

# CARES

**STRENGTH | SERVICE | SACRIFICE**



2021 Report to the Community



# CMHA CARES

CMHA embraces the values of **Commitment, Accountability, Respect, Excellence and Safety** in our decisions, planning and activities, in order to fulfill our mission, achieve our vision and better our communities in Cuyahoga County.



# Message from the Board Chair



Dear Stakeholders,

On behalf of the CMHA Board of Commissioners, I would like to thank the residents, participants, partners, stakeholders and employees for the completion of another year. I am proud to be part of an organization that has stepped up and has shown leadership and commitment during this crisis, continuing to provide essential resources and support to the families we serve. With our quick mobility and implementation of policies and safety measures, we were able to continue to fulfill the CMHA mission for the residents and families of CMHA.

We continue to serve the community based on our CARES values built on commitment, accountability, respect, excellence and safety and CMHA remains committed to the safety and health of our employees, residents, tenants and community partners. As we continue into a new year alongside our community, we are hopeful for the continued impact we can make together.

I invite you to read our 2021 Annual Report, which highlights our accomplishments during this challenging past year. With your support, CMHA will continue to provide programming and services for residents, participants and the community. Thank you for your dedication and I look forward to another year of transformation and growth.

Respectfully,

A handwritten signature in black ink, appearing to read 'Stephanie Pope-Earley'.

Stephanie Pope-Earley, *Chairperson*  
CMHA Board of Commissioners

As we  
continue into  
a new year  
alongside our  
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together.

# Message from the Chief Executive Officer



Dear Stakeholders,

I am pleased to present the 2021 Annual Report to the community. The past year has been challenging and the COVID-19 virus has fundamentally changed the world we live in, however, our focus has been on the continuity of service for our residents and participants. While the global pandemic continues to effect people around the world, we are proud of our efforts we have made to slow the spread in our communities.

Together with our Board of Commissioners, Progressive Action Council (PAC) resident leadership and employees, we are proud of all the work and services provided to residents during this critical time. CMHA has worked closely with community partners to:

- Provide vaccine clinics and testing sites
- Distribute educational information and provide outreach to clients
- Deliver meals to seniors and families
- Rapidly mobilize resources, including masks and PPE
- Held Academic Learning Pods for school age children at our community centers
- Provide technology and internet connectivity which has been critical for both our employees and residents

As a housing authority, we have a long track record of providing for our residents. Throughout our history, CMHA has been there for our residents and communities during the most critical times. Thank you to all our stakeholders, partners and staff for helping us to fulfill our mission in this difficult time, going above and beyond to serve the community and residents that rely on us.

As we look to the future, we are thankful for the support of our community partners and stakeholders and plan to continue to focus on remaining a leader in providing affordable housing opportunities and improving the quality of life for the communities we serve. Our goal is to remain strong, resilient and well-positioned to support our communities for years to come.

Together, we will rise to the challenge and remain committed to our residents through strength, service and sacrifice.

Respectfully,

A handwritten signature in black ink that reads "Jeffery K. Patterson". The signature is written in a cursive, flowing style.

Jeffery K. Patterson, *Chief Executive Officer*

<b>Distributed more than 11,000 senior meals door-to-door</b>	<b>Presented for the NAHRO Summer conference on Family Self-Sufficiency</b>	<b>Distributed 5,800 goodie bags to seniors for our 30th Senior Jamboree recognition</b>	<b>Hosted 9 mobile pantries weekly, distributing more than 150,000 meals</b>
<b>Distributed 3,145 toys for our annual Toys for Tots program to families</b>	<b>Case managers conducted more than 8,500 wellness checks and provided outreach services to nearly 24,000 residents</b>	<b>The 'CMHA Mask-a-teers' and CMHA staff made 500 bandana masks for residents</b>	<b>The Cleveland Public Library, the City of Cleveland and the Cleveland Clinic donated more than 12,000 face shields</b>

# CMHA'S IMPACT to the C

<b>Implemented the CMHA Community GIS Mapping Tool, tracking key indicators pertaining to the local real estate market, education and economic outcomes and the distribution of neighborhood amenities and has served as an important repository of data for CMHA programs and planning</b>	<b>30 participants graduated from the Family Self-Sufficiency program, 20 participants went from part-time to full-time employment; 4 obtained an Associate's degree; 2 obtained their Bachelor's degree; 1 obtained their Masters</b>	<b>6 Family Self-Sufficiency participants became homeowners</b>	<b>Provided internet access, devices and training for residents</b>
<b>Installed secure drop boxes for documents for convenience in the vestibule area inside the main entrance doorway at the Administrative Headquarters</b>	<b>Opened the HCVP Wait List application process</b>	<b>Sent nearly 100 mass-communication RAVE Alert notifications to residents, participants, Landlords and employees</b>	<b>Developed and rolled-out the emergency response plan for CMHA employees and their responsibilities to assist in a critical incident</b>

