuying process. The FSS Program includes resources with financial planning in the form of the Rent Reporting and Credit Building program which assists residents (working with FSS or otherwise) with increasing their credit scores. Our Rent Reporting and Credit Building Program consistently holds monthly workshops in-person and virtual to support credit counseling, financial planning, and banking 101 with partners Esusu and Operation Hope.



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In its 8th consecutive year of operations, DCHA's Apprenticeship Training Program provided by the Office of Resident Services recently entered into a new partnership with (AOBA) Apartment and Office Building Association of Metropolitan Washington to provide an accredited educational component to the program. This partnership offers an opportunity to complete the rigorous Apartment Maintenance Technician course and earn a national certification: (CAMT) Certified Apartment Maintenance Technician. To promote community and intergenerational engagement, the Office of Resident Services also recognized the national celebration of "Bring Your Kids to Work Day" with our apprenticeship Trainees, which gave them an opportunity to share with their children the career path they have chosen and allowed the youth to experience the positive impact on communities that their parents provide through ATP. Finally, the Office of Resident Services launched the Fatherhood Initiative in June of 2024 and extended invitations to our Apprenticeship Trainees and customers. This initiative focuses on empowerment of fathers while striving to improve the quality of life among participants and strengthen our families with focuses on health and wellness, education and employment, life skills and leadership, financial planning, and mentorship.

11. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.

a. Please provide a narrative explanation of any changes to the organizational chart during FY 24 and FY 25, to date.

The current organization chart is evolving as the agency works toward fulfilling the goals of its Three-Year Recovery Plan, published in April 2024. Some departments have reclassified existing positions, while others have added new roles to ensure optimal operations.

[Question 11 - DCHA ORG CHART Edit 2.28.25.pdf](#)

12. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please indicate if any position must be filled to comply with federal or local law.

Attachment – [Question 12 - Schedule A.pdf](#)



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13. *Please list all employees detailed to or from your agency. For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date of the detail, and the employee's projected date of return.*

There are no employees detailed to or from DCHA.

14. *Please provide:*

- a. *A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned as well as a description of all vehicle accidents involving the agency's vehicles in FY 24 and FY 25, to date;*
[Attachment 14a - DCHA Agency Vehicle Listing.pdf](#)
- b. *A list of travel expenses, arranged by employee, for FY 24 and FY 25, to date, including justification for travel; and*
[Response 14b - FY24 Travel Expenses.xlsx](#)
- c. *A list of workers' compensation payments paid in FY 24 and FY 25, to date, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.*

In FY 24, 26 employees received a total of \$308,339.47 in workers' compensation payments: \$101,748.93 in medical; \$217,118.21 in bi-weekly indemnity payments; \$15,879.94 in legal; and -\$26,407.61 in recovery. To date in FY 25, 30 employees have received a total of \$315,221.18 in workers' compensation payments: \$49,336.67 in medical; \$237,957.99 in bi-weekly indemnity payments; \$28,042.82 in legal; and -\$116.30 in recovery.

15. *Please list in descending order the top 25 overtime earners in your agency in FY 24 and FY 25, to date, if applicable. For each, state the employee's name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned by each.*

Attachment - [Question 15 - FY 24 and FY 25 Overtime.pdf](#)

16. *For FY 24 and FY 25, to date, please provide a list of employee bonuses, special pay granted, or separation pay issued, that identifies the employee receiving the bonus, special pay, or separation pay, the amount received, and the reason for the bonus, special pay, or separation pay.*



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Attachment - [Question 16 FY 24 and FY2025 Bonus 10.13.23-YTD FY25.pdf](#)

Please note that this does not include confidential severance amounts.

- 17. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and the anticipated date of completion of each agreement in bargaining.**

DCHA has a collective bargaining agreement (CBA) with each of two (2) collective bargaining units currently within the agency. The bargaining units are the American Federation of Government Employees, Local 2725 (AFGE) and the Fraternal Order of Police/DCHA Labor Committee (FOP). The duration of the AFGE CBA was from 2007 through 2011. However, per the terms of the CBA, the agreement automatically renews for one (1) year unless either party provides notice of its intention to reopen the agreement. Currently, DCHA is not in contract negotiations with AFGE. DCHA and AFGE have agreed to commence negotiating a new CBA in June 2025. There is no anticipated date for completion.

The duration of the FOP agreement was 2014 through 2021. However, per the terms of the CBA, the agreement automatically renews for one (1) year unless either party provides notice of its intention to reopen the agreement. Currently, DCHA is not in contract negotiations with FOP.

Please refer to [Attachment 17a – DCHA AFGE CBA](#) and [Attachment 17b – DCHA FOP CBA](#)

- 18. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 24 and FY 25, to date, and whether and how those allegations were resolved.**

Step One

> Complainant contacts a Supervisor, the HR Department, the EEO Officer, or other Official at DCHA.

> Complainant concerns will be taken seriously and addressed promptly, and confidentiality will be maintained on a need-to-know basis.

Step Two

> An investigation will be conducted by the Human Resources Department, the EEO Officer, or outside counsel as appropriate.

> The findings will be documented.

Step Three

> Corrective action will be taken if the harassment allegation is substantiated.



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In FY 2024, there were four claims of sexual harassment submitted by employees, all of which were investigated. Three of the complaints of harassment were substantiated. The three substantiated claims resulted in administrative or disciplinary action for the employees, with two being separated from employment.

In FY 2025, there has been one claim of sexual harassment submitted by an employee. The investigation is in progress.

- a. Has the agency identified a primary and alternate sexual harassment officer ("SHO")? If no, why not? If yes, please provide the names of the primary and alternate SHOs.***

Primary SHO: Angela Saunders, Interim Vice President, Human Resources; Alternate SHO: Ronnie Thaxton, Director, Labor and Employee Relations

- b. Has the agency received any requests from staff in an otherwise prohibited dating, romantic, or sexual relationship for a waiver of provisions of the Sexual Harassment Order? What was the resolution of each request?***

The agency has not received any requests for waivers of the Sexual Harassment Order.

- 19. For FY 24 and FY 25, to date, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:***

- a. The revenue source name and code;***
- b. The source of funding;***
- c. A description of the program that generates the funds;***
- d. The amount of funds generated by each source or program;***
- e. Expenditures of funds, including the purpose of each expenditure; and***
- f. The current fund balance.***

The Agency does not have any special purpose revenue funds

- 20. For FY 24 and FY 25, to date, please list any purchase card spending by the agency, the employee making each expenditure, and the general purpose for each expenditure.***

[Question 20 Purchase Card Spending FY24 FY25.pdf](#)

- 21. Please list all memoranda of understanding ("MOU") entered into by your agency during FY 24 and FY 25, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date. Please attach a copy of each.***



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[Question 21 - MOU 2024-2025.pdf](#)

22. *Please list all open capital projects and capital projects in the financial plan under the agency's purview, including the amount budgeted, actual dollars spent so far, any remaining balances, and the status of the project. In addition, please provide a description of any projects which are experiencing delays, or which require additional funding.*

[Question 22 - DCHA DC Funded Capital Projects \(Oversight 2.2025\).pdf](#)

23. *Please provide a table showing your agency's Council-approved budget, revised budget (after reprogramming's, etc.), and actual spending, by program, activity, and funding source for FY 24 and FY 25, to date. Please detail any over- or under-spending and any federal funds that lapsed.*

Documents included in the links below.

- FY24 Local Actual Spend
- FY25 Local Actual Spend to date
- Local Budget with Committee Markups
- Office of Public Safety Staff_FY24-September
- Office of Public Safety Staff_FY25 January
- FY2025 DCHA (HY0) Approved Council Budget

[Question 23 - FY2025 District Budget Volume 2-073024.pdf-Hy0.pdf](#)

[Question 23 DCHA Budget FY2024 - 2025.pdf](#)

24. *Please list and describe any spending pressures the agency experienced in FY 24 and any anticipated spending pressures for the remainder of FY 25. Include a description of the pressure and the estimated amount. If the spending pressure was in FY 24, describe how it was resolved, and if the foreseen spending pressure is in FY 25, describe any proposed solutions.*

We anticipate across the board spending pressures for all DCHA programs due to the news and actions coming from the current HUD administration and general government policies. We are concerned that certain HUD funding, especially for public housing maintenance and repairs and capital grant funds, could be cut or reduced either in this year or next year. The scope of any cuts is currently unknown.

DCHA is required to maintain an operating reserve to cover any dramatic financial changes to our operations. In discussions with other housing authorities across the country, we have heard that reserves at those authorities have been targeted for recapture. DCHA is working to



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commit and/or spend down the HUD Held Reserves that accrued every year, and to utilize Moving To Work (MTW) fungibility to target those funds to support the public housing program in FY24 and FY25.

In FY24 and FY25 DCHA is focusing heavily on reducing the number of vacant units. The agency spent approximately \$27 Million in HUD Held Reserves to improve our housing stock. We have also invested in technology and completed several software conversions and initiatives in 2024 to present.

Direct HUD funding to DCHA is potentially the most significant funding issue that DCHA will face in FY 25 and 26. We are also concerned with the impact that general government funding will have on the District and the District government's reaction to a potential reduction on its budget. DCHA is also continuing to monitor utilization in the Local Rent Supplement Program to ensure that there is adequate funding to meet all current obligations.

We will work with the District, our residents, and other stakeholders to seek solutions that may help address these issues.

Moreover, financing affordable housing redevelopment continues to be extremely challenging in the District. Traditional financial partners are looking to stabilize the operations of their current portfolios, especially since there is a large balance in unpaid tenant rents. As federal cuts in its workforce increase (in the last week of February, the District saw a 20% increase in unemployment claims), we fear that there may be an increase in vacancy rates among our mixed income properties creating an additional drain on our resources. Additionally, the "wait-and-see" approach of banks and other financial markets not only to the District's affordable housing market but also to real estate starts concerns us because it will slow down our ability to secure development partners who will assist us with multicomponent deals. To off-set this disinvestment, DCHA will explore alternative financing vehicles that will allow us to invest on gut rehab projects that we can self-develop. This approach will allow us to use our funds, reduce the entitlement period, and reduce the cost of securing debt for the properties. Generally, until the capital markets stabilize, the federal government is more prescriptive on its financial support for our public housing portfolio, and the conditions with the budget of the District government, we are facing a year where there is so much uncertainty. To off-set this potentially debilitating economic climate, we remain steadfastly committed to securing new approaches to address the operating and capital needs of our properties.

25. *Please provide a list of all budget enhancement requests (including capital improvement needs) for FY 25 or FY 26. For each, include a description of the need and the amount of funding requested.*

DCHA has continued to receive support for Office of Public Safety, capital for need repair and rehabilitation projects as well as for rental assistance programs, the largest of which is the Local Rent Supplement Program.



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26. *Please list, in chronological order, each reprogramming that impacted the agency in FY 24 and FY 25, to date, including those that moved funds into the agency, out of the agency, and within the agency. For each reprogramming, list the date, amount, rationale, and reprogramming number.*

REPROG25-0164 - FY 2024 Reprogramming Request - \$6,303,645.17 within the DC Housing Authority Payment Oct 16, 2024

27. *Please list each grant or sub-grant received by the agency in FY 24 and FY 25, to date. List the date, amount, source, purpose of the grant or sub-grant received, and amount expended.*

DOEE grant for energy efficiency.

Date	Amount	Source	Purpose	Amount Expended
6/9/2022	\$9,128,804	ARPA subgrant	Energy Efficiency Project	\$1,767,316

28. *How many FTEs are dependent on grant funding? What are the terms of this funding? If it is set to expire, what plans, if any, are in place to continue funding the FTEs?*

HUD has a Family Self Sufficiency grant that pays for Salaries, Benefits, and training for 4 FSS Coordinators. This is a calendar year grant that DCHA has the 4 positions budgeted. The grant amount is \$373,724. If the grant is not renewed for the next year, DCHA would find other sources to fund the FTEs since this is a program that directly impacts public housing residents.

29. *Please list each contract (including leases) and procurement entered into or extended by your agency during FY 24 and FY 25, to date. For each contract, please provide the following information where applicable:*

- a. *The name of the contracting party;*
- b. *The nature of the contract, including the end product or service;*
- c. *The dollar amount of the contract, including amount budgeted and amount actually spent;*
- d. *The term of the contract;*
- e. *Whether the contract was competitively bid;*
- f. *The name of the agency's contract monitor and the results of any monitoring activity; and*
- g. *The funding source.*

[Question 29 - OAS Contract FY24 FY25 rev2.19.2025.pdf](#)



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[Question 29 - Local Rent Supplement Program Project Sponsor Based.pdf](#)

- 30. *If there have been cases where the agency has been dissatisfied with the procurement process, what have been the major issues?***

Office of Administrative Services is continuing to review processes and implement improvements and efficiencies as highlighted in previous sections

- 31. *What is the agency's current adjusted expendable budget for CBE compliance purposes? How much has been spent with SBEs or CBEs? What percent of the agency's current adjusted expendable budget has been spent with SBEs or CBEs?***

DCHA has established an Economic Inclusion Policy that mandates specific contracting goals for construction and development projects. For any DCHA construction or development project valued at \$1,000,000 or more, the policy requires that 35% of the total contract value be subcontracted to Minority Business Enterprises (MBEs), Woman Business Enterprises (WBEs), Small Business Enterprises (SBEs), Veteran Business Enterprises (VBEs), Labor Surplus Areas (LSAs), Section 3 Businesses (S3Bs), and resident-owned businesses.

