



CMHA held a Contractor's meeting on Saturday, November 23, 2024. The meeting provided essential items necessary for each contractor working with CMHA to include in their agreed upon responsibilities and submitted documents. I want to take a moment to review the key points that were discussed, as they are critical to our ongoing collaboration and the success of our partnership.

CMHA is investing in our properties to preserve affordable housing in Cincinnati. This requires a working partnership with the contracting companies who work hand in hand with us to operate by completing unit turns, finishing work orders, implementing pest control, and performing janitorial services. It is essential to effectively work together for these plans to be executed successfully. I continue to advocate for our partnerships; however, I continue to receive negative feedback from City officials, and more importantly, our residents. Improving the quality of our services is most essential. Each of us plays a vital role, and the strength of that collaboration is key.

I want to stress the importance of not taking on more work than your business can handle.

- Overcommitting yourself or your team leads to delays and incomplete projects, which impacts the overall success of the work you provide.
- Always be realistic about your capacity to ensure the quality and timeliness of your work.
- It is equally important that you defend your workmanship.
- If there are issues, address them immediately and professionally.
- Your reputation is built on the quality of your work, and we must maintain the "CMHA Gold Standard."

Regarding workmanship and billing, it has come to our attention that some contractors have been charging for **incomplete work**. CMHA uses federal dollars to pay for your services, and it is critical that all work is completed to the agreed-upon standards before invoices are submitted. Documentation is crucial as CMHA must provide supporting documents on what services were paid for when there is an audit. Therefore, I must emphasize the importance of sending pictures of your work for every invoice submission. This is critical for tracking progress and maintaining transparency.

Your professionalism is also paramount. You and your team represent both your company and CMHA. We expect all contractors to maintain the highest standards of conduct, including professional attire and behavior.

Affordable housing is a tool that drives community improvement, so it's what you do with this tool that matters the most. Leverage these opportunities to showcase your skills and build your reputation within the industry. As we continue our partnership, we encourage you to focus on growing both your company and your skill set. This is an opportunity for professional development. As you expand your knowledge, you ensure long-term success for yourself and for our combined projects.

A strong, cooperative partnership is built on mutual respect and commitment to the shared goal. We all need to be aligned in our efforts to achieve success. We are here to support one another and to contribute to the success of the community. If any of our contractors are not willing to be true partners, this relationship will not work. Please take these points seriously and incorporate them into your work moving forward. I appreciate your attention to these matters.

Sincerely,

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