**Established two resident hotlines, one for seniors and a general line for all other residents**

**Coordinated the distribution of PPE to residents**

**Distributed more than 20,500 grab-n-go meals for children at the community centers**

Provided nearly 100 virtual workshops covering employment, health & wellness, homeownership, goal updates, job fairs, resume writing, job placement, job etiquette, immunizations, food pantry, digital literacy, women health, tax preparation, counseling, mental health, entrepreneurship, reentry, post-secondary education, help with FAFSA application, education and financial literacy

**Coordinated COVID-19 testing and Flu shots with community partners at 14 sites**

**Distributed COVID-19 information cards to residents**

**Performed regular wellness checks on seniors**

Installed kiosks to help constituents navigate the affordable housing process, apply for housing online, submit documents and fill out paperwork quickly and efficiently

# COMMUNITY

**Received a grant from the Cleveland Foundation and United Way to provide Academic Learning Pods at five sites**

**Held 22 voter registration events at various properties and assisted with transportation to the polls**

**Provided 2,126 wrap around services through the Community Based Services grant and reunified 6 families**

Received a grant for the Cleveland Foundation to support Census activities and held 10 Census events to promote the Census

Formed a Resident Response Initiative responsible for ensuring that CMHA residents have accurate and helpful information, resources and tools to address the immediate needs necessary for combating the COVID-19 pandemic

**CMHA and partners distributed 50,000 masks to residents**

**Pivoted our focus to provide digital and teleconference platforms during the pandemic**

Received a grant to continue to provide above base line services through our Police Assistance Referral (PAR) Program

# CMHA Community Impact During the Pandemic



“I was feeling a little anxious at first about getting my vaccine, but I felt so much better when I got it and was welcomed by everyone. Thank you CMHA for helping me to get my vaccine appointments and for holding all the vaccine clinics for residents.”

- LILLIAN DAVIS, PAC PRESIDENT

“I am really happy to receive my laptop computer and internet through CMHA’s ConnectHome program. I use it constantly to connect with to the outside world, especially in this time of COVID. I do a lot of my volunteer work online, talk to my family and friends through social media and even was able to use the internet to get a new job! It is a great program for seniors and families.”

- GAIL COX, CMHA SCRANTON CASTLE RESIDENT



“We were able to make hundreds of masks for residents together with the CMHA staff and the “Masketeers.” Thank you to everyone that came together and worked as a team to get the masks out to the residents.”

- ANNIE GLOVER, OUTHWAITE RESIDENT



“We are enormously proud of our partnership with CMHA. Together we were able to provide more than 500,000 meals to people in the community. Thank you to CMHA for all you do for Northeast Ohio.”

- KRISTIN WARZOCHA, PRESIDENT & CEO, GREATER CLEVELAND FOOD BANK

“CMHA was a great help during the pandemic. We went door to door distributing food and masks to families in need. Employees helped with food pantries and performed wellness checks. We tried to help out anyway that we could, including transportation to vaccine clinics.”

- VIVIAN JOHNSON,  
CMHA RESIDENT SERVICES COORDINATOR

“I truly appreciate the initial and ongoing efforts to protect and serve, not only the residents, but the employees as well. While no one truly knew how long this pandemic would last, nor how to deal with this initial situation, CMHA did not shut down; but adjusted. Both the residents and employees are grateful for the PPE and continued services through it all.”

- KEVIN FRAZIER, CMHA SITE MANAGER



“We have appreciated the partnership with CMHA over the past year. During this time, we have partnered on digital equity initiatives, were able to provide face shields and work together to best serve the residents in the community.”

- FELTON THOMAS, EXECUTIVE  
DIRECTOR AND CEO OF THE  
CLEVELAND PUBLIC LIBRARY



# PROGRESSIVE ACTION COUNCIL (PAC)



The Progressive Action Council (PAC) was established in 1989 by residents of CMHA to assist in providing safe, quality housing, education, training and support to residents in Cuyahoga County. As a dedicated partner represented by a core group of CMHA residents that serve on the Executive Committee, PAC's advocacy benefits the entire community.