This policy aligns with the Districts' broader commitment to supporting Certified Business Enterprises (CBEs). Developers entering into CBE Agreements with the District on privately funded projects are similarly required to subcontract at least 35% of the project's adjusted budget to CBEs.

The following percentages of the construction contract were subcontracted to various business enterprises, in compliance with the required goals for Minority Business Enterprises (MBEs), Woman Business Enterprises (WBEs), Certified business Enterprises (CBE), and Section 3 Business Concerns (S3Bs):

- Certified Business Enterprises (CBE): 33%
- Section 3 Business Concerns (S3B): 10%
- Woman Business Enterprises (WBE): 13%
- Minority Business Enterprises (MBE): 36%

- 32. *Please provide the number of FOIA requests submitted to the Commission for FY 24 and FY 25 to date, specifying how many were granted, partially granted, denied, and are currently pending. Additionally, provide details on the average response time, estimated number of full-time employees (FTEs) needed to process these requests, estimated number of hours spent responding to them, and cost of compliance.***



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FY 24 at Year End:

- No. of requests: 86
- Granted: 42
- Partially Granted: 20
- Denied: 6
- Pending: 36
- Median Response time: 32 days
- Estimated FTEs: N/A
- Hours Spent: 1,500
- Cost of Compliance: \$60,000

FY 25 To Date (2/18/2025):

- No. of requests: 25
- Granted: 12
- Partially Granted: 1
- Denied: 3
- Pending: 9
- Avg Response time: 42 days
(Median is 28)
- Estimated FTEs: N/A
- Hours Spent: 400
- Cost of Compliance: \$20,000

33. ***Please list administrative complaints or grievances that the agency received in FY 24 and FY 25, to date, broken down by source. Please describe any changes to agency policies or procedures that have resulted from complaints or grievances that were resolved in FY 24 or FY 25, to date.***

DCHA does not publicly release the names of its public housing residents, HCVP participants, or applicants for either program. As all administrative complaints or grievances would be filed by such parties, we are unable to provide a list of that information.

ACOP and Administrative Plans revisions are underway and do take into account client issues and concerns, as well as those voiced by tenant advocates, in connection with those revisions.

For summaries of Office of Fair Hearings requests by clients, please refer to [Question 33 – FY24 FY25 OFH Report.pdf](#)

34. ***Please list all pending lawsuits that name the agency as a party. Identify which cases on the list are lawsuits that potentially expose the District to financial liability or would result in a change in Commission practices and describe the current status of the litigation. Please provide the extent of each claim, regardless of its likelihood of success.***

See attached list of litigation other than small claims. As DCHA is an independent agency, we are not aware of any cases that would expose the District to financial liability unless the District is a party. We are unable to identify whether the cases would result in changes to DCHA practices until and unless such cases are resolved.

Please refer to [Question 34 – Legal Cases Updated 2-13-2025.pdf](#)

35. ***Please list all settlements entered into by the Commission and judgments against the Commission (or by or against the District on behalf of the Commission) in FY 24 or FY 25, to date, and provide the parties' names, the amount of the settlement or judgment, and if related to litigation, the case name***



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and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g., administrative complaint).

DCHA's settlements with employees, litigants, and other parties are confidential. We are thus unable to provide details in this response. No judicial judgments were entered against DCHA in FY 24 or in FY 25 to date.

36. *Please list and describe any investigations, audits, or reports on the Commission or any employee of the Commission that are ongoing or were completed during FY 24 and FY 25, to date.*

Employee investigations are a personnel matter that DCHA does not publicly disclose. When appropriate, DCHA takes disciplinary or other appropriate action with respect to the results of employee-related investigations.

Non-confidential investigations, audits or reports include the following:

- 6 Month Recovery Plan Report - This report documents DCHA's results after the first 6 months of its 3-year Recovery Plan.
- DCHA completed annual financial audits for FY 2021, 2022, and 2023. The audit for FY 2024 is in process.
- HUD Fair Housing Review - HUD reviewed DCHA's compliance with fair housing programs.

Please see responses to additional questions for information about other non-confidential reviews.

37. *Please provide a list of all studies, research papers, reports, and analyses that the Commission prepared or funded during FY 24 and FY 25, to date. Please submit a hard copy to the Committee of any study, research paper, report, or analysis that is complete.*

[Question 37a - DCHA Annual MTW Report FY24.pdf](#)

[Question 37b – DCHA Annual MTW Plan FY25.pdf](#)

38. *Please list any task forces, committees, advisory boards, or membership organizations in which the agency participates.*

- Council of Large Public Housing Authorities (CLPHA)
- National Association of Housing and Redevelopment Officials (NAHRO)
- Public Housing Authorities Directors Association (PHADA)
- HAI Group – DCHA property insurance.
- Interagency Council on Homelessness (ICH), Executive Committee
- The Coalition for Nonprofit Housing & Economic Development (CNHED)
- Housing Development Law Institute (HDLI)



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- National Leased Housing Association (NLHA)
- DC Preservation Network
- Housing Agency Partners
- HAND

AGENCY SPECIFIC QUESTIONS

39. ***Please attach a copy of DCHA's first public written update report regarding implementation of the Executive Director's Three-Year Recovery Plan.¹***

A copy of the update report will be shared as soon as available

- a. On what schedule does DCHA plan to release future updates?***

DCHA plans to release progress updates of the Recovery Plan every six months.

- b. What metrics does DCHA anticipate including in future updates that are not yet available as part of this first update?***

Additional metrics regarding utilization are planned for future progress updates of the Recovery Plan. These will be more fully discussed in the progress report.

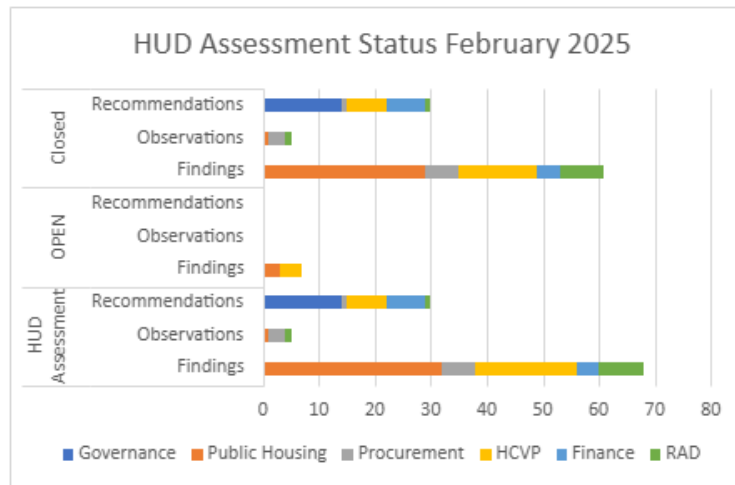
40. ***For each finding, observation, and recommendation from the 2022 federal Department of Housing and Urban Development assessment report ("HUD Report") that remains open:***

- a. What about the issue has HUD indicated still needs to be resolved?***
- b. Does DCHA believe that additional work is required to meet HUD's expectations, or has DCHA informed HUD that the work is believed complete and is only awaiting HUD's review?***
- c. If DCHA intends to complete additional work in FY 25, please provide a description and estimated timeline.***

¹ https://www.dchousing.org/wordpress/wp-content/uploads/2024/10/Three-Year-Recovery-Plan_The-Roadmap-to-Restore-Rebuild-Revitalize-the-DC-Housing-Authority_10.9.2024-compressed.pdf.



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The remaining 9 open items, findings related to ACOP, tenant selection, waitlist management, HQS Inspections and recertifications all require adoption of changes to DCHA's ACOP or Administrative Plan. DCHA is working on necessary updates to these documents, with the expectation of completing the required public process and seeking Board approval in FY 25.

41. For each finding, observation, and recommendation from the HUD Report that HUD acknowledged as closed in FY 24 and FY 25, to date:

- What changes did DCHA make during this time to close it?***
- What is DCHA's plan to ensure that the issue does not recur?***

DCHA, in close coordination with HUD has been able to make tremendous progress towards closing outstanding findings, recommendations and observations. As indicated above, all recommendations and observations are closed, and 9 open items remain, which are largely tied to revisions to the Administrative Plan and ACOP.

Recently closed items include:

- Public Housing – Vacant Unit/PIC reporting; Rent determination and verification; work orders resolution; addressing short and long term infrastructure needs; repayment agreements
- Housing Choice Voucher – payment standards; utility allowance schedules; rent reasonableness; HAP payments.
- As part of the closure of the HCVP findings, DCHA will establish a fund provide a variety of services to include support to participants in mobility and housing navigation, security deposit and application fee assistance; as well as to landlords in the form of incentives for participation as well as support for mitigating circumstances that resulted from their participation in HCVP.



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	Total Findings, Recommendations & Observations	Findings, Recommendations & Observations CLOSED	Findings Open	Details
Public Housing	33	30	3	1, 14, 14a, 27
Procurement	10	10		
HCVP	25	21	4	1,2, 2a, 8, 9
Finance	11	11		
RAD	10	10		
Governance	14	14		
Total	103	96	7	

[Question 41 - HUD Findings Tracker - updated 2-21-2025.pdf](#)

42. *As of this writing, DCHA has not released proposed permanent versions of its public housing Admissions and Continued Occupancy Policy regulations (ACOP) and voucher program Administrative Plan regulations (“Admin Plan”), but the agency has reportedly been meeting regularly with stakeholders including tenant legal services providers to discuss various concerns with the emergency versions that have been in effect.*
- a. Please summarize changes from the current emergency versions that DCHA plans to make in the upcoming final regulations (or has made by the time the agency submits responses to this questionnaire). To the extent the changes are responsive to stakeholder feedback in ways that are not obvious, please explain.*
 - b. How will DCHA ensure that affected tenants, voucher landlords, and support service providers are promptly informed of changes in the final rulemakings and the implications of those changes?*
 - c. Please list policy concerns that stakeholders have raised and that DCHA intends to address in future rulemakings. What are the outstanding issues that prevented resolution in this final rulemaking, and when and how does DCHA hope to resolve them?*
 - d. Please list policies in the emergency regulations to which stakeholders have raised significant objections, but that DCHA does not anticipate changing in this final rulemaking or future rulemakings.*

DCHA has been engaged in regular discussions with tenant legal services providers regarding the current ACOP and Administrative Plan regulations and their lengthy comments on the same. DCHA has also been engaged for several months in regular internal reviews of both regulations to identify revisions to them that respond to HUD comments and adopt certain of the stakeholder comments.



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We are unable at this time to publicly disclose the changes DCHA is considering making to the documents as further internal discussions need to be completed. However, we note that we plan to engage in an extensive public comment process - in fact two public comment periods, which is described below:

- At the advocate request, DCHA will stagger the public comment periods for the Administrative Plan and ACOP so that stakeholders have more time to focus on each document, rather than commenting on both simultaneously. DCHA anticipates releasing the ACOP first, on or about the time of the oversight hearing. The Administrative Plan will follow approximately a month later.
- The ACOP and Administrative Plan will be issued for a HUD public comment period (minimum of 30 days). During this comment period, a public hearing will occur. DCHA will also meet with residents at regularly scheduled resident council meetings and monthly management meetings.
- After comments received during the HUD public comment period are considered and applicable revisions made to the relevant regulation, the document will be submitted to DCHA's Board of Commissioners for consideration, and the Board will be asked to approve the document as emergency and proposed regulations.
- Upon Board approval of the ACOP or Administrative Plan as emergency/proposed regulations, another public comment period (minimum of 30 days) will ensue to comply with District requirements.
- At the end of the second public comment period, and after consideration and incorporation, as applicable, of all comments received, the Board will be asked to consider adopting each regulation as final regulations.

43. *To the extent not addressed in response to question 5, please provide an update on DCHA's preparations to implement the updated version of the Local Rent Supplement Program Eligibility legislation that the Council passed in November 2024 and that is expected to take effect in March 2025.*²

a. *How will DCHA ensure that local voucher program participants are permitted to self-certify eligibility factors when neither DCHA nor participants can easily obtain verification documentation?*

DCHA has an established process for accepting self certifications and do not anticipate any challenges to implement the legislation passed in November 2024 .

² For a discussion of the final legislation's effects and how they differ from recent local emergency and temporary bills, please see the Committee's report on the legislation, https://lms.dccouncil.gov/downloads/LIMS/52109/Committee_Report/B25-0049-Committee_Report1.pdf?Id=198968, and Councilmember Robert White's final reading amendment, <https://lms.dccouncil.gov/downloads/LIMS/52109/Meeting2/Amendment/B25-0049-Amendment1.pdf?Id=200379>.



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- b. How does DCHA track and respond to allegations of criminal activity for purposes of compliance with federal voucher program eligibility requirements?***

Pursuant to DCMR 5115, DCHA screens applicants for the federal voucher program for prior criminal activity. Without repeating that regulation in its entirety, we note that the screening generally prohibits admission of applicants who have criminal convictions for violent crimes, sexual offenses, drug activity, and other crimes that, if repeated, could adversely impact the safety or security of their apartment community or their ability to maintain a compliant tenancy. Any family that may be denied assistance due to the criminal record of a family member is alerted to the issue and given an opportunity to challenge the information, including presenting evidence of mitigating circumstances that negate the prior criminal acts. With the exception of certain circumstances in which federal law requires denial of tenancy (e.g., sex offenders subject to lifetime registration requirements or persons convicted of manufacturing methamphetamine in federally assisted housing), DCHA considers all mitigating circumstances presented by an applicant and may determine that such circumstances are compelling; in such cases, the prior criminal acts are determined to no longer be a reason for denying admission to the federal HCV program.

