

From: Raymond Fitzgerald RFitzgerald@whadelaware.org 

Subject: Follow up from 9/2/2026 Council Meeting

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Good Day,

I am writing you all to provide you with an update regarding the Council meeting held last evening. My apologies for not attending however I shared that I had a family obligation that I couldn't reschedule with short notice.

Below is an update to some of the concerns raised at last night's meeting:

1. Bed bugs and related concerns:
 - a. I checked with our maintenance team and we only have 2 work orders placed at our Park View location related to bed bug concerns. No other reports have been received from other locations
 - b. For clarity, the work order system is the resource residents are directed to use to make management aware of concerns that need to be addressed. Work orders can be filed using paper, filed electronically, or by phone, 24 hours a day, 7-days a week. Many resident concerns go unreported to management because many residents do not use these resources
 - c. When we are made aware, we exterminate the unit at issue; neighboring units; and anyone's unit who visited that unit.
2. General Extermination
 - a. Extermination is scheduled weekly at all locations
 - b. Because WHA schedules weekly extermination at all high-rises through our extermination vendor, no extermination issue will go unaddressed if residents make us aware of the issue.
 - a. Also of note, is we deal with vulnerable residents with mental health and other concerns that traditional landlords will not manage. Hoarders for example make extermination complicated. We have programs in place to help hoarders get support along with helping them clean their units so they can become compliant with their lease when traditional landlords would evict them
3. Work order responsiveness
 - a. To date the agency has received almost 10,000 work orders this year and over 90% are complete
 - b. Our work order system allows us to pull data and reports. Response data is enclosed below:
 - i. Health and safety work orders are responded to in less than 24 hours and are completed on average of 5 days or less
 - ii. WHA internal procedure is for routine work orders to be addressed within 30 days. Our data shows that these work orders are responded to and addressed on average around 12 days
4. Our Maintenance Manger walked through several of our high-rise buildings this morning to follow-up on the reports of "black residue" at Crestview and general cleanliness at other sites
 - a. Crestview
 - i. Floors are currently being stripped and waxed. The contractor strips two

floors at a time and comes back later to wax. The black residue is from the stripping and will be cleared up before waxing

1. There have been no work orders filed regarding this concern
 - ii. In our most recent HUD NSPIRE inspection in 2024, Crestview received a score of 89/100 which is exceptional and a historical improvement. (See attached)
 - iii. To date management at Crestview have completed 729 work orders. The vast majority of these were staff reported rather than resident reported, which is an indication that staff is involved and engaged in the upkeep of this property
 - b. No other cleanliness concerns were viewed by the manager but we will make sure to keep a close eye on this issue going forward.
 - i. There have been no recent work order filed regarding cleanliness at Crestview.
 - c. Crestview elevators
 - i. At least one Crestview elevator is operational. We have been working on renovating the elevators one at a time. There has been delays in the renovation because our contractor has been waiting on parts and equipment. Those parts have arrived and the renovations are scheduled to begin on 9/7
 - ii. It is my understanding that we have been providing updates to residents
5. Overdoses at Crestview
 - a. We have no reports of overdoses at this location over the last 6 months
6. Reports of Harassment, threats of evictions when tenants decide to escalate issues to upper management
 - a. We have no credible instances of this happening
 - b. We investigate any reports like this every time it is claimed. Each time this issue has been reported in the past, after investigating, we discovered that the retaliation being claimed is unfounded
7. Park View HVAC
 - a. We have had issues with the Park View HVAC common areas for some time that we have attempted to manage by continuously repairing this very old system
 - b. Over the last year we have been trying to get reserve funds from HUD to pay for the upgrades. The upgrades are in progress and have been in progress for months
 - c. In our most recent HUD NSPIRE inspection in 2025, Park View received a score of 97/100 which is exceptional and a historical improvement. (See attached)
 - d. To date management at Park View have completed 697 work orders. The vast majority of these were staff reported rather than resident reported, which is an indication that staff is involved and engaged in the upkeep of this property
8. Safety and Security
 - a. During this year we made significant security upgrades that allowed the following improvements:
 - i. Doubled the number of security personnel and changed processes to make positive significant impacts on safety and security (See attached Excel Spreadsheet)
 - ii. Worked closely with Wilmington PD to better coordinate safety initiatives
 - iii. Stationed security personnel in high-rises during time periods that data showed security would have the most impact. These efforts resulted in significant security improvements. (See attached)
 - iv. Future security modernization efforts that are in progress:
 1. See the attached plan for WMA Security modernization

1. See the attached plan for WHA Security modernization
2. Installation of enhanced cameras that provide alerts to improve incident response times
3. Camera's will include
 - a. Gun detection software
 - b. Facial matching software that will only target banned individuals

9. Attachments

- a. We included these additional attachments to demonstrate our commitment to this city and the families we serve. None of the accomplishments included in these attachments are required. We have taken on these additional responsibilities to help our communities advance and prosper
 - i. WHA and DAHG Accomplishments
 - ii. WHA and DAHG grants and resource allocation
 - iii. WHA workforce development and special programs

Let me be clear that I am sure some of the things reported by our residents have merit. The issues raised are not unusual when you consider we manage 5 high-rises (Park View, Crestview, Herlihy, Compton, and Baynard) serving almost 1,000 individuals. We can only address issues we are aware of. When residents reach out to you with concerns, I am sure the overwhelming majority of them will not be able to provide evidence that they filed a work order or made us aware. Even if that is the case, if someone reaches out to you feel free to call me to address the issue or give them my work phone number so we can resolve the complaint expeditiously. I address issues with some Council Members who reach out to me on a regular basis, and I am sure they will confirm my responsiveness to resolve their concerns. The bottom line with my staff is that when I get a complaint, that issue becomes the priority. Staff members are aware of my expectations and as a result, very few issues escalate to me.

I typically meet with residents twice annually at each high-rise. The next set of meetings will be scheduled in October. I will be sure to invite you all to those meetings to hear concerns and to hear how we engage with residents. Some Council members have participated in these meetings in the past, and I am sure they were able to glean better context from those meetings.

During my tenure at WHA, when we meet with residents, we stress the importance of filing work orders so we can hold staff accountable because that is the mechanism we use to hold staff accountable. During these meetings I always tell residents that effective building management is a team effort because, other than the routine work, we can only address what they make us aware of.

I also think it would be a good idea to invite Council and Council staff to meet with WHA so all of our Departments can briefly present about our agency and Council and staff can ask direct questions and get a better understanding of the agency. If that is something you think is a good idea, please share the contact information of the person we should coordinate something like that with.

In closing, WHA has improved significantly in the last 5 years. We are a progressive, forward-thinking agency that is focused on continuous improvement and we care about the people we serve. Hopefully, we can make you all believers.

Thanks.

Rav Fitzgerald

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“True leaders don’t create followers, they create more leaders.”

WHA Self-Sufficiency
Programming.pdf



WHA & DAHG Grant Presentation
(FINAL).pdf



Lead Abatement Update
Presentation (8.6.2026).pdf



Security Project - Coram AI
8.21.26.docx
100 KB



NSPIRE Inspection Report 02-11-
2025.pdf



WHA_Security_Outcomes_2025_
2026.xlsx