## Progressive Action Council Executive Committee Members:

**Lillian Davis**  
*President*

**Erlene Bentley**  
*Committee Member*

**Leon Burrus**  
*Treasurer*

**Delores Gray**  
*Committee Member*



# HOUSING CHOICE VOUCHER PROGRAM (HCVP)

## HCVP Wait List Opening

CMHA opened its Housing Choice Voucher Program (HCVP) preliminary application waiting list in 2020 to assist low-income families in affording a safe and comfortable home. In a change from previous CMHA HCVP processes, prospective participants can submit preliminary applications at any time, year-round. In addition, CMHA developed a video to show how the program works, how to apply for housing assistance and frequently asked questions regarding the waiting list process, while also addressing changes due to COVID-19. The video, both in English and Spanish, explains the new application process with an open wait list and has been viewed more than 4,000 times since its launch in November 2020.

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Individuals and families can apply for housing and view the video by visiting: [www.cmha.net/apply](http://www.cmha.net/apply)

# NEW DEVELOPMENT AND ECONOMIC GROWTH

## Riverside Park Phase III

CMHA is completing the third and final phase of the Riverside Park Estates, continuing its commitment to preserving affordable housing and long-standing communities. Riverside Park Phase III consists of 204 townhome units and is the last phase recapitalization of Riverside Park Estates. Located on the west side of Cleveland, Ohio, the improvements have enhanced the lives of the 500 families residing at the estates. The apartments

have been converted to a Project Based Rental Assistance contract through HUD's Rental Assistance Demonstration (RAD) Program. This mixed-finance project met green building standards outlined in the 2015 Enterprise Green Community Criteria and successfully achieved program certification as well as incorporated Universal Design so that all residents could use living spaces to the greatest extent possible without the need for adaptation or specialization.





### Sankofa Phase III

Sankofa III is a new construction affordable housing development built through a partnership between CMHA, Penrose, LLC and Ralph A. Falbo Development. The development includes 75 units in five, two- and three-story, buildings located in the Cedar-Central community of Cleveland. The project is the third phase of a larger

redevelopment of the neighborhood. The initial planning for the former public housing site was financed in part through a Choice Neighborhoods planning grant. The units have been converted to a Project Based RAD Program and have received Enterprise Green Community certification and incorporated Universal Design into the units.



# CONNECT HOME

CMHA is committed to being a part of the ConnectHome Initiative, providing free or low-cost high speed internet access, devices and digital literacy training. CMHA collaborates with various community partners throughout Cuyahoga County to help bridge the digital divide.

## Scranton Castle Internet and Device Distribution

A pilot program at CMHA's Scranton Castle property was implemented to assist and provide resources to more than 160 seniors. CMHA collaborated with local agencies to provide internet access at a discounted rate and laptops to Scranton Castle residents.

## Partnership with the Cleveland Foundation

As a partner in the Cleveland Digital Ambassadors group, led by the Cleveland Foundation, CMHA began promoting the digital literacy platform, Digital Learn, which allows partners to create their own training along with the ones the site already provides. This training provides a digital literacy opportunity to the residents in our communities. CMHA offered training opportunities to equip residents with this tool to take computer courses from home on multiple devices including mobile devices.

## Collaboration with Spectrum

CMHA and Spectrum Community Solutions are bringing low-cost, high-speed Internet to more than 2,700 residents in 19 CMHA high rise buildings. This partnership is helping to close the digital divide and will improve the quality of life of the low-income families in the communities we serve.



### Since the inception of ConnectHome:

CMHA has distributed refurbished devices to **1,200+ individuals** including computers, laptops and tablets

CMHA has facilitated Digital Literacy trainings to **1,000+ individuals**

CMHA has assisted more than **1,000 households** acquiring internet access

CMHA has provided affordable/free internet access to **620 units** through meaningful partnerships



### Advocacy and Awareness

CMHA has engaged **25,000+ adults and seniors**

CMHA has engaged **1,000+ kids and youth**

# FAMILY SELF-SUFFICIENCY (FSS)

The CMHA Family Self-Sufficiency (FSS) is a program that enables HUD-assisted families to increase their earned income and reduce their dependency on welfare assistance and rental subsidies. Through the collaboration with dedicated community partners, the FSS program secures supportive resources for families in achieving economic independence and self-sufficiency.