- c. Please describe any significant differences in how DCHA plans to track and respond to allegations of criminal activity involving federal vouchers for purposes of the new law.***

Local laws pertaining to the local voucher program are not applicable to the federal voucher program administered by DCHA. As such, the new law should not impact how criminal activity is screened in the federal voucher program.

- d. To the extent that DCHA will need to update its Administrative Plan voucher program regulations to reflect local law requirements as modified by this legislation, please provide an anticipated timeframe for those updates.***

We do not believe changes to the Administrative Plan are necessary for purposes of the local law requirements referenced in this question,

- e. Please provide updated statistics on adverse actions taken based on criminal history in FY 24 and FY 25 under each program, including public housing (see 2024 performance oversight pre-hearing response 66a). Please distinguish between types of criminal background information (convictions, arrests, etc.).***

Updated data will be provided as soon as available.



District of Columbia Housing Authority FY2025 Performance Oversight Response to Pre-Hearing Questions

- f. Has DCHA updated its tenant screening practices for any of its programs (including public housing) based on the concerns raised in the October 2024 lawsuit against RentGrow?***

As described in the response to 43b, DCHA believes its criminal screening process for federal programs is already consistent with federal requirements and provides sufficient opportunity for clients to challenge any information included in criminal records reports. A similar process is in place for the public housing program. As such, we do not believe additional changes are necessary irrespective of the outcome of the RentGrow lawsuit.

- 44. To the extent not addressed in response to question 6 (regarding the SMART goal to increase the official public housing occupancy percentage):***

- a. What are DCHA's projected numbers of occupied public housing units for FY 25 and FY 26? (If the agency has set targets for slightly different measuring periods such as calendar years, please feel free to supply those instead.)***

DCHA anticipates leasing an average of 70 units per month throughout FY2025; with a projection of approximately 850 units. The projection is a result of the unit condition and the length of time to turn a unit; together with the routine vacancies that we encounter monthly. Regarding the backlog of vacant units, turns originally took 30 to 45 days to complete. Now we are addressing units with higher needs which are taking approximately 60 to 90 days to turn. In addition, DCHA anticipates opening site-based waitlists in 2025 (projection- late 2nd Quarter). The site-based waiting lists are anticipated to improve leasing efforts since applicants will specifically identify the locations in which they want to live.

- b. For each public housing site with more than 25% of the ACC units unoccupied (including HUD-approved offline units), please provide an overview of the primary reasons and options for resolving them.***

[Question 44b c – Vacant Status and DCHA Vacant Unit Turns.pdf](#)

- c. DCHA leadership set a target of approximately 100 unit turns per month in 2024. How did unit turn performance compare to this goal? What is DCHA's anticipated unit turn rate in 2025?***

DCHA turned 879 Units in 2024, averaging 63 units per month.

DCHA expects to turn approximately an additional 995 units in 2025, averaging 80 units per month.

[Question 44b c – Vacant Status and DCHA Vacant Unit Turns.pdf](#)



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45. *To the extent not addressed in response to question 33, please provide a list of labor union grievances filed on behalf of DCHA employees in FY 24 and FY 25, to date. For each, please include a brief summary of the alleged issue, the date, the status, and any changes to agency practice implemented in response.*

Grievance/Union/Date	Issue	Response Date	Resolution/Status
HMA PIP Step 3, Grievance, AFGE, 4/30/24	PIP issuances without CBA authority		
[name redacted], AFGE, 5/2/24	Equal Work for Equal Pay grievance for OPS employee		Grievant resigned
OFM Staff, 6/24/24	Grievance filed claiming OFM safety issues/bullying	6/26/24	Grievance denied
[name redacted], AFGE, 9/24/24	Disciplinary grievance in response to 5-day suspension	11/18/24	Reduced to Official Reprimand
[name redacted], OFM staff; AFGE; 11/12/24	Step 3 grievance related to alleged threatening behavior by [name redacted]	12/18/24	Grievance denied
HCVP 702 Odor, AFGE, 12/16/24	Grievance concerning air quality at 702 H St NW	1/27/25	Despite air quality reports which indicate no health violations, DCHA agrees to make efforts to improve the air quality or relocate the affected staff
[name redacted], AFGE, 12/30/24	Grievance claiming demotion due to reassignment	1/17/25	Grievance denied
All AFGE members; AFGE; 1/27/25	Grievance re: Art 15; Safety, Health and Comfort	Response forthcoming	DCHA to will take appropriate action to be compliant with Article 15 of the CBA.
[name redacted], AFGE, 1/27/25	Step 3 Grievance claiming violations by reassignment	2/18/25	Grievance denied

46. *To the extent not addressed in response to question 36, please provide a list of internal audit and investigation reports that were submitted to the Executive Director or STAR Board in FY 24 and FY 25, to date. For each, please include:*
- A brief summary of the alleged issue, including key dates when issues allegedly arose;*
 - Any findings of material non-compliance (in the investigator or auditor's own words);*
 - Any disagreement or other response offered by the Executive Director or relevant operational departments in response to adverse findings; and*
 - The status of any corrective action.*



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DCHA's Office of Audit and Compliance indicated the below investigations or reviews were submitted to the Executive Director and STAR Board.

1. [Allegations of Fraudulent Vouchers](#) (December 4, 2024). The OAC referred 4 incidents of potential voucher fraud, in which persons who do not participate in the HCV program presented counterfeit vouchers to landlords, to the HUD Office of Inspector General.
2. [Fleet management program probe](#) (August 20, 2024). This probe was a follow up on a prior review. The probe recommended that a standard operating procedure be completed for the fleet management program and that the move of the fleet oversight within the agency be documented in writing.
3. [Inventory Management Just-in-Time Process](#) (Probe Audit) (July 29, 2024). This matter evaluated current procurement practices with a contractor to ensure alignment between work orders and purchase orders. The probe found that all purchase orders appropriately matched the work orders, with no discrepancies detected.
4. [DCHA Contract Investigation](#) (June 26, 2024). The review examined contracts with 3 vendors and identified issues with each. Management responses focused on improving procurement processes under the new departmental leadership. DCHA outside counsel is reviewing the investigation findings as it has some concerns that some of the findings in the investigation are not consistent with applicable procurement requirements. However, leadership notes that the contracts at issue pre-date the current procurement staff and that procurement staff is engaged in a number of updates to its processes and procedures that can address future procurement concerns.
5. [Report #I-24-071](#) - This report summarized issues related to an arrest of a public housing resident for wire fraud related to CARES Act funds (July 11, 2024).
6. [Resident Discrimination Complaint](#) (May 15, 2024). This matter investigated allegations that two DCHA residents experienced Islamophobic comments when visiting an HCVP Customer Service Center. While the specific complaint could not be substantiated, the investigators offered recommendations to address general customer service, employee conduct and further recommended consideration for Diversity, Equity and Inclusion awareness for DCHA's internal and external stakeholders to engender a culture of acceptance and respect among those that are served by the Authority.
7. OAC also indicated that 12 financial reviews of resident councils were shared with the Executive Director and Board of Commissioners.



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47. Please attach copies of the reports listed in response to the question above.

Copies have been included in response to question 46

48. Please provide DCHA's current best estimate as to when each of its assistance waiting lists is likely to reopen. If there are significant intermediate steps that must occur for each waiting list, please list them and provide estimated timelines.

Before opening a wait list, HUD recommends that housing authorities exhausts their current wait list of all applicants. Currently DCHA has over 18,000 applicants that remain on the voucher wait list. Based on the size of the current wait list and the lease of rate of existing vouchers, DCHA does not anticipate reopening the wait list prior to the 4th quarter of 2025.

The public housing waiting list is anticipated to open in 2025 (current timeframe is late 2nd Quarter or 3rd Quarter 2025).

49. Please provide a statistical update on DCHA's housing assistance wait lists, including the details listed below. To the extent possible, please disaggregate by demographic data such as race/ethnicity, gender, age category (minor, adult, senior), and disability.

- a. Households currently on the list, broken down by program.
- b. Summary data indicating how long people currently on the list have been on the list for each program (including at minimum the range of times and median time for each program).
- c. Households pulled or otherwise removed from each program's list in FY 24 and FY 25, to date, broken down by status (removed for failure to respond, pending eligibility review, ineligible, leased, etc.).

Demographics	HCVP
Race	
Black	93.3%
Asian	0.03%
Pacific Islander	0.05%
White	1.8%
Biracial/Multiracial	0.01%
Not Identified	3.5%

DCHA stopped taking new applicants on the waiting list in 2013.

50. Please attach an updated dataset regarding public housing properties, including the data points listed below for each property. To the extent possible, please include data on mixed-finance communities in



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addition to traditional public housing communities. Items that differ from last year's question 43 are marked with asterisks.

- a. Name, address, and ward of each site.*
- b. Year each site was built.*
- c. Year each site last received a substantial renovation.*
- d. Number of residents, with demographic information including race/ethnicity, gender, age category (minor, adult, senior), and disability, at each site.*
- e. Unit counts for each site, broken down by number of bedrooms.*
- f. Number of occupied units at each site.*

To respond to Question 50(d), DCHA pulls data from two sources: demographic data is pulled from both HUD's PIC system and DCHA's Yardi system. The PIC system only provides summary demographic data for head of households only, not all residents. Therefore, DCHA is able to provide head of household demographic detail for all public housing units in both the traditional public housing and mixed finance portfolio. DCHA is able to provide additional detail about all resident demographics for DCHA owned and managed properties in the traditional public housing portfolio. For the mixed finance portfolio, the demographic information about residents of mixed-finance properties is maintained and managed by third-party management companies and their proprietary software systems. DCHA does not have access to the third-party management company data systems and is therefore not able to transmit demographic data about all residents for these properties.

- g. Number of units at each site approved for vacancy by HUD, broken down by category.*
- h. Estimated number of additional units at each site for which DCHA has requested or anticipates requesting HUD vacancy approval in FY 25.*
- i. Numbers of vacant and occupied units compliant with the Uniform Federal Accessibility Standards or an equivalent or stricter standard set such as the 2010 Americans with Disabilities Act Standards (UFAS) at each site.*
- j. Number of vacant units without HUD approval at each site, broken down by duration of vacancy and anticipated time until ready for move-in.*
- k. * Number of occupied and unoccupied units at each site that are overdue for inspection.*
- l. Number of units at each site with confirmed ongoing water leaks, pest infestations, or mold infestations.*
- m. *Number of work orders completed at each site in FY 24 and FY 25 to date, by category.³*
- n. A report on open work orders at each site, including data on general issue types, prioritization levels, and length of time open as of the date of response.*

³ In response to last year's performance oversight pre-hearing question 43n, DCHA provided a pivot table of each public housing community's completed work order data in a separate Excel workbook file. To facilitate our review of the data for trends, we would appreciate receiving the completed work order data in a single spreadsheet, with a column specifying the site.



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- o. Number of instances at each site of units being inspected for mold by licensed assessors in FY 24 and FY 25, to date.***

Month/Year Completed	Assessments
FY2024	107
FY2025	159

- p. Number of instances at each site of units being professionally remediated for mold in FY 24 and FY 25, to date.***
- q. A report of vacant units at each site on which DCHA completed significant rehabilitation work in FY 24 and FY 25, to date, including amount spent, contractor(s) primarily responsible, number of units that received work, and number of units that DCHA deemed habitable as a result of the work***
- r. A report on households that moved out from each site in FY 24 and FY 25, to date, including reasons for moving out (e.g. eviction for nonpayment, mandatory relocation due to unit condition, voluntary move) and demographic information including race/ethnicity, gender, and age category (minor, adult, senior) if available.***

FY2024	Count of Move Out Reason
Court Agreement	3
Death	136
Eviction - Abandoned	7
Eviction - Fightback	2
Eviction - NPR	10
Eviction - Recertification	1
Eviction Other	1
HCVP Other	7
HCVP Voucher	44
Move to Self (Zero HAP)	1
New Community	9
Nursing Home	21
Other	11
Portability	1
Portability (Billing)	1
Purchased Locally	3
Redevelopment	5
Rented Locally	103



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Rented Out of State	9
Termination (Program Violation)	3
Grand Total	378

FY2025	Count of Move Out Reason
Death	37
Eviction - Abandoned	4
Eviction - NPR	4
Eviction - Recertification	1
HCVP Other	4
HCVP Voucher	59
New Community	3
Nursing Home	15
Other	11
Purchased Out of State	1
RAD	63
Redevelopment	1
Rented Locally	51
Rented Out of State	3
Termination (Program Violation)	1
Grand Total	258

DCHA does not have any outstanding unit inspections. During CY24, DCHA completed pre-inspections throughout the portfolio along with 3rd party vendors to prepare for the HUD NSPIRE inspections for the properties.

[Question 50a-i – Public Housing Portfolio.pdf](#)

[Question 50 – DCHA Head of Household Demographics .pdf](#)

[Question 50 - DCHA Managed Properties by Resident Demographics.pdf](#)

[Question 50 - Completed Work Orders FY24 FY25.pdf](#)

[Question 50 - Remediation.pdf](#)

[Question 50 - Open Work Orders.pdf](#)

[Question 50 - Pest Control.pdf](#)

[Question 50 - Move-Outs and EOP Demographic Information FY24 FY25.pdf](#)

51. *Please provide an accounting of how and when DCHA made use of Council-approved funds, including rollover LRSP funds, on public housing repair and maintenance in FY 24 and FY 25 to date. Please specify the original allocation year supporting each use.*



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DCHA did not receive FY24 R&M (repair and maintenance funds). DCHA has received FY25 R&M funds and is working to identify projects to begin obligations.

