

# RALPH JORDAN

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I am a professional Executive Director who has extensive experience in property management, property maintenance, asset management, and Housing Choice Voucher programs. I am a dedicated and hard-working professional who can motivate others to perform at their maximum ability by using positive reinforcement. An ambitious and goal-oriented individual who is always looking toward to the future of the organization and one that strives to exceed goals of an organization or company. Well trained and able to handle multiple tasks simultaneously. Highly competitive, passionate, persuasive, articulate and able to achieve results others believed to be impossible.

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## PROFESSIONAL EXPERIENCE

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**Aurora Housing Authority, Aurora, Illinois**

**July 2, 2018 to Present**

### ***Executive Director***

Currently manage and oversee the daily operations of the Aurora Housing Authority which administers 444 Public Housing units, 1,499 Housing Choice Vouchers, 70 units for Seniors 62 and older via the LIHTC grant and over 600 units with Project-Based Vouchers. The agency was considered a "Troubled" agency for Public Housing and the Housing Choice Voucher Program upon my arrival. The agency had 18 findings in its Public Housing and Housing Choice Voucher Program and had not submitted its audit for 2017 and the SEMAP certification for the HCV program. The agency also had not completed a budget for fiscal year 2019 which was due March 31, 2018. The agency has made a complete turnaround and upgrade since I became the Executive Director on July 2, 2018. The 18 findings in Public Housing and the Housing Choice Voucher Program were completed by October 8, 2018. The budget was planned and completed by August of 2018. The Department of Housing and Urban Development (HUD) completed a confirmatory review of the agency on May 28<sup>th</sup> and 29<sup>th</sup> of 2019. HUD reviewed the Housing Choice Voucher Program and confirmed that the program was no longer troubled. The 18 findings in the Public Housing Program were completed and cleared by HUD by July 19, 2019. Beginning in 2018 the agency created and implemented a plan to increase the Public Housing occupancy rate. The occupancy rate was 92% and the agency increased the rate to 98% by March 31, 2018. Created and implemented a plan to decrease the residents outstanding rent from \$68,000 to \$16,000 within a 9-month period. Created and implemented a plan to convert

the agency to the Asset Management model, which increased the agency's revenue by \$1.6 million dollars in a ten-month period. Also created and implemented a plan to clear up the 7 audit findings that were discovered during the 2017 audit. The agency became a "High Performing" agency by the 2019 fiscal year. The agency scored a grade of 91 on the 2019 Public Housing Assessment System (PHAS) program from HUD. The agency progressed from a "Troubled Agency" to a "High Performing" agency within a 9-month period. The agency continued to be a PHAS "High Performing Agency" in 2022 and 2023. The Aurora Housing Authority has become a "High Performing" agency on the Housing Choice Voucher Program for 2023, 2024 and 2025 for 3-years in a row.

The agency began to plan for new development of a 13-acre vacant land of Public Housing that had been demolished in 2010. The agency applied for the 9-percent LIHTC grant in 2021 to build 70-single family homes and duplexes for Seniors 62 and older. The grant was approved by June of 2021 and the agency closed on the development deal called Fourteen Forty-Nine Senior Estates by May of 2023. Construction began in May of 2023 and was completed by December of 2024. The Seniors began to move-in by January of 2025 and all 70-units were occupied by June 2025. The agency applied for a 9-percent LIHTC tax credit grant in January of 2025 for Phase 2 of Fourteen Forty-Nine Senior Estates. The plan was to build an additional 50 single-family homes and duplexes for seniors. The 9-percent tax credit grant was approved in June of 2025 and the goal is to close on the development deal by April of 2026 and begin construction of the 50 single-family homes and duplexes for Seniors 62 and older.

The agency has completed modernization of the exterior and interior of the 36-unit site public housing site called Indian Trail. This modernization was completed by 2022. The agency has modernized the interior of the 34-unit single-family homes and duplexes for the Southwind site. The interior of both sites was rehabilitated and the residents were provided washers and dryers in each unit.

The agency received approval of the demo/disposition of the 58-unit Eastwood site. HUD approved the demo/disposition in June of 2024 and the agency began the relocation of the 58 families in October of 2024. The 58 families were vacated by July of 2025 and the agency began the demolition plan of the site in August of 2025. The agency put in the pre-application for a 9-percent tax credit grant to develop 42 single-family homes and duplexes for the former Eastwood site. The agency has completed a Master Development plan for the 127-unit Centennial House site and will be making the final plan for the Maple Terrace site in the first quarter of 2026.



**Indianapolis Housing Agency, Indianapolis, Indiana****2016-2018*****Chief Operating Officer (COO)***

Oversaw the day-to-day operation of the Indianapolis Housing Agency which managed over 2,000 units of public housing and 8,617 section 8 vouchers. The housing stock consisted of low-income public housing, tax-credit housing, Homeownership housing, and private market units. The Housing Choice Voucher Program (HCVP) also had HUD VASH Vouchers and Project-Based Vouchers. Assisted the agency by increasing its Voucher utilization from 82% in October of 2016 to 95% by December of 2017. Assisted the agency by implementing a plan that increased its occupancy rate from 93% to 98% in 2017 for Public Housing. Oversaw a budget of \$65,000,000. Oversaw the agency converting all its public housing units to Rental Assistance Demonstration Program (RAD). Assisted the agency in resolving issues from a HUD Quality Assurance Division (QAD) audit.