In 2020, the FSS team hosted nearly 90 virtual webinars to FSS participants and CMHA residents covering topics such as employment (job fairs, resume writing, job etiquette, job placement, entrepreneurship), health and wellness (immunizations, women's health, counseling, mental health), education (FAFSA application, post-secondary education), financial literacy (tax preparation, credit repair, budgeting, homeownership), reentry, childcare, food assistance and digital literacy.

In addition, last year, the FSS program had six participants become homeowners despite the global pandemic and all the challenges they may have encountered. This is the highest number since the program was established in 1993.

## Program Coordinating Committee:

- Cleveland Clinic
- Habitat for Humanity
- Imagination Library
- Boys and Girls Club of Cleveland
- Catholic Charities
- Ohio Means Jobs
- Cuyahoga Community College
- Towards Employment
- Fifth Third Bank
- CHN Housing Partners
- Sherwin Williams
- Cleveland Public Theatre
- Care Alliance
- Seeds of Literacy
- Step Forward previously known as Council for Economic Opportunities and Greater Cleveland (CEOGC)





# HEALTH AND WELLNESS

## The Healthy Living Wellness Program

The CMHA Healthy Living Wellness Program encourages employees to become healthier, happier and more productive. With close to 350 employees enrolled in the program, a variety of activities were held throughout the year to engage employees in healthier lifestyles.

Through the CMHA Employee Assistance Program, more than 30 virtual support sessions were facilitated by licensed professionals from Moore Counseling & Mediation Services, Inc., which provided a platform in which employees could participate in open-discussion forums, such as 'Power of Positive Thinking', 'Setting Healthy Boundaries' and 'At-Home Learning.'

In addition, vaccine clinics were held, the CMHA employee garden harvested more than 500 pounds of fresh produce and distributed to residents throughout the county, more than 80 employees participated in the Virtual Health Fair, more than 50 employees participated in the Virtual American Heart Association Walk and the Virtual Kidney Walk, chaired by CMHA CEO Jeffery K. Patterson and CMHA received the Healthy Business Council of Ohio 2020 Healthy Worksite Bronze Award for the second year in a row.



# CMHA POLICE

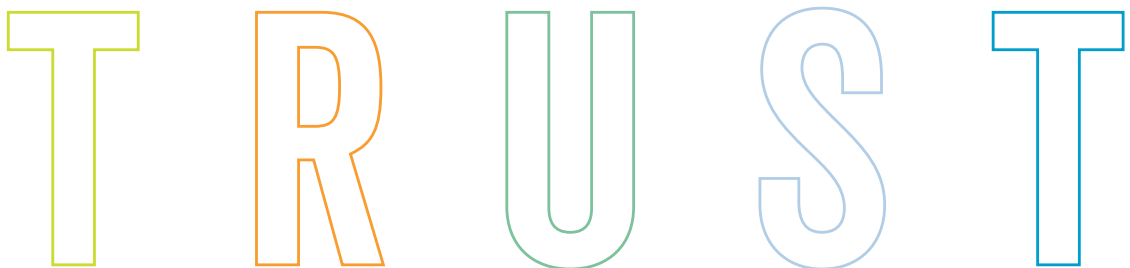


## CMHA Police

For more than 50 years, the CMHA Police Department has been providing safety and security services to the community. The CMHA Police Department patrol by police and protection officers, maintain an emergency dispatch center and enforce all city, state and federal laws. The department is a state-certified law enforcement agency that is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The CMHA Police Department has successfully obtained CALEA accreditation since 1998 verifying compliance with over 180 law enforcement standards. In addition, the department is accredited by the State of Ohio Community Police Advisory Board and is certified by the Ohio Peace Officers Training Commission. Through the implementation of safety protocols, Officers

accomplished many tasks including assisting with food distributions during the Stay at Home Order, facilitating proactive conversations with residents and guests discussing the importance of practicing social distancing and wearing masks and prioritized wellness checks for residents with special needs.

The CMHA Police Department continued to provide services to residents in the midst of a global pandemic. The department developed and rolled-out the emergency response plan for CMHA employees and their responsibilities to assist in a critical incident, received a grant to continue to provide above base line services through our Police Assistance Referral (PAR) program and increased police oversight to ensure safe and efficient law enforcement services.