DCHA DC Funded Capital Projects (Attachment 51) provides the listing of projects along with expenditure

[Question 51 - DCHA District Funded Capital Projects \(2.14.25\).pdf](#)

52. *Please provide status updates and anticipated timelines for resolution of the following public housing issues:*

a. *Garfield Terrace Family heating outage, including any relocation support for affected families.*

Garfield Family - the heat line and the domestic water lines were ruptured which impacted the remaining families in the at the site. DCHA will provide moving assistance to the six (6) families which includes: scheduling the movers, providing boxes, assistance with packing if needed and moving the boxes. DCHA has identified units for the families to move to and the families have accepted.

b. *Greenleaf Senior elevator outage.*

Greenleaf Senior Elevator Outage - both elevators were replaced in 2024; the last cab was back in service in December 2024.

53. *How many public information sessions and townhalls did DCHA hold regarding public housing repositioning proposals in FY 24 and FY 25, to date? For each, please list the meeting location, date, and time; number of resident attendees; and main points of concern or follow-up identified.*

Property Resident Council Leadership Meeting Resident Meeting					
<u>Property</u>	<u>Date</u>	<u>Time</u>	<u>Date</u>	<u>Time</u>	<u>Attendees</u>
Benning Terrace	May 16 th	4:30pm	June 5 th	5:00pm	12
Greenleaf	June 5 th	1:00pm	June 10 th	6:00pm	31
Hopkins	May 23 rd	12:00pm	June 6 th	5:30pm	27
Horizon	May 22 nd	11:00am	June 4 th	1:30pm	21
Langston	May 23 rd	7:00pm	June 3 rd	4:30pm	19
Potomac	May 15 th	4:30pm	May 29 th	6:00pm	36

54. *Please summarize how many reasonable accommodation requests DCHA received in FY 24 and FY 25, to date, broken down by program and by outcome (denied, withdrawn, etc.).*



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[Question 54 - ADA.504 RA Report FY24 FY25 YTD.pdf](#)

55. *Has DCHA hired a permanent ADA/504 coordinator? If not, when does DCHA plan to fill that position?*

Until DCHA has hired a permanent ADA/504 coordinator, an existing employee is serving as the Interim ADA/504 coordinator.

56. *How many households in each DCHA program were approved for transfers in FY 24 and FY 25, to date, broken down by reason for transfer? Please include statistics on the length of time from approval to move.*

In public housing There have been a total of 174 transfers in FY24 and 89 transfers for FY25. Reasons for transfer include for ADA, Environmental/Unit Conditions, Public Safety, Family Composition Changes

In the Voucher Program, participants can elect to move (transfer) from one unit to another anytime after their initial lease term has expired. If emergency situations arise, or if there is mutual agreement between the participant and the landlord, transfers/moves can also occur within the first year of the lease term.

57. *Please provide each of the details listed below for the Housing Choice Voucher Program (HCVP) and the Local Rent Supplement Program (LRSP). Where separate data are available for federally and locally funded vouchers, please provide both data sets.*

- a. Households for which new vouchers and transfer vouchers were issued in FY 24 and FY 25 to date, broken down by month and voucher type (e.g. tenant-based, project-based).*
- b. Households housed with vouchers as of the end of FY 24, broken down by ward and voucher type., and with demographic information if available. Please note how many households in each category include minor children.*
- c. Current average per-unit voucher rents broken down by unit size, and Ward.*
- d. Households recommended for termination from each voucher program in FY 24 and FY 25, to date, broken down by reason and outcome (including how many were appealed to the Executive Director and the outcomes of those appeals).*
- e. Vouchers used, dollar amounts allocated, and dollar amounts spent for locally funded vouchers associated with specific populations or programs (e.g. Office of LGBTQ+ Affairs, Office of Returning Citizens, seniors) in FY 24 and FY 25, to date.*

[Question 57 - Rent Supplement Quarterly Report FY24 and FY25YTD.pdf](#)



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58. *Please describe any eviction diversion protocols that DCHA has in place.*

DCHA continues to support landlords and tenants through mediation to prevent evictions.

59. *As of the end of FY 24, please list how many locally funded project- and sponsor-based subsidized units in each ward were online, under construction, etc.*

LOCAL RENT SUPPLEMENT PROGRAM - SPONSOR-BASED PROJECTS BY WARD										
Status/ Ward	1	2	3	4	5	6	7	8	Varies	
Awarded	0	0	1	0	2	1	0	0	0	4
Reserved	1	1	1	1	0	1	2	3	0	10
Committed	0	0	0	0	2	0	0	0	0	2
Under Construction	0	0	0	0	0	2	0	2	0	4
Online	11	5	0	18	9	6	9	17	7	82
Total	12	6	2	19	13	10	11	22	7	102

LOCAL RENT SUPPLEMENT PROGRAM - PROJECT-BASED PROJECTS										
Status/ Ward	1	2	3	4	5	6	7	8	Varies	Total
Awarded	0	0	0	0	0	0	0	0	0	0
Reserved	0	0	0	0	0	0	0	0	0	0
Committed	0	0	0	0	0	0	0	0	0	0
Under Construction	4	0	1	3	1	3	4	6	0	22
Online	3	0	0	3	3	4	4	2	0	19
Total	7	0	1	6	4	7	8	8	0	41

60. *Please provide a list of project- and sponsor-based sites added or in development in FY 24 and FY 25, to date.*

Project/Status	New Awardee in FY2024	In Development FY2024 to FY2025 to date
2229 M Street NE	b	
3219 Wisconsin Ave	b	
SOME 2607 Connecticut Ave NW	b	



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Project/Status	New Awardee in FY2024	In Development FY2024 to FY2025 to date
12th Street NE Miller	p	
The Bobbi	p	
Dix Street Residences		p
Worthington Woods Apartments		p
Carl F. West Estates		p
Alabama Avenue Apartments		p
Fort Totten Senior (Riggs Crossing)		p
Jubilee - Ontario KEB (Ontario Place)		p
Lisner Independent Affordable		p
Jubilee-Euckal Apartments		p
The Faircliff (Faircliff Plaza East Apartments)		p
Villages-East of the River (VER) Apartments		p
Small Rental Preservation Project-Phase II		p
NOMA/Union Market Affordable		p
H.R. Crawford Garden Apartments		p
Barry Farms Redevelopment - Building 1B (The Asberry)		p
Beech Tree (7428 Georgia Avenue Apartments)		p
Paxton (Benning Road Apartments)		p
3450 Eads Street Apartments		p
MDXL Flats Apartments		p
Mary's House		p
Kenilworth 166 Phase I		p
Hanover Courts Apartment		p
Ridgecrest Apartments-Phase II		p
1109 Congress Street NE Apartments		p
Hope View Apartments		p
1 Hawaii Avenue NE		p
Cascade Parks II (4%)		p

61. ***Please provide a statistical update on the 1300 Housing Choice Vouchers that the STAR Board allocated to families exited from the local Family Re-Housing Stabilization Program (FRSP or Family Rapid Rehousing): how many families have submitted complete applications, been deemed eligible or ineligible, etc.?***



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Family Re-Housing Stabilization Program Voucher Update as of 2/10/2025	
Status	Number of Households
Eligibility Update	
Total Pending Eligibility Processing	100
Deemed Ineligible/Withdrawn	14
Deemed Eligible	826
Total Submitted for Eligibility Review	940
Voucher Issuance Update	
Pending Voucher Briefing	85
Vouchers Issued	741
Move-in Completed	109

- a. Please confer with the Department of Human Services and inform the Committee of any disagreements between DCHA's data and theirs regarding this initiative.*

None. DCHA and DHS meet weekly to review the lease up data.

- b. What new steps will DCHA take to ensure that all 1300 vouchers are fully utilized by the FRSP exited families?*

DCHA has offered DHS and its partner agency updated RFTA and application processing training in order to avoid delays in processing completed applications.

- c. What does DCHA need from DHS to be able to implement those steps?*

DCHA recommends that DHS and its partner agencies seek opportunities to increase the housing search assistance to FRSP families.

62. To the extent not addressed in response to question 6 (regarding the SMART goal to increase the official federal voucher utilization percentage):

- a. As of this writing, HUD's Housing Choice Voucher dashboard⁴ indicates that DCHA's Annual Contribution Contract allocation is 16,258 vouchers, while recent Board Book reports indicate that DCHA estimates its Housing Choice Voucher leasing capacity at 13,676 units as of November. Please explain the factors that produce this difference.**

⁴ https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/dashboard.



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While HUD does try to quantify voucher allocations for the federal voucher program, Congress does not appropriate voucher funding on a per-voucher basis; they essentially appropriate a pool of funds. At the current per-unit cost, DCHA does not receive enough voucher funds to house all 16,258 vouchers. The funding appropriated by Congress and allocated to DCHA by HUD has the capacity to house approximately 13,676 households; after that point, DCHA would be spending more voucher funds than it has. The per unit cost is based on the overall HAP expenses and number of occupied units that DCHA currently pays subsidy assistance for in HAP and Utility Reimbursement Payments.

- b. Page 4 of the dashboard shows a dramatic increase in vouchers on the street (that is, issued to participants but not in use with HAP contracts) in DC from November 2023 (254) to November 2024 (1524). Please detail any driving factors behind this increase, aside from the leasing challenges for FRSP exited households discussed above. What changes is DCHA making in FY 25 to end this trend?**

DCHA pulled over 19,000 families from its Waiting List to increase the utilization of the federal voucher program. By May 2024 that resulted in more 1900 additional voucher holders being deemed eligible for assistance. The 1900 eligible voucher holders does not include any households exiting DHS FRSP. DCHA does not intend to end this trend, however; DCHA plans to continue to pull the remaining families on the Waiting List as voucher funds become available.

DCHA has instituted a number of initiatives to assist families with leasing their vouchers. Housing navigators have been hired to help them find units. Landlord liaisons help with landlord matters. Security deposit assistance is available for all Federal voucher holders. In addition, DCHA is in the process of establishing an additional fund to assist with leasing issues.

- c. The dashboard suggests that the Boston housing authority has a similar allocation size but significantly higher utilization and significantly fewer vouchers on the street. How does DCHA learn about other housing authorities' best practices?**

DCHA collaborates with other Public Housing Authorities on best industry practices through conferences and meetings to learn how to improve our processes and to determine if their practices are applicable to this jurisdiction.

- d. The dashboard shows a high volume of unused federal project-based vouchers (377, or 19% of capacity). Why is this?**

DCHA completed a Waiting List pull of approximately 5,000 for the project-based vouchers in the summer of 2024. Applicants were sent interest letters regarding the current project-based unit vacancies and inform them of the opportunity to apply for the project-based assistance. Approximately 888 applicants responded and expressed interest in applying for the assistance. DCHA



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is currently conducting those eligibility interviews to deem families eligible and refer them to the properties with unit vacancies.

63. According to the dashboard, HUD recommends reserve levels of no more than 4% for PHAs with 500+ units, but as of 12/31/23, DC's reserves were 17.8%.

a. Why was the reserve level so much higher than recommended?

DCHA was not using the reserves in 2023, so the funds were accumulating.

b. What is DCHA's plan to spend down reserves in FY 2025?

In 2024, DCHA spent approximately \$27M of HUD Held reserves for Vacant unit turn work, \$1,800,000 replacing AC units at various sites, and \$12,558,043 in administrative expenses to support the HCV program. This totaled \$37,695,229 spent.

c. Please provide a list of expected uses of the reserves in FY 2025, with associated expenditure amounts.

In 2025, DCHA plans to spend \$30,000,000 in vacant unit turn work, \$549,682.49 for Motor Pool Replacement Trailer, and an estimated \$15,000,000 to support administrative expenses for the HV program. Total anticipated spend of reserves in CY25 is \$45,549,682.49 at this time. This is subject to change as needs arise. In addition, DCHA is identifying public housing properties where reserves can be leveraged with debt to undertake comprehensive renovations or complete the modernization of these properties.

64. The Council Budget Office received a per-voucher cost estimate of \$2,481 for local budgeting purposes for FY 25. Was DCHA involved in preparing that estimate? Recent Apartments.com data suggest that the average 2-bedroom rent in DC is \$2,294. Why is the current per-unit cost for federal vouchers in DC according to the HUD dashboard (\$1,635) is so much lower.

The current per unit cost is \$1,654 for the federal voucher program. HUD calculates the per unit cost for DCHA based on the total housing assistance payment (HAP) spending, which is only the housing authority portion of payment, divided by the number of units that are currently under lease. The unit size or actual contract rent (Contract rent = tenant + housing authority portion) is not factored in the per unit cost.

When calculating a per-voucher cost estimate for local budgeting purposes, a closer look at the average rents by population (families vs. individuals) can help provide a more accurate picture of actual costs.



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65. *Regarding voucher unit inspections, in FY 24 and FY 25 to date:*

- a. *How many units passed their initial lease-up inspection on the first try, passed on the second try, passed on a later try, or never passed?*

Initial Inspections Conducted and Results				
Inspection Result/Fiscal Year/Program	FY2024 Local	FY2024 Federal	FY2025 Local	FY2025 Federal
Passed on 1 st Attempt	1374	1360	672	1022
Passed on 2 nd Attempt	134	510	15	32
Passed on 3 rd Attempt	13	193	45	16
Failed Inspection	832	824	88	134

- b. *Please estimate how many inspectors DCHA needs to hire above its current staffing levels to be able to complete all initial inspections within 7 days of a unit being approved for inspection.*

Initial inspections are currently scheduled within two days of the request. The scheduled date of the inspection depends upon the availability of the landlord/property manager. No increase in the inspection team above the current staffing level is warranted.