**Cuyahoga Metropolitan Housing Authority, Cleveland, Ohio****2012-2016*****Deputy Director of Asset Management***

Managed the day-to-day operations of the Asset Management Department. The Asset Management department managed 10,500 units of Public Housing for the Cuyahoga Metropolitan Housing Authority (CMHA). Supervised and mentored 63 Property and Assistant Managers and 11 AMP Leaders. Assisted the agency in improving the occupancy rate and rent collection. Lead the agency's REAC improvement efforts by creating and implementing a plan that improved the agency's REAC score from 67 to 87 in a three-year period. Oversaw and maintained a budget of \$85,000,000 for the Asset Management Department.

**Cuyahoga Metropolitan Housing Authority*****Director of Property Maintenance*****2004-2012**

Responsible for the maintenance operation of 10,500 units of public housing and scattered sites. Supervised over 300 employees and ensured that the heating and cooling systems for all units were maintained. Managed and administered the sanitation department which provides waste removal services for the entire agency. Maintained a vehicle fleet of over 200 vehicles. Oversaw the customer Support Center which receives and allocates all service requests for 60 housing sites. Monitored after-hour emergencies for the agency. Created the fee-for-service process for Property Maintenance which stopped the agency from laying off 90 maintenance staff. Administered and monitored numerous maintenance contracts. Member of the planning committee for all new development. Developed training programs for management and maintenance personnel. Managed the Elevator contracts for the agency which had 75 elevators.

**Woodlawn Community Development Corp., Chicago**

**2000-2004**

***Vice President Real Estate Management***

Oversaw the management operation of 9,000 public and privately-owned housing units. Successfully prepared, administered, and implemented a plan of action for budgets of over \$20,000,000. Assisted the organization by drastically improving PHAS scores of all properties to score "A" for rent collection, work orders, and annual reviews. I served as the construction manager for the modernization of five public housing senior buildings (965 units). Successfully developed and implemented proposals for two major rehab projects that were approved for 4.5 million dollars. Managed the construction of 200 "make ready units" for the relocation of public housing residents. Prepared and developed all responses to Request for Proposals (RFP's) and assured that the corporation met all MBE/WBE and Section 3 requirements.

**Chicago Housing Authority, Chicago, Illinois**

**1998-2000**

***Regional Manager***

Supervised the management operations for Robert Taylor Homes which had 5,428 public housing units. Successfully prepared, implemented, and administered a plan of action for a budget of \$10,000,000. Directed and trained a staff of 155 employees on implementing policy and procedures of HUD and the Chicago Housing Authority. Improved the rent collection to 98.8 percent and decreased the outstanding work order request by 25%. Coordinated the emergency demo relocation of 150 public housing families from October 1998 to December 1998. Assisted in increasing CHA's PHMAP score that allowed the Chicago Housing Authority to be removed from the HUD "Troubled Housing List". I developed a plan of action and solutions for all emergencies and turned around employees previously thought to be poor performers. Chaired productivity meetings and monitored the progress.

***Development Manager – Robert Taylor Homes***

**1996-1998**

Oversaw the management operation of 1,260 units and managed a budget of \$2,300,000. Increased rent collection, work order productivity and effectively addressed tenant complaints. Supervised a staff of 40 employees, initiated and adapted effective measures to utilize the staff efficiently. Successfully managed property effectively and was promoted to Regional Manager.

***Development Manager – Henry Horner Homes***

Managed 1,773 Public Housing units and strengthened the management maintenance operation and increase rent collection by 15%. Administered and balanced the budget for \$2,600,000. Directed and trained a staff of 60 employees. The residents had won a \$500,000,000 dollar lawsuit to redevelop the site. I administered and implemented the transition of Henry Horner Homes from public housing management to private management which was apart of the lawsuit. Managed and maintained the property during the redevelopment of the community.

## **EDUCATION**

Masters of Real Estate Development (MRED) Auburn University May 2023

Master of Business Management – Indiana Wesleyan University August 2013

Bachelor Business Administration in Organizational Management-Tiffin University May 2007

### **Special Training**

Certified Site-Base Budget Specialist, NCHM

Registered Housing Manager, NCHM

Certified Occupancy Specialist, NCHM

Certified Manager of Housing, NCHM

Certified Manager of Maintenance, NCHM

Housing Choice Voucher (HCV) Executive Management Certification, Nan McKay

PHADA/Rutgers Executive Director Education Program (EDEP) PHADA

National Housing Committee for NAHRO organization

NAHRO Committee for Community Revitalization and Development (CR&D)