**Tenacity** | **Respect** | **Understanding** | **Service** | **Training**

# COMMUNITY LEADERSHIP & AWARDS



THE MEDICAL MUTUAL  
**PILLAR**  
AWARD  
FOR  
COMMUNITY SERVICE

**MEDICAL MUTUAL PILLAR AWARD FOR COMMUNITY SERVICE AND THE MEDICAL MUTUAL SHARE AWARD**  
CMHA



**Jeffery K. Patterson**  
Chief Executive Officer

**LEADERSHIP OHIO CLASS OF 2020**  
**Jeffery K. Patterson**  
Chief Executive Officer

**THE CLEVELAND 500 RECIPIENT**  
**Jeffery K. Patterson**  
Chief Executive Officer



**CIVIL RIGHTS LAW ENFORCEMENT EXECUTIVE LEADERSHIP JUSTICE BY ACTION AWARD, NATIONAL ORGANIZATION OF BLACK LAW ENFORCEMENT EXECUTIVES (NOBLE)**  
**Andrés González**  
Chief of Police



**GREATER CLEVELAND FOOD BANK SITE OF THE YEAR AND BEST COMMUNICATION FOR THE KIDS CAFÉ MEAL PROGRAM**  
Lakeview Community Center



**UHCAN OHIO LEND YOUR VOICE - HEALTH CARE FOR ALL HONOREE**  
**Delores Gray**  
Care Alliance Health Center



**CRAIN'S CLEVELAND BUSINESS EXCELLENCE IN HUMAN RESOURCES**  
CMHA Human Resources Department



**SENIOR OF THE YEAR AWARD, WARD 6**  
**Marilyn Burns**  
Woodhill Resident

**CLEVELAND PUBLIC LIBRARY'S 150 UNSUNG HEROES AWARD**  
**Delores Gray**  
Cedar Resident



**LEADERSHIP CLEVELAND CLASS 2021**  
**Jeffrey Wade**  
Chief of Staff/Special Counsel to the CEO



**LEADERSHIP OHIO CLASS OF 2021**  
**Kristie Groves**  
Director of Resident Services



**CLEVELAND BRIDGE BUILDERS**  
**Claire Russ**  
Director of Research & Program Analysis



**CSU LEADERSHIP ACADEMY**  
**Rita James**  
HCVP Administrator



**CSU LEADERSHIP ACADEMY**  
**Ana Santiago**  
Resident Services Administrator

# COMMUNITY IMPACT AWARDS

## DEPARTMENTS

Applications  
Compliance  
Conventional & Multifamily Affordable Housing  
Conventional Affordable Housing  
Executive Office  
Financial Services  
Housing Choice Voucher Program  
Human Resources  
Information Technology  
Internal Audit  
Legal Affairs  
Marketing & Communications  
Modernization & Development  
Multi-Family Affordable Housing  
Police  
Policy, Planning and Housing Mobility  
Property Maintenance  
Purchasing  
Research & Program Analysis  
Resident Services

## AMPs

Cedar  
Near West  
Partnership Properties  
RAD  
Riverview Replacement  
Hough  
Small Scattered  
Outhwaite  
Tax Credit/PBV/S8NC  
Eastside  
King Kennedy  
Southeast  
Downtown  
Far West

Everyone worked together through the pandemic to ensure our housing communities and residents were safe and receiving the necessary resources during these unprecedented times.

**STRENGTH | SERVICE | SACRIFICE**

# NOAA KEY AWARDS

The Northeast Ohio Apartment Association (NOAA) awarded CMHA with 2020 NOAA Key Awards for achieving the highest standards of property management professionalism. CMHA Properties were recognized with the 100% Club, Top 10, Platinum, Gold and Silver Key Awards.



**Heritage View IV**



**Griot Village**  
(Fairfax Intergenerational Housing)



**Heritage View II**  
**Heritage View IV**



**Bellaire Garden A**  
**Mount Auburn**  
**Springbrook**



**Ambleside**  
**Carver Park RAD**  
**Cedar High Rise**  
**Doris V. Jones**  
**Fairway Manor**  
**Lakeview Tower**

**LaRonde**  
**Lee Miles**  
**Legacy Park**  
**Lorain Square**  
**Mildred Brewer**  
**Outhwaite Homes**

**Phoenix Village**  
**Quarrytown**  
**Riverside Park RAD**  
**Phase II & III**  
**Scranton Castle**  
**Severance Towers**  
**West Boulevard**