66. *Please detail any significant changes to DCHA's rent reasonableness practices in FY 24 and FY 25, to date, and any further changes that DCHA is currently contemplating for FY 25.*

In FY 2023, among other changes, DCHA modified its rent reasonableness practices including, hiring a third-party vendor, AffordableHousing.com, to conduct rent reasonableness reviews for all prospective rental units.

In FY24, DCHA has continued to review the ways that the rent reasonable review process can be better streamlined. Improvements include faster review of multifamily properties by tracking whether like units were recently analyzed, using approved rent schedules for tax credit properties in lieu of running a new analysis, and hosting meet and lease events where landlords can get a preview of the rent reasonable analysis for their unit in advance of submitting a RFTA. DCHA also continuing collaboration with Dept of Human Services and their providers to further facilitate and coordinate efforts to connect voucher participants to available housing.

In FY25 DCHA does not intend to make any changes as to how rent reasonableness will be processed. We are working with our vendor to develop ways for landlords to proactively receive rr information in advance of submitting a RFTA and for voucher participants to have better visibility on properties that may already be reviewed as rent reasonable.



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67. How many landlords are registered to use AffordableHousing.com's rent reasonableness tool to allow them to conduct preliminary checks? How much do they use it? (See 2024 performance oversight pre-hearing response 57j.)

As indicated in the response to question 66, AffordableHousing.com's pre-check tool is not currently active, but should be available to landlords in the District by the end of the year for a fee. Currently, landlords have the ability to submit their address(es) and bedroom size(s) to receive a general estimate of the rental market. However, this cannot be used to estimate the true rent reasonableness amount.

68. Please provide a statistical update on rent reasonableness evaluations conducted in FY 24 and FY 25, to date, including initial approvals and rejections; appeals and their outcomes; any geographic variations that DCHA has observed in rent reasonableness outcome rates (e.g. by Ward or neighborhood); and average time from initial submission to final rent reasonableness determination.

Overall Rent Reasonableness Updates		
Status/Fiscal Year	FY2024	FY2025
Approved	45%	61%
Denied	55%	39%
Total	9699	4995

Rent Reasonableness – Rent Increase Updates		
Status/Fiscal Year	FY2024	FY2025
Approved	915	269
Approved – Contract Rent Reduction	534	151
Denied	511	91
Landlord Denied Contract Rent Reduction	114	39
Appeal – Approved	20	5
Appeals – Denied	11	2

Average Approved Contract Rent Based on Rent Reasonableness Review per Zip Code			
FY2024		FY2025	
Zip Code	Average Contract Rent	Zip Code	Average Contract Rent
20001	\$ 2,902	20001	\$ 3,235
20002	\$ 2,765	20002	\$ 3,043



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Average Approved Contract Rent Based on Rent Reasonableness Review per Zip Code			
FY2024		FY2025	
Zip Code	Average Contract Rent	Zip Code	Average Contract Rent
20003	\$ 2,759	20003	\$ 3,106
20004	\$ 2,277	20004	\$ 3,750
20005	\$ 2,284	20005	\$ 1,995
20006	\$ 2,422	20006	\$ 2,223
20007	\$ 2,129	20007	\$ 3,199
20008	\$ 2,384	20008	\$ 2,416
20009	\$ 2,633	20009	\$ 2,816
20010	\$ 3,016	20010	\$ 3,032
20011	\$ 2,791	20011	\$ 3,436
20012	\$ 2,622	20012	\$ 2,944
20015	\$ 2,235	20015	\$ 3,169
20016	\$ 2,421	20016	\$ 2,826
20017	\$ 2,797	20017	\$ 3,069
20018	\$ 3,062	20018	\$ 3,011
20019	\$ 2,062	20019	\$ 2,413
20020	\$ 2,135	20020	\$ 2,248
20024	\$ 2,544	20024	\$ 2,973
20032	\$ 2,025	20032	\$ 2,209
20036	\$ 2,713	20036	\$ 3,710
20037	\$ 2,384	20037	\$ 2,541

69. ***What is the status of the HUD-mandated rent reasonableness re-analysis and re-inspection of preexisting voucher rents that were initially exempted from the July 2023 rent reasonableness policy change? Please share a summary of DCHA's findings and any directives that HUD has issued in response.***

In mid-2024, DCHA, working with AffordableHousing.com, ran preliminary rent reasonableness analyses on all units under lease. The initial analysis was unable to take into account unit features and other information, so was used as a starting tool for assessing unit compliance with DCHA's rent reasonableness process that took effect in July 2023. That initial analysis identified 2295 units that might exceed rent reasonableness. Using that preliminary list, DCHA conducted inspections of units on the list and collected relevant information related to features and amenities. An updated rent



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reasonable analysis was then completed for each unit to determine whether the current rent is rent reasonable. The updated analysis determined that 4.48% units under lease had rents that exceed rent reasonableness.

For any properties where current rents exceeded rent reasonableness, owners were recently sent notification that, in accordance with HAP contract, rents will be adjusted to reflect the reasonable rent effective April 2025. Owners have the opportunity to contact DCHA to request re-evaluation of the assessed rent. DCHA will work closely with landlords and participants who may need to transfer as a result of these letters.

70. ***The DC Attorney General recently sued the collection of property management companies known as Petra for renting exclusively to households with vouchers in order to undermine the District's rent stabilization program and distort voucher rent payments. Please describe any current or planned efforts to review DCHA's voucher rolls and identify additional large multifamily buildings where all units are occupied by households using housing vouchers. (See Committee FY 25 budget report, DCHA policy recommendation 17.)***

DCHA is not the agency responsible for enforcing rent stabilization requirements or source of income discrimination matters. As such, a concentration of voucher holders at a particular address is not, per se, reason for additional oversight of landlords. However, when DCHA receives complaints from HCV participants, the AG's office, or others, DCHA does work to schedule complaint inspections to ensure units meet applicable housing conditions. Additionally, DCHA's rent reasonableness requirements provide that rents for units cannot exceed those for comparable unassisted units, and DCHA continues working to ensure that all landlords' rents are reasonable. In addition, we stay in regular contact with the DC AG's office and collaborate when possible on matters of shared concerns.

71. ***Council offices and legal service providers continue to receive reports of delayed recertifications or misplaced recertification submissions. What efforts has DCHA undertaken in FY 24 and FY 25, to date, and what efforts are planned in the remainder of FY 25, to improve recertification processing? Please provide a statistical update on recertification metrics such as median and mean processing times per program.***

DCHA typically schedules recertifications at least 150 days in advance of the due date. If there is a completed recertification submitted, it takes the staff an average 1-hour to process.

We recognize the importance of timely and accurate recertification processing and have implemented several initiatives to improve service delivery, reduce delays, and ensure that submissions are appropriately tracked and processed. Below is an outline of our efforts and current metrics:

Efforts Undertaken on FY 24 and FY 25



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1. Improved Document Management:

- Implemented the 365-document management system to streamline the scanning and tracking of recertification submissions from satellite locations and the main office.
- Developed a standardized process at the front desk for document intake to ensure accurate tracking and reduce misplaced recertification submissions.

2. Operational Enhancements:

- Assigned dedicated specialists to monitor and process recertifications more efficiently and timely.
- Introduced regular weekly review cycles for pending recertifications to identify and resolve backlogs promptly.
- Scheduled additional training sessions for staff to improve accuracy and reduce processing errors.

3. Communication Improvements:

- Implemented automated notifications to clients confirming receipt of recertification submissions.
- Increased outreach efforts, including follow-up letters and appointment reminders for clients.

Planned Efforts for the Remainder of FY 25

- **Data Integration:** Further enhance integration between the 365 system and Yardi with Rent Café for improved tracking and processing efficiency.
- **Process Automation:** Explore Rent Café automation tools to expedite routine processing tasks and letter generation.
- **Performance Monitoring:** Develop real-time dashboards to monitor recertification processing times and identify bottlenecks.
- **Customer Service Improvements:** Continue training staff on best practices for client communication and document handling.

We remain committed to improving our recertification process and will continue to implement best practices to enhance service delivery.

72. How is DCHA monitoring and working to improve the services provided through its call center and at each of its in-person service centers? Please report out any key metrics that the agency is tracking, such as case volume, staff-to-case ratios, wait times, or caller/visitor feedback. How do DCHA's metrics compare to public housing authority best practices? (See 2024 performance oversight pre-hearing response 60.)

DCHA replaced the 3rd-party platform (Cisco-Finesse Contact Center Express) with a new and improved system called GoTo Contact Center. This new system allows for more scalability and functionality for call



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monitoring and reporting. We have realigned our eight call queues to allow callers to engage with a call agent quicker and experience a seamless call routing effect. We've also incorporated OHR's language access information on the initial greeting in consideration of our LEP/NEP customers who may call. All queues are monitored throughout the day by our escalators and call agents are placed in specific queues based on call volumes, wait times and need. All call agents received an in-depth program-specific training and customer service training to re-emphasize the Agency's customer service performance expectations and to stay abreast of changes to work procedures and agency policies.

Additionally, the Call Center has been realigned. The call agents have been divided into 2 teams each with an escalator/team lead. The escalators are responsible for monitoring, coaching, and providing 2nd level problem determination for the call agents on their respective teams. The escalators are also conducting quality control on a subset of calls from their teams weekly. This additional quality assurance process provides the team leads with a better understanding of the call agents training needs along with recommendations for continuous performance improvements.

DCHA's IT department developed a call center links page to simplify access to frequently used tools and information, helping call agents save time and streamline their workflows. Call agents now have access to their guidebook, housing management system, booking app, etc. – all at their fingertips. The existing Customer Inquiry system has also been improved to allow for internal staff to address the tickets that have the most call topics. This system will be replaced by our new CRM system (expected Q3 2025).

The DCHA Call Center is now staffed with 18 Call Agents, 2 Escalators and 1 Supervisor. The increase in staffing have significantly impacted our service levels, call abandoned rate and overall staff-to-call ratio (see chart below). With an average call volume of 23,000 calls each month, we are pleased to note that our average wait time has improved from 3 hours to 19 minutes.

Here are key metrics from the fourth quarter FY24:

Key Metric	Oct 2024	Nov 2024	Dec 2024	Jan 2025
Call Volume	25,069	20,964	21,933	25,264
Average Speed of Answer (ASA)/Wait time	13 min	17 min	19 min	18 min
Average Handle Time (AHT)	7 min	8min	11 min	10 min
Abandoned Rate (AR)	21%	25%	28%	21%
Staff-to-call ratio	1,474	1,612	1,827	2,105

Call Volume –this represents the total calls received for the month. A high volume of calls continues to increase primarily due to the onset of available federal and local vouchers, outreach to public housing



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applicants who are being deemed eligible, etc. This metric varies from month-to-month depending on a host of program-related activities.

Average Speed of Answer – this is the average time it takes to answer a call (or how long a caller is on hold). Calls are answered in the order that they are received. Customers can choose from an interactive voice response system and select what they are calling for. Calls are routed to that queue and after 3 minutes, the customer is asked if they would like a return call. The callback feature is used by customers daily. All callback calls are returned the same business day.

Abandoned rate – average amount of time customers will disconnect a call. This rate also includes customers who opted to receive a “return call back” thus “abandoning” their call.

Staff-to-call ratio - the average amount of calls answered per agent per month (this will fluctuate each month due to call agents being out of office, vacation, etc.).

The Customer Service Centers (CSC’s) are staffed with dedicated Customer Engagement Specialists along with program staff (housing specialists). Customers can make an appointment (using the Bookings App) either self-directed from our website or by calling the call center. Each CSC has designated walk-in days, however, customer engagement occurs daily. The CSC’s host transfer and new applicant briefings daily for both federal and local voucher holders.

On average, the CSC’s will engage about 400-500 customers each month. Additionally, the CSC staff uploads all recertification documents (that customers drop off) to a centralized site for housing specialists to quickly process recertifications in an effort to avoid processing delays. There are about 25-30 packages uploaded per day. This new business process improves service delivery by 90%.

We are in the process of procuring an outside “secret shopper” vendor to conduct surveys. We plan to use all communication methods (online, calls, text and visits). Once we receive the results of these surveys, we will consider areas needing improvements and make adjustments to our workflows as necessary. Additionally, the new CRM will allow us to do on-demand and automated surveys of callers once the call is completed.

a. What is the status of the 2 FTEs for which the Committee secured local funding in the FY 25 budget for the Ombudsman’s office or other customer service supports? (See 2024 budget oversight post-hearing response 10; Committee FY 25 budget report, DCHA policy recommendation 14.)

A new Customer Engagement Specialist was hired to support the Ombudsman. In addition, another Customer Engagement Specialist was hired to oversee the day-to-day operations at the Customer Solution Centers.



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73. Please provide an update on each active or planned New Communities project, noting any milestones reached or plans changed in FY 24 and FY 25, to date (see 2024 performance oversight pre-hearing response 64).

Question 73 – New Communities Plan Updates

74. For DCHAPD, please provide the following for FY 24 and FY 25, to date (see 2024 performance oversight pre-hearing response 67):

a. Calls for service.

FY2024 – 722

FY2025 – 450

b. Arrests, broken down by alleged offense.

FY2024

AWIK/Aggravated/ADW	11	Bench Warrants	15
Burglary	1	Threats	13
Sex Offenses	1	Assault Police Officer	2
Unauthorized Use of Vehicle	1	Carrying a Pistol Without a License	2
Simple Assault	22	Possession of Prohibited Weapon	2
Unlawful Entry	57	Open Container of Alcohol	2
Illegal Possession of Drugs	9	Destruction of Property	2
Fugitive from Justice	10	Kidnapping	1
Theft	0	Disorderly Conduct	0

FY2025 YTD

AWIK/Aggravated/ADW	5	Bench Warrants	13
Burglary	3	Threats	8
Sex Offenses	0	Assault Police Officer	12
Unauthorized Use of Vehicle	5	Carrying a Pistol Without a License	1
Simple Assault	13	Possession of Prohibited Weapon	3
Unlawful Entry	54	Open Container of Alcohol	4
Illegal Possession of Drugs	12	Destruction of Property	5
Fugitive from Justice	2	Kidnapping	0
Theft	3	Disorderly Conduct	4

c. Use of force incidents, with outcomes.

FY 2024 OPS Use of Force Cases



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Date	Type	Reason	Outcome
February 29, 2024	Oleoresin Capsicum	ADW(Gun), Assaulting a Police officer	Justified
March 15, 2024	ASP, Oleoresin Capsicum, Takedown	Threats to do bodily harm, Resisting Arrest	Justified
November 8, 2024	OC Spray	Assault on a Police Officer	Justified
April 2, 2024	ASP, Oleoresin Spray, Hand Control Techniques	Resisting Arrest, Assaulting a Police Officer	Justified

d. Complaints to the DC Office of Police Complaints.

OPC #	Allegation	Status	Disposition	Open Date
24-0117	Language/Conduct Demeaner	Completed	Dismissed-Merit	11/20/23
24-0886	Harassment Language/Conduct Demeaner	Completed	Dismissed-Merit	9/18/24
25-0114	Harassment/Bad Notice of Infraction	Completed	Dismissed-Merit	11/12/24

e. Changes to officer training practices.

In FY2024 several new training practices were implemented for members of the Office of Public Safety:

- Active Shooting training by the Federal Bureau of Investigations (FBI).
- DC Code training from the U.S. Attorney Office to assist the members in understanding the District of Columbia laws.
- Self Defense training was established for all newly hired Special Police Officers. This training consisted of different techniques for self-defense tactics and given once a week for ten-weeks.
- Training with the Bureau of Justice Assistance National Law Enforcement Roadway Safety Training Program. This training taught the officers how to drive safely in inclement weather and defensively while patrolling.
- Members attended Instructor training at the University of the District of Columbia. This training provided members with the skills to write a curriculum and provide training for newly hire Special Police Officers. Members received their certification from the University of the District of Columbia.
- Members attended training with the Active Shooter Preparedness Program/Active Assailant Security Branch. This training provided elements on an active shooter and what to do during an active shooting.



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- Two Security Officers attended a nine (9) week training Cohort administered by the Consortium of Universities/Campus Public Safety Institute (CSPI) which focused on Basic Law Enforcement.

f. Community outreach and engagement, with outcomes.

FY2024

- **Acts of Service** - Youth coat and sneaker donations were given out to the residents of DCHA. OPS Outreach helped the day before the event to separate and package the various coats and sneakers that were to be distributed to the four locations. On the day of the event, the Outreach team visited the four locations (Kenilworth Court, Frederick Douglass, Envision Center, Sibley Plaza) to assure that an official detail was in place and to assist DCHA with handing out coats and sneakers.
- Vice Principal Natalie Edmonds invited OPS/Community Outreach to join them at Watkins Elementary Black History Month S.T.E.A.M. guest day. African American professionals spoke to the students about how their careers relate to the Science, Technology, Engineering, Art, and Math programs.
 - This was a way for OPS/Community Outreach to bridge the gap of relationships between the school systems that host children from our DCHA properties and to show that we are actively engaging in the future of our youth.
- **Potomac Community Meeting**- The meeting was organized in conjunction with OPS to discuss the safety concerns and solutions that can be done on the rise in violence between the youth. Members of the properties were present to voice their frustrations and to ask OPS about possible solutions to abate the ongoing violence. Executive Director Pettigrew spearheaded the meeting, listened to residents' complaints and brainstormed ideas that can be implemented to directly impact and reduce safety concerns.
 - **Potomac Garden Follow Up Safety Meeting** - This was a follow up meeting about recent violence. Executive Director Pettigrew was present to answer questions and to ensure that OPS was actively working to change conditions. Many ideas were brought about to help OPS come up with programs and services to bridge the gap between the youth.
- **Youth Service (Read Across America)** OPS reached out to a wide variety of public schools near our DCHA properties. We were able to successfully get confirmations from Payne Elementary and Shirley Chisholm Elementary. Former Deputy Chief Spencer and Sergeant Dickerson read to students at Payne Elementary School.
 - **Youth Service (Read Across America) Maury Elementary** - Maury Elementary School hosted Read Across America, OPS Outreach Coordinator read to the 1st grade class.
- **Melvin R. Wright Youth Law Fair** - Senior Outreach Coordinator Antwain Johnson escorted and supervised students from DCHA properties as they participated in The Melvin R. Wright Youth Law Fair. The day included activities involving educating youth about the layout of courthouses and



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their courtrooms, asking questions about the law school that were answered by D.C. Superior Court judges and lawyers, and participated in a mock trial in the courtroom led by attorneys and open forum sessions on various youth related legal themes.

- This initiative was to get potential high school graduates from the DCHA properties educated in the opportunities that law school and the legal industry offer.
- DCHA property resident council meetings, led by resident council presidents, property managers, and residents, serve as vital platforms for DCHAPD to understand the specific needs of each property concerning outreach and policing. These meetings facilitate direct dialogue and information sharing, enabling DCHAPD to:
 - **Identify community concerns:** Residents voice their concerns about safety, security, and quality of life issues, providing DCHAPD with valuable insights into the challenges faced by each property.
 - **Assess specific needs:** Discussions focused on the unique circumstances of each property, allowing DCHAPD to tailor their outreach and policing strategies accordingly.
 - **Build relationships:** These meetings fostered stronger relationships between residents, property management, and DCHAPD, promoting trust and collaboration.
 - **Gather feedback:** DCHAPD received direct feedback on their initiatives and adjusted strategies based on resident input.
 - By actively participating in these meetings, DCHAPD was able to gain a comprehensive understanding of the needs of each individual property and develop targeted approaches to improve safety and security for all residents.
- **Safety Meeting at Carroll Apartments**-OPS Coordinator team alongside Former Deputy Chief Spencer was in attendance for Carroll Residents meeting led by Property Manager Danielle Littlejohn. Discussion included a recent shooting that took place near the building.
 - With this meeting, the property and OPS established a community watch on each floor to make it a team effort to reestablish a safe living environment. OPS Outreach Coordinators used this time to also distribute information about senior resident abuse and money scams and available Resources.
- **Commissioner Denise Blackson's Safety Meetings** serve as a crucial collaborative platform for addressing and combating crime within DCHA properties. These meetings bring together key stakeholders, including representatives from:
 - **DCHA:** Providing insights into the specific challenges and needs of their properties.
 - **DCHAPD:** Sharing law enforcement perspectives and strategies for maintaining safety.
 - **MPD (Metropolitan Police Department):** Coordinating efforts and resources with the local police department.
 - **DC Fire Department:** Addressing fire safety concerns and prevention strategies within DCHA properties.



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- **DC Mayor's Office:** Ensuring alignment with citywide initiatives and policies related to public safety.
- **Council of the District of Columbia:** Contributing legislative perspectives and support for community safety initiatives.

These collaborative meetings fostered open communication and information sharing, allowing participants to:

- **Discuss crime trends and patterns:** Identifying specific issues affecting DCHA properties.
- **Brainstorm and develop solutions:** Collaboratively generating ideas and strategies to address these issues.
- **Coordinate resources and efforts:** Aligning the efforts of various agencies to maximize impact.
- **Implement and evaluate programs:** Putting solutions into action and assessing their effectiveness.

By bringing together these key stakeholders, Commissioner Blackson's safety meetings facilitated a comprehensive and collaborative approach to crime prevention and community safety within DCHA properties.

- **Commissioner Denise Blackson's Movie Night** - For the residents of DCHA properties in the First District. OPS coordinators were onsite to help initial set up and assist as needed.
- This event's aim was to alleviate tensions between the youth in the neighborhood and help defuse fights between youth before the violence escalates.
- **DCHA Property Walkthroughs**- Conducted with property managers, MPD, and DCHAPD, DCHA property walkthroughs take place throughout the year and have been instrumental in providing DCHAPD with valuable insights into the conditions and challenges present on various DCHA properties. These collaborative walkthroughs allow for a firsthand assessment of the environment, with property managers highlighting key areas of interest.

By accompanying the teams, property managers can point out:

- **Recently renovated buildings:** Showcasing improvements and positive developments within the properties.
- **Abandoned vehicles:** Identifying potential safety hazards and eyesores that may contribute to neighborhood decline.
- **Trouble areas:** Pinpointing locations where residents have reported issues or where there is a higher risk of criminal activity.
 - This direct interaction and information sharing enable DCHAPD to gain a deeper understanding of the specific needs and concerns of each property. It facilitates proactive policing strategies, targeted interventions, and improved



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communication between residents, property management, and law enforcement. Ultimately, these walkthroughs contribute to a safer and more secure environment for residents of DCHA properties.

- **Community Outreach Day of Play at RFK Fields-** Hosted by Events DC, DCHA resident families were invited to participate in a Day of Play to draw youth and families together and encourage active play. OPS Outreach coordinators set up a community provider table that had literature on OPS recruiting and the upcoming events that OPS will be hosting and partnering with.
 - This event offered DCHA youth residents an opportunity to safely play and enjoy their community during spring break.
 - Due to the number of DC residents who attended this event, OPS recruiting was able to gain a multitude of potential new hires.
- **Potomac Gardens Senior Walk-** In coordination with Brothers Huddle and OPS Community Outreach, these weekly walks are used to promote an active lifestyle and encourage engagement among senior residents on the property.
 - This helps DCHAPD build a rapport with senior residents, who in return help obtain vital information that assists the OPS office.
- **DCHA Fort Lincoln Property Live Spring Music BBQ** - Hosted by OPS on the Fort Lincoln property there was a live band and BBQ to encourage senior residents to engage with each other. It was also used as an opportunity for the residents to meet Chief Reese and other OPS Officials.
 - The overall goal was to get Senior residents engaged with other residents and new OPS leadership. DCHAPD officers were able to build a rapport with the residents and gain vital information about potential issues that they have been facing (drug and elderly abuse).
- **East of the River Jobs Not Guns Event-** Hosted by the DC chapter of the National Association of Minority Contractors and the District of Columbia Army National Guard, Jobs Not Guns, was a youth workshop event that was beneficial for upcoming high school graduates to network and see job opportunities that is offered in the DMV area. OPS Outreach and Recruiting was in attendance. With Chief Reese as one of the guest speakers.
 - This event was to help upcoming high school graduates seek job opportunities that DCHAAPD offers and to gain awareness of how gun violence can derail their future endeavors.
- **DCHA's "Rebuilding Our Communities" Event Series**, an initiative spearheaded by Executive Director Pettigrew proved highly effective in fostering positive relationships between DCHA staff and residents. These community events, which included block parties, cookouts, and other festivities, provide a relaxed and engaging environment for interaction.

Here's how these events have benefited DCHAPD:

- **Relationship Building:** The informal setting of these events allows officers to interact with residents in a non-enforcement context. This helps break down barriers, build trust, and foster a



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sense of community partnership. Residents can see officers as approachable individuals, not just figures of authority.