## NAHRO AWARDS

12 National Association of Housing and Redevelopment Officials (NAHRO) Merit Awards



- \* New Employee & Manager Training Series
- \* Angelina Jolie Visits Cleveland and Urban Farm
- CMHA Girl Scouts Lights On Afterschool Engagement
- Lakeview Terrace Park Revitalization & Public Art
- World B. Free Health and Wellness Initiative
- Resident Email Pilot at Cedar High Rise
- Riverside Park Phase II Rehab Design
- CMHA Community Beautification
- CMHA PCs for People Eligibility Portal
- Techie Camp with TechCorps
- CMHA Mobile App
- True2U

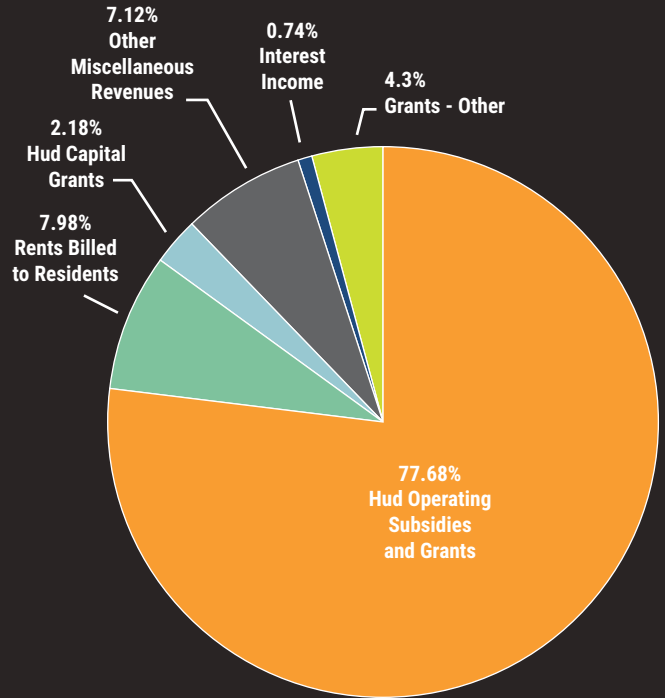
\*Nominated for  
NAHRO Award  
of Excellence

# FINANCIALS: SUPPORT, REVENUE & EXPENSES

## WHERE THE MONEY COMES FROM Support and Revenue

For the year ended 12/31/19

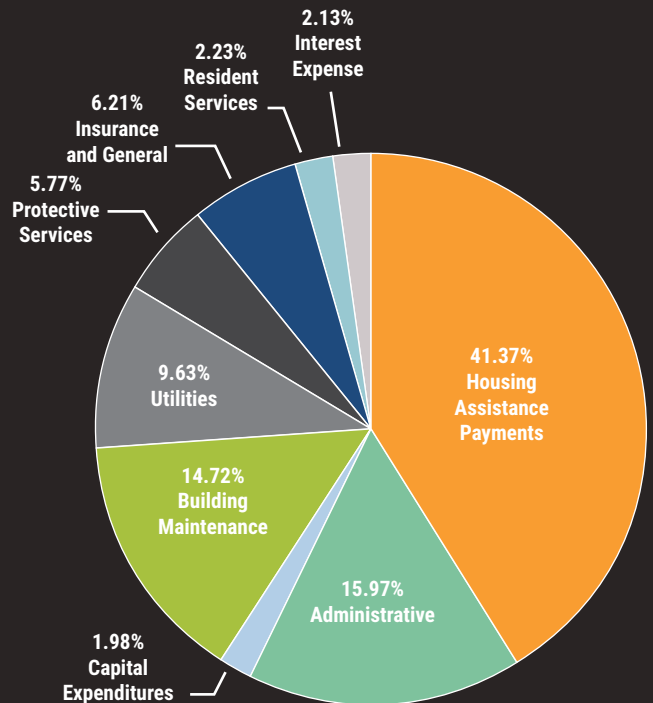
Hud Operating Subsidies and Grants.....	\$ 191,656,462
Rents Billed to Residents.....	\$ 19,682,838
Hud Capital Grants.....	\$ 5,372,741
Other Miscellaneous Revenues.....	\$ 17,574,990
Interest Income.....	\$ 1,824,310
Grants - Other.....	\$ 10,604,850
<b>TOTAL REVENUE AND SUPPORT.....</b>	<b>\$ 246,716,191</b>