- **Community Engagement:** By participating in these events, DCHAPD demonstrates its commitment to the well-being of the residents. This proactive approach to community engagement helps build goodwill and strengthens the bond between the police and the people they serve.
- **Recruitment Opportunities:** These events provide a platform for DCHAPD to connect with potential recruits. Officers can share their experiences, answer questions about law enforcement careers, and highlight the rewarding aspects of serving the community. The relaxed atmosphere encourages informal conversations and can spark interest in law enforcement as a career path.
- **Positive Image Building:** By actively participating in community events, DCHAPD showcased the positive side of policing and challenged any preconceived notions or negative stereotypes. This helps build a more positive image of the department and fosters greater understanding and support from the community
 - Overall, the "Rebuilding Our Communities" event series was a valuable tool for DCHAPD in building stronger relationships with DCHA residents, enhancing community engagement, and boosting recruitment efforts. These initiatives demonstrate a commitment to community-oriented policing and contribute to a safer and more connected community.
- **CSOSA Mentoring Zoom Event.** OPS Outreach Coordinator served as a speaker to discuss the importance of mentoring DCHA youth.
 - Youths from across DCHA properties participated in the virtual event, gaining access to mentorship.
- **National Night Out Community Day-** OPS hosted a community night with partnering agencies (MPD, WMTA, IRS, FBI, FEMS, HAPCOA) at Richardson Dwellings. The event had food, live music, community resources and job opportunities.
 - National Night Out is a community-building campaign that aims to:
 - **Heighten crime and drug prevention awareness:** OPS promoted open communication and collaboration between residents and law enforcement.
 - **Generate support for local anti-crime programs:** Encouraging community involvement in initiatives that address crime and improve safety.
 - **Strengthen neighborhood spirit and police-community partnerships:** Fostering positive relationships and a sense of unity within communities.
 - **Send a message to criminals:** Demonstrating that neighborhoods are organized and committed to protecting their communities.
- **Potomac Gardens Youth Summer Camp-** DCHAPD played a crucial role in ensuring a safe and secure environment for the Potomac Gardens Youth Summer Camp. Here are some key takeaways:



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- **Enhanced patrols:** Increased police presence during camp hours to deter crime and provide a visible sense of security.
 - **Collaboration with camp staff:** Regular communication and coordination with camp staff to address any safety concerns or incidents promptly.
 - By implementing these measures, DCHAPD actively contributed to creating a safe and secure environment for the Potomac Gardens Youth Summer Camp, allowing children to enjoy their summer activities without fear.
- Meeting at the Boys and Girls Club with Mr. Lonnie Johnson and Commissioner Denise Blackson. OPS Outreach Coordinator met with Commissioner Blackson and Mr. Johnson to discuss the programs available for the youth of 1D and surrounding DCHA properties.
 - We are working to bridge the gap for the youth with after school activities that will help decrease the violence between youth from different areas. OPS is partnering with 1D MPD outreach division on the various programs being installed at the local Boys and Girls Club.
- DC Engagement Center Youth Equity Engagement Summit at University of DC. This was a collaborative effort from citywide agencies. OPS was invited to participate as a resource/recruiting vendor for the youth. The goal of this event was to help the youth navigate systemic barriers and create opportunities (Financial, Health and beauty, real estate, and entrepreneurship)
 - OPS Outreach and DCHAPD Officers were at the recruiting/outreach table engaging with the youth and participants.
- **Heroin and Opioid Prevention and Awareness Outreach Day-** To combat the rise in drug abuse and overdoses, OPS supported the Office of the US Attorney General's rally to educate youth and the community on the effects of drugs abuse throughout the DC area.
 - OPS Outreach was present at the event to engage with the community. The OPS Outreach/Recruiting table offered resources and potential job opportunities.
- National Drug Take Back Day: Drug Enforcement Agency (DEA) invited OPS to participate in National Drug Take Back Day, which OPS hosted at 14 properties. There were drug take back boxes in place for DCHA residents to dispose of old and expired medications.
 - **Addresses a critical public health issue:** Unused or expired medications left in homes can lead to accidental poisoning, misuse, and abuse, and contribute to the ongoing opioid crisis.
 - **Provides a safe disposal method:** Take Back Day offers designated collection sites where individuals can anonymously drop off their unwanted medications, no questions asked. This prevents these drugs from contaminating water supplies or falling into the wrong hands.
 - **Raises awareness:** The initiative also serves to educate the public about the dangers of medication misuse and the importance of proper disposal.
- **Senior Resident Outreach: Legends Game Night at Greenleaf Senior.** Hosted by Events DC we celebrated the Senior community with a free game night featuring board games, bingo, dancing, food and fellowship. Outreach Coordinator and Community Navigator worked together to preregister Seniors for the event and



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ensure their arrival at the community room for the event. Outreach Coordinator Johnson was the bingo host.

- OPS Outreach engaged with the participating residents throughout the event to ask if there were any DCHA Housing Police issues: None reported
- Outreach Coordinator Johnson had a conference call with Changing Perception Outreach Coordinator, Mr. Curtis Patterson about helping DCHA Returning Citizens. Changing Perceptions is a DC based nonprofit geared towards helping people impacted with housing opportunities, employment, apprentice training opportunities, and resources to network for building up a support system.
 - OPS office assisted with offering resources to help find housing accommodations, and coordinate mentorship for returning citizens.
- Youth Outreach: Every Thursday throughout the year at LeDroit Dwelling Property, OPS Outreach connects with youth to play chess and mentor youth. This weekly initiative is in conjunction with DC State Chess which helps youth engage and focuses their minds in a positive manner. The game of chess teaches individuals to critically think and plan ahead. This imparts many of them to think before they act in situations that could possibility get them in trouble. Senior Outreach
 - OPS Outreach uses this time to engage with the youth and residents and ask if there were any issues that the residents would like me to bring back to OPS.
- Dent House Living Classrooms Workforce Development Workshop. This was a weeklong workshop to help residents gain knowledge and experience of DC based companies. OPS Outreach Coordinator registered 5 DCHA residents to attend this weeklong workshop. This week's workforce development was Customer Services in Healthcare workforce program.
 - The goal was for DCHAPD Outreach team to help DCHA residents gain access to an in-depth soft skills training that focuses on the demands of excelling in the healthcare industry.

FY 2025 YTD

- Events DC Winter Wonderland Holiday event. Winter Wonderland is Events DC's annual holiday celebration/toy distribution for 450 youth up to 16 years of age accompanied by an adult. The children are pre-registered by various community partners across all eight wards. This holiday event was held at the Convention Center (801 Allen Y. Lew Place NW) on Saturday, December 21. Beginning at 10:00 am until 1:00 pm, this free kid-centric event festive fun for the holidays with live entertainment, cookie/cupcake decorating, gingerbread houses, arts and crafts, a 360-photo booth, gift distribution, a live DJ and refreshments.
 - OPS Outreach Coordinator registered youth from Benning Terrace, Hopkins, and Greenleaf properties to help families experiencing financial challenges in providing a memorable holiday experience for their families. The day of the event, OPS Outreach helped residents with transportation to and from the event.
- **Coat Drives:** Two successful coat drives were held in January.



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- **Judiciary House:** A coat drive spearheaded by Senior Program Coordinator Pamela Guerra with support from the OPS Outreach Coordinator Johnson and DCHAPD Officer Looper. Outreach efforts included flyers, announcements, and direct resident contact. DCHAPD Officers helped distribute coats and maintained a safe and secure environment.
- **Arthur Capper:** A similar coat drive was held at Arthur Capper led by DCHA Senior Program Coordinator Guerra, with assistance from Outreach Coordinator Johnson and DCHAPD Officers. DCHAPD officers provided security for the distribution. Outreach strategies mirrored those used at Judiciary House.
- **Resource Distribution:** In January OPS Outreach Coordinator distributed updated suicide helpline information and "Drugs of Abuse" resource books provided by the DEA.
 - These resources were distributed across all DCHA properties to combat suicide and drug overdoses.
- **Youth Outreach Initiative:** OPS Outreach Coordinator met with DCHA's Youth Initiatives coordinator at the Envision Center to register youth through Community Navigators for the Howard vs. Hampton basketball game on February 1st. The goal is to register 15-20 youth.
 - The day of the event OPS Outreach made sure youth residents had transportation to and from the event and to assure that they were able to gain access to the event.

75. *How has DCHA improved the impact of and accountability for its resident opportunity programs, including Section 3, in FY 24 and FY 25? What improvements in this vein are planned for the remainder of FY 25?*

The Office of Resident Services:

In FY24, we increased the frequency of opportunities offered to our residents with impactful and sustainable partnerships. We expanded the footprint of partner C3 Cares, increasing access to health and wellness opportunities for our customers. We also broadened existing and added new partnerships within our Apprenticeship Training Program, resulting in an added certification of completion for our graduates. We increased our overall community engagement while promoting customer training programs, opportunities, resources, and launched the DCHA "Rebuilding Our Communities" initiative in FY24. For the remainder of FY25, we have an intentional plan focused on increasing program visibility and ensuring accessing opportunities for customers is seamless by utilizing technology to support workflow and framework for programs, such as Section (3), FSS, certification trainings, financial education, and overall customer service, while continuing to meet our customers where they are and provide opportunities for empowerment.



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76. Is DCHA still making use of District-funded external management consultants (see 2024 performance oversight pre-hearing response 39i)? If so, please provide an update on their contributions to DCHA's work in FY 24 and FY 25, to date, including notable work product supplied.

DCHA is not using District-funded external management consultants.

77. Please provide a list of meetings of the Stabilization and Reform Board in FY 24 and FY 25, to date. For each, please note the date, time, meeting type (annual, regular, special, etc.), and quorum. (See 2024 performance oversight pre-hearing response 68).

a. What are the Board's plans for allowing in-person public engagement with the Board in FY 25?

Board is planning listening sessions at two different DCHA properties in FY 25 and the Board will continue to engage residents at various events held at the properties and during site visits and tours.

Meeting Type	Date	Location	Time	Quorum
Regular Board Meeting	October 11, 2023	Virtual	1:00 p.m.	Yes
Regular Board Meeting	November 8, 2023	Virtual	1:00 p.m.	Yes
Education Symposium	December 11, 2023	Virtual	9:00 a.m.	Yes
Regular Board Meeting	December 13, 2023	Virtual	1:00 p.m.	Yes
Annual Board Meeting	December 13, 2023	Virtual	11:00 a.m.	Yes
Regular Board Meeting	February 14, 2024	Virtual	1:00 p.m.	Yes
Regular Board Meeting	March 13, 2024	Virtual	1:00 p.m.	Yes
Education Symposium	April 4, 2024	Virtual	9:00 a.m.	Yes
Regular Board Meeting	April 10, 2024	Virtual	1:00 p.m.	Yes
Regular Board Meeting	May 8, 2024	Virtual	1:00 p.m.	Yes
Education Symposium	May 30, 2024	Virtual	9:00 a.m.	Yes
Regular Board Meeting	June 12, 2024	Virtual	1:00 p.m.	Yes
Special Board Meeting	June 27, 2024	Virtual	9:00 a.m.	Yes
Regular Board Meeting	July 10, 2024	Virtual	1:00 p.m.	Yes
Special Board Meeting	August 6, 2024	Virtual	9:00 a.m.	Yes
Education Symposium	August 6, 2024	Virtual	10:00 a.m.	Yes
Regular Board Meeting	September 1, 2024	Virtual	1:00 p.m.	Yes
Regular Board Meeting	October 9, 2024	Virtual	1:00 p.m.	Yes
Regular Board Meeting	November 13, 2024	Virtual	1:00 p.m.	Yes
Annual Board Meeting	December 11, 2024	Virtual	11:00 a.m.	Yes
Regular Board Meeting	December 11, 2024	Virtual	1:00 p.m.	Yes
Special Board Meeting	January 27, 2025	Virtual	9:00 a.m.	Yes
Education Symposium	January 27, 2025	Virtual	9:30 a.m.	Yes
Regular Board Meeting	February 12, 2025	Virtual	1:00 pm	Yes



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78. Please provide updates on the following activities and initiatives, including any data demonstrating measurable improvements in FY 24 and FY 25, to date, and any plans for further improvements in FY 25:

- a. Rollout of online public housing work order submission and tracking through Rent Cafe (see 2024 performance oversight pre-hearing response 39a).**

DCHA has implemented RentCafe and beginning in March 2025, DCHA will host on-site training for PH residents to access the system for work orders, recertifications, etc.

- b. Public housing lead hazard testing and abatement, specifically, how many units remain to be abated and what is the current best estimate as to timing? (See 2023 performance oversight pre-hearing response 44b and 2024 performance oversight pre-hearing response 39d.)**

Starting in 2019, DCHA initiated a lead hazard testing and abatement program. This program has been ongoing.

In FY 2024, DCHA contracted two Industrial Hygiene companies to review lead clearance reports, to ensure they meet District and HUD lead safe rules. The rules require periodic reinspection of units and buildings to ensure lead controls hold and hazards do not return. To that end, DCHA has been conducting visual inspections and re-evaluations for work that was previously completed and cleared in accordance with applicable legal requirements. Additionally, DCHA performed remediation in hundreds of units and multiple properties in coordination with other construction work. This remediation, review of prior work, and re-evaluation testing has allowed for DCHA to complete 879 unit turns in calendar year 2024. Specifically, DCHA has:

1. Conducted lead remediation in the following units and properties

1. Benning - 68 units completed
2. Langston Terrace 51 units completed
3. Langston Additions – 18 units completed
4. LeDroit - 106 units completed
5. Garfield Sr – 98 units completed
6. Kelly Miller – 22 units completed
7. Potomac – 7 units completed
8. Ft. Dupont – 7 units completed
9. Stoddert – 20 units completed
10. Greenleaf – 16 units completed
11. Highland Additions – 10 units completed
12. Hopkins – 13 units completed
13. James Apts – 50 units completed



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14. Kenilworth – 11 units completed
 15. Lincoln Heights – 34 units completed
 16. Richardson – 6 units completed
 17. Woodland – 35 units completed
 18. Montana – 10 Unit completed
-
2. Conducted Property/building-wide re-evaluation testing as required by Federal and Local Regulations
 1. Carroll Apartments – 23 units completed
 2. Knox Hill – 44 units completed
 3. Claridge – 105 units completed
 4. Horizon – 45 units completed
 5. Kentucky Courts - 40 units completed
 6. Ft. Lincoln – 21 units completed
 7. Kelly Miller Townhomes 6 units completed
 8. Sibley Plaza – 24 units completed
 9. Ontario Rd
 10. Harvard Towers – 5 units completed
 11. James Creek
 12. Greenleaf 203 N St – 110 units completed
-
3. Properties that are in progress of Lead remediation.
 1. Greenleaf Sr
 2. Syphax
 3. Hopkins
 4. Langston Terrace
 5. Langston Additions
 6. Highland Additions
 7. Woodland
 8. Garfield
 9. Greenleaf
 10. Ft. Dupont
 11. Stoddert
 12. Kelly Miller
 13. Kenilworth
 14. Richardson
 15. Montana

DCHA hopes to remediate all remaining units by the end of December 2026.