## WHERE THE MONEY GOES Expenses

For the year ended 12/31/19

Housing Assistance Payments.....	\$ 94,298,957
Administrative.....	\$ 36,393,284
Capital Expenditures.....	\$ 4,524,238
Building Maintenance.....	\$ 33,544,781
Utilities.....	\$ 21,938,518
Protective Services.....	\$ 13,162,765
Insurance And General.....	\$ 14,147,223
Resident Services.....	\$ 5,071,910
Interest Expense.....	\$ 4,848,102
<b>TOTAL EXPENSES.....</b>	<b>\$ 227,929,7783</b>



CMHA receives funding through various sources and makes expenditures recorded in compliance with all federal and state guidelines. The Authority continues to receive an unmodified opinion for its annual financial statement audit, which is the best opinion that can be rendered. The complete financial statements with a detailed management discussion and analysis can be viewed online at <https://www.cmha.net/aboutus/documents.aspx>

# CMHA BOARD OF COMMISSIONERS



**Stephanie Pope-Earley**  
*Chairperson*



**Joseph Black**  
*Vice Chairperson*



**Robert E. Davis**  
*Commissioner*



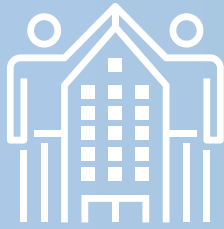
**Nadine D. Head**  
*Commissioner*



**Barry A. Withers**  
*Commissioner*







**One of the 10 largest  
Housing Authorities  
in the country.**

# CMHA STATS AT A GLANCE



**CMHA DEVELOPMENTS:  
60 Properties  
10,000 Units**

**First Housing Authority  
in the United States.  
CHARTERED IN 1933.**



**Energy  
conservation  
programs  
established.**



**15,000  
Housing  
Choice  
Vouchers**



**Total Number of  
People Served**



**FISCALLY  
RESPONSIBLE:  
good steward  
of resources  
and finances.**



**CMHA received 12 NATIONAL AWARDS in 2020 for  
its program innovation from the National Association  
of Housing and Redevelopment Officials (NAHRO).**

# CMHA LEADERSHIP TEAM



**Jeffery K. Patterson**  
*Chief Executive Officer*



**Jeffrey Wade**  
*Chief of Staff/Special Counsel to the CEO*



**Andrés González**  
*Chief of Police*



**Sharhonda Greer**  
*Director of Conventional & Multi-Family Affordable Housing*



**Heather Gaines**  
*Director of the Housing Choice Voucher Program*



**Bo Truett**  
*Director of Finance*



**Dorivette Nolan**  
*Director of Policy, Planning and Housing Mobility*



**Kristie Groves**  
*Director of Resident Services*



**Rachel Loewy**  
*Director of Modernization and Development*



**Courtney Crockett**  
*Director of Marketing and Communications*



**Donald Butler**  
*Director of Information Technology*



**Betsy McCafferty**  
*Director of Human Resources*



**Claire Russ**  
*Director of Research and Program Analysis*



**Jennifer Rieker**  
*Deputy General Counsel*



**Ronald King**  
*Director of Property Maintenance*



**Mark Hunt**  
*Director of Compliance*



**Elliott DeVan, Jr.**  
*Director of Internal Audit*



**Carla Haren**  
*Executive Administrative Officer/Board Liaison*



**Iris Cartagena**  
*Executive Assistant to the Chief of Staff*

# CMHA SENIOR MANAGEMENT TEAM



**Victor McDowell**  
*Deputy Chief  
of Police*



**Kelly Fuller**  
*Deputy Director  
of Information  
Technology*



**Ronaye Steele**  
*Deputy Director of  
Human Resources*



**Jim Priscak**  
*Deputy Director  
of Modernization  
and Development*



**Jake Pollock**  
*Deputy Director  
of Purchasing*



**Chanel Starks**  
*Deputy Director  
of Inspections*



**Tekisha Ruffin**  
*Deputy Director of  
Resident Services*



**Lisa Lindsay**  
*Deputy Director  
of Conventional  
and Multi-family  
Affordable Housing*



**Schelsey Parker**  
*Regional Deputy  
Director*



**Arika Bethune-Payne**  
*Regional Deputy  
Director*



**Julia Houston**  
*Regional Deputy  
Director*



**Darlene Sledge**  
*Regional Deputy  
Director*

**STRENGTH | SERVICE | SACRIFICE**



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