Please note that all units that have been remediated will require periodic re-testing and



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maintenance in accordance with applicable requirements. The re-testing and maintenance will depend on the type of remediation conducted by DCHA. DCHA is developing protocols for ongoing compliance with the HUD Lead Safe Housing Rule and District Lead Rules.

- c. Installation of air quality equipment in public housing units to promote resident health (see 2023 performance oversight pre-hearing response 48 and 2024 performance oversight pre-hearing response 39e).***

DCHA is committed to improving air quality in public housing units to promote the health and well-being of our residents, especially families with young children. As part of this commitment, we have outlined a phased approach for air quality improvements:

Phase 1: Construction (Current Phase)

Phase 1 is currently under construction and focuses on providing essential improvements to units with family demographics, specifically those with children under the age of 12. This phase includes the installation of vented kitchen and bathroom exhaust systems, ensuring that these spaces are equipped with functioning ventilation to reduce pollutants, odors, and moisture. By improving air circulation and air quality in these private spaces, we aim to minimize the health risks associated with mold, mildew, and CO2 buildup. Phase 1 is expected to be completed by July 30, 2025.

Phase 2: Planning and Design (Future Phase)

Phase 2 is currently in the planning and design phase. This phase will focus on enhancing the common areas of our public housing units, including lobbies, hallways, and stairwells. We will be replacing outdated finishes with more sustainable and cleaner materials. These upgrades will improve the aesthetics of these shared spaces and address air quality concerns by reducing allergens, mold, mildew, and CO2 emissions. Additionally, Phase 2 includes high-level unit renovations for family properties. These renovations will involve the addition of vented bathroom and kitchen exhausts, ensuring the removal of odors, mold, and allergens, while also introducing fresh outside air to promote a healthier living environment.

DCHA is committed to providing a safe and healthy living environment for all residents, and these phased improvements are integral to achieving that goal.

- d. Requiring community service documentation from housing assistance recipients as a condition for continued participation (see 2024 performance oversight pre-hearing response 39o), including how many participants in FY 24 and FY 25, to date would be subject to community service requirements unless they sought exemptions; sought exemptions; received exemptions; submitted service documentation; and were subject to adverse action over failure to submit service documentation.***



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In accordance with HUD regulations, all adults, excluding those who are exempt, are required to complete community service requirements unless the family member is elderly or disabled. To date, there haven't been any request from tenants for exceptions to this requirement. Therefore, no adverse actions against families have occurred.

e. Reconnecting with long-time wait list applicants who have lost touch with DCHA (see 2024 performance oversight pre-hearing response 45f).

When applicants are pulled from the waiting list, they are sent a letter to the last known address they provided to DCHA. The letter informs them they have reached the top of the waiting list and to complete the application of eligibility. If applicants fail to respond to the first notification letter, DCHA sends a second notification letter. If the applicant fails to respond to the second notification letter by the deadline, they will then be withdrawn. If an applicant later informs DCHA they did not receive the notification(s), the applicant may request reinstatement on the waiting list so that their application may proceed. Applicants in general have access to update their current information for the waiting list either in-person or by phone, and we encourage everyone still on the waiting list to do so.

Over the past year, the Public Housing program has done extensive outreach for applicants on the waiting list. The team has sent letters and emails (if provided), made phone calls to primary and applicants' listed emergency contact. Applicants have been contacted to update income information, confirm their interest in the Public Housing program, offer unit(s) and schedule appointments.

f. Efforts to expand UFAS-compliant unit offerings (see 2024 performance oversight pre-hearing response 48).

DCHA's significant work on vacant unit turns includes rehabbing UFAS units and thus increasing the accessible units available for persons in need of such units. We also note that DCHA has spent significant time over the past year confirming that UFAS unit transfers, as well as other reasonable accommodation requests, are completed timely.

- Increased communication with the clients that need the features of wheelchair accessible units to understand any support system requirements, family connections or health care provider proximity to determine locations offered to accommodate the household.
- Continued requirement for UFAS units in developments with a mix of bedroom sizes.
- Plans to inspect all existing UFAS units to ensure accessibility features have been maintained and complete any necessary repairs.

g. Monitoring of property manager performance and facility maintenance at privately managed public housing units.



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The Office of Asset Management (OAM) is responsible for monitoring the performance of owners who operate public housing units. Many of those owners use separate property management companies to operate the units and maintain the property. DCHA's primary role is to facilitate the transfer of public housing operating subsidy from HUD to the property owner, who must comply with public housing requirements. The relationship between DCHA and the property owner is governed by the terms of a Regulatory and Operating (R&O) Agreement which, among other things, requires the property management to occur in accordance with applicable public housing requirements. These requirements include maintaining housing in accordance with HUD standards (presently referred to as NSPIRE) and maintaining the affordability of the units for low-income families. The property owner has a separate Management Agreement with the property management company that determines the tasks, fees and terms of the agreement. As such, the role of OAM is to monitor the owner's performance and compliance with the terms of the R&O, including related work by the property management company. DCHA does not directly contract with the third-party management companies at sites it does not own.

DCHA is actively improving communication and relationships with owners and property management companies. In FY24, the newly established department, OAM, became the central hub within the agency for managing relationships with owners and their property management companies. Prior to OAM being established, the various responsibilities were split among multiple DCHA departments which resulted in inconsistent communication and poor oversight. In FY25, OAM is building a template report that will track the financial health of the properties on a monthly basis. OAM will regularly collect monthly financials from property management companies and use the information to monitor the financial health of each property.

Community Name	Public Housing Units	Total Units	Management Company Name
Capitol Quarter Townhomes I	39	39	Pratum Companies
Capitol Quarter Townhomes II	47	163	Pratum Companies
Capitol Gateway Family	62	86	E & G Management
Capper Senior I	162	162	Pratum Companies
Capper Senior II	139	139	The Franklin Johnston Group
City View	30	58	W.C. Smith Management
Edgewood Seniors LP/Edgewood Commons III	89	127	Enterprise Residential, LLC
Gibson Plaza Apartments	53	217	Armor Realty Mortgage
Glenncrest	61	61	E & G Management
Henson Ridge Rental I	68	124	The Franklin Johnston Group



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Community Name	Public Housing Units	Total Units	Management Company Name
Highland Dwellings	212	212	CIH Properties
Kentucky Court Condos	12	12	Kriegsfield
Lofts at Capitol Quarter/The Bixby/882 - Affordable	39	195	The Franklin Johnston Group
Nannie Helen Burroughs	23	70	Noble Realty Advisors
Oxford Manor	30	226	Enterprise Residential, LLC
Phyllis Wheatley YWCA	76	82	Faria Management
Residences at Hayes	50	150	Pennrose Management
Sheridan Station I	45	114	W.C. Smith Management
Sheridan Station Phase III	65	133	W.C. Smith Management
St. Martin's	51	178	Residential One
The Avenue	27	83	Winn Management
Triangle View	76	100	E & G Management
Victory Square	36	132	Habitat America
Wheeler Creek Family	48	80	E & G Management
Wheeler Creek Senior	100	100	E & G Management
25 Properties	1,640 Public Housing Units	3,043 Total Units	15 Companies

- h. Any new methods for preventing, detecting, and remedying source of income discrimination against voucher holders (see 2024 performance oversight pre-hearing response 56).***

DCHA continues to assist families that experience voucher and source of income discrimination by referring families to the DCHA Office of Human Rights and the DC Equal Rights Center. Families can also submit complaints on voucher discrimination to HUD's Office of Fair Housing and Equal Opportunity. During voucher briefings, DCHA also provides families with information on voucher discrimination and gives them contact information for the above agencies and organizations.

- i. The public housing Transformation Plan that DCHA released in FY 19 (see 2023 performance oversight pre-hearing response 52).(Question was asked if we should strike this question?***

The FY19 Transformation Plan was an ambitious attempt to identify what was then considered key public housing properties that required large capital investments to redevelop each of the 14 identified sites. The Transformation Plan, however, never got off the ground. For example, it called



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for the operating subsidies for each of the properties to be repositioned for an increase in operating revenues and therefore an increase potential for the property to incur debt. Unfortunately, as of November 2023, no applications had been submitted to reposition the operations subsidy. In addition, requests for proposals from the development community had not been published. Despite the merits of the Transformation Plan, it appears that it did not proceed due primarily to inaction.

In 2024, DCHA analyzed its portfolio and determined that all redevelopment activity must be preceded by the repositioning of the operating subsidy. Therefore, in 2024 DCHA commenced with the submission of Section 18 applications to HUD. These applications were the first to be submitted for HUD review since the program was announced in 2018. Since the submission of the applications, additional properties have had needs assessments conducted to determine if they meet HUD's obsolescence criteria or if their subsidies can be transformed using RAD.

In 2025, DCHA has commenced identifying properties that can undergo comprehensive modernization through gut rehab and be transformed utilizing supportable debt and DCHA equity. The disinvestment in the District's affordable housing market, the instability in the capital markets, and the general instability of the economy have created a difficult investment environment for DCHA's redevelopment program as the 2019 Transformation Plan envisioned.

j. Review and closure of aging public housing work orders that may or may not have been resolved (see Committee FY 25 budget report, DCHA policy recommendation 21).

There are currently 2545 work orders open which are dated from June 2024 – current. DCHA spent CY2024 addressing older work orders which dated back to 2019 by using both staff and contractors to assist with closing the work orders.

79. Please describe any major activities and accomplishments in FY24 and FY25, to date, that are not addressed above.

The Office of Public Affairs & Communication, after a years-long hiatus, relaunched our resident newsletter with redesigned format and revised content. "Connections" is printed and mailed to public housing residents on a quarterly basis. Each issue includes a feature on a service provider that has a physical presence at DCHA public housing community; a recap of some recent resident events, activities, and/or recognitions; information on workforce development, health care and other support services available through DCHA, or partner service providers and/or other local DC government agencies; details on upcoming, free or low-cost, family-friendly activities and events; and relevant contact information and important reminders, such as what to do in case of an emergency.



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The Office of Resident Services:

- Apprenticeship Training Program cohort #7 had (19) customers complete the (12) month training program and graduate in 2024.
- Launched Apprenticeship Training program cohort #8 in 2025 with (21) customers.
- DCHA Initiative "Rebuilding Our Communities" launched in 2024 hosting (8) total events for families including offering resources from 40+ service providers, and providing groceries, youth coats, youth sneakers, toys and fun activities for the entire family.
- Launched the "Fatherhood Initiative" in June 2024 to provide a safe space for fathers to engage and be empowered with key areas of focus being: Health & Wellness, Education & Employment, Life Skills & Leadership, Financial Education, and Mentorship.
- Family Self-Sufficiency (FSS) program hosted a Homeownership event in June 2024 at the Cambria Hotel with 50+ partners in attendance and over 1,000 attendees.
- Workforce Development/EnVision Center had (404) customers complete an intake and (407) customers earned a certification in 2024.
- Health & Wellness Service Provider C3 Cares conducted (18) vaccination clinics in 2024.
- Commitment to Excellence Scholarship program awarded \$15K in total scholarships for students living in public housing and/or receiving assistance through the voucher program who are continuing to pursue a degree in higher education in 2024.
- Distributed 4,000 coats and 3,500 pairs of youth sneakers to customers in 2024.

Office of Public Safety

- FY 2024/FY2025 - Established the Greenleaf substation, which is slated to open March 2, 2025 with a dedicated team and resources onsite
- FY2024 - DCHAPD OPS, collaborated with CSOSA and held a career day; it was hugely successful and well attended by 320 individuals
- From that career day, OPS hired a total of 49 people ranging from Security Officers, Special Police Officers (SPOs), Police Officers, and Security Officers
- FY2024/FY2025 - OPS has and is continuing to establish upward mobility paths for members in the department. For example, a written promotional test is in development for the Sergeant position. The examination will be held on March 8, 2025. In addition, we have developed a career path for Security Officers and Special Police Officers.
- FY2025 - The Patrol Operations Bureau has been streamlined and is commanded by the Deputy Chief
- FY2025 – The Business Solutions Bureau was created and is commanded by the Major. The Business Solutions Bureau includes the newly established Criminal Investigations Division (CID), which is supporting MPD's mission by investigating criminal offenses in-house and the Administrative Section.



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- Since the creation of CID, they have additional statistics other than Patrol:

OPS CID Arrests	9
OPS CID Firearms Seized	12
OPS CID Search Warrants	6
OPS CID Arrest Warrants	3
OPS CID Vehicle Impounds	5
Assisted MPD with Arrests	3
Assisted MPD with Firearms Seizures	3
Assisted MPD with Search Warrants	5

- FY2025 - Implemented directed evening patrols of DCHA properties with SPOs and Officers at Claridge Towers, Horizon House and Regency House
- FY2024/FY2025 – Three (3) OPS members attended Grant Writing Training (How to write, administer and monitor grants)
- FY2024/FY2025 – OPS completed the first ever End of Year Report for DCHAPD
- FY2025 – 14 members attended Mock Trial Training with the US Attorney’s Office

80. Please share any legislative priorities or recommendations for the Council for Council Period 26.

As the STAR Board legislation is set to expire in 2025, we urge the Council to adopt new, permanent legislation for the Board. The STAR Board's recommendations have been provided to the Council and to the Mayor's Office. DCHA is happy to discuss these and other recommendations for the next Board of Commissioners.