

SETTING A NEW

Vision



Dallas Housing Authority 2007-2008 Annual Report



Mission

The Housing Authority of the City of Dallas, Texas (DHA) provides quality, affordable housing to low-income families and individuals through the effective and efficient administration of housing assistance programs; and by creating and cultivating opportunities for program participants to achieve self-sufficiency and economic independence.

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Development

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Information Services

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Starting at Home

DHA's headquarters building in Dallas is not the same place it was just a year ago. While it is still the central nervous system that runs a county-wide operation, the agency is adopting a new way of working to comply with shifting regulations and achieve a more tangible presence beyond its four walls. Changes in the past year have brought DHA closer to realizing that part of its vision.

The agency is taking decisive actions to tighten controls over budgeting and expenditures, reorganizing its Information Services, Finance, Public Housing and Leased Housing departments. The internal overhaul will also help facilitate a smooth transition to an asset-based management system, a federally mandated change to track spending and revenue separately for each DHA property. Another program initiated in 2007 focuses on cross-training employees so every job can be completed even when the person who is primarily responsible is absent.

Right: Lakandra Hall is a proud homeowner after successfully completing the agency's family self-sufficiency program. Hall says that buying a home was the best decision she ever made for herself and her children. Above: Kim Schubert, accounts payable supervisor, joins her coworkers in "working smarter, not harder."

"The new motto around here is to work smarter, not harder," said Kim Schubert, accounts payable supervisor. It's a mantra that carries beyond the new systems and procedures designed to streamline DHA's financial processes; it also points to a changing mindset throughout the agency. "We're striving for more consistency and accuracy in our work, which ultimately leads to faster and better service to clients," she said.

Part of that new mindset includes maintaining closer contact with the people who depend on DHA services. The agency moved many of its employees out of the central office to positions located at branch administrative offices managing applications and voucher programs.

When employees truly understand the people and the communities they serve, the agency becomes more effective at providing the valuable blend of affordable housing and education that

can inspire residents to change their lives.

One such success story can be found in Lakandra Hall, a DHA client, who put in 400 hours of work to help build her own home alongside Habitat for Humanity. After earning her GED and completing classes through DHA, she now works full-time for the agency as an accounting clerk.

"Becoming a homeowner through DHA was the best decision I ever made, for myself and my kids," said Hall. "And as a DHA employee, now I'm able to let clients know that I was once in their shoes, and help them find success like I did."





President's Message

Succeeding in the face of extreme hardship takes courage and sacrifice. More than that, it takes a new vision – an ability to see beyond the immediate obstacles and conceive of a long-term plan for change. True vision is not easy to come by. Yet clients of the Dallas Housing Authority routinely find it in themselves to envision a better life for their families and complete the long journey to make it so. Their commitment is the inspiration for our agency. Because in order to serve their evolving needs, we must have vision ourselves. We must be able to comprehend the big picture, and use it as our guide to make progress in small steps.

Over the last year, DHA has continued to define its vision for affordable housing in Dallas County. We have carried on with the fundamental programs that have successfully ushered thousands of clients out of poverty to a self-sufficient lifestyle.

Simultaneously, we also have initiated or completed changes – some minor, some dramatic – designed to improve our performance today and ensure we can fulfill our mission in the future.

Internally, we have refined our systems and procedures to create a more streamlined operation. Even seemingly mundane projects, like an upgrade to our financial software, can have a profound impact on the speed and accuracy with which we serve our clients and make good use of taxpayer money.

In the community, we have found new ways to bring hope and opportunity to the area's poorest citizens. Despite the endless roadblocks of shrinking budgets and pointed opposition, our presence continues to expand. As such, the pages of this report are divided into the four quadrants of Dallas, providing a glimpse of DHA's impact in the north, south, east and west.

The agency's influence even transcends the borders of Dallas County, through programs such as our CRYSTAL award scholarships, currently helping disadvantaged students attend college in 11 states; and, as the memory of Hurricane Katrina fades around the nation, through our assistance to more than 1,000 New Orleans families whose lives are still in turmoil.

DHA's new vision is bigger than any one person, and broader than the span of months. Strategic thinking and sound execution over many years are required to overcome the disparities that divide our city. Yet we are resolute that with the help of our neighbors, we can achieve a better tomorrow for the entire Dallas area.

-Troy Broussard
Interim President and CEO
July 2008

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 Beth Clegg
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 Jessie Toles
 Robert F. See Jr.
 Richard A. Marquez
 Diane R. Miles
 Larry K. Davis
 Raymond Quintanilla
 Mary Churchill Ceverha
 Bernice J. Washington
 Adrona Johnson
 Beverly L. Brooks
 Gwyneith Black
 Pamela A. Baeza
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 Randy Pace
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 Guy Brignon
 Marcella Atkinson
 Betty Culbreath
 Rod Washington



Terdema Ussery
 Board Chair
 November 2008



Joe Velazquez
 Board Vice Chair
 March 2005



Pedro Aguirre
 November 2008



Latrisa Davis
 April 2007



Thomas D. Karol
 December 2006

Board Members

Right: DHA education and employment programs assist clients such as Santos Lumbreras in taking charge of their future success.

Below: The Villas at Hillcrest in North Dallas offers families good schools and employment opportunities.

Opposite: Maintenance staff such as Jesus Maldonado, who has been with DHA for 11 years, works hard to maintain DHA properties.



DHA has five public housing developments in the north Dallas area, providing housing for families and senior citizens.



Looking North

North Dallas has long held the reputation for being the prestigious part of town. While the area is home to plenty of average citizens, it is best known for its elite neighborhoods, exclusive universities, high-end shopping and corporate corridors. And until recently, public housing developments have not been part of the North Dallas landscape.

2007 was a milestone year for DHA, if for no other reason than the near completion of The Villas at Hillcrest, a property in a historically affluent section of Far North Dallas. With families slated to move in 2008, the development includes the last of 474 housing units constructed under the *Walker* agreement, which required DHA to make public housing available in “predominately white neighborhoods” with low poverty rates.

The \$4.5 million complex, which consists of 40 town homes, promises a new and improved way of life for DHA clients. With enhanced community amenities, acclaimed schools and greater employment opportunities, residents will be even more empowered to take charge of their own well being.

Despite its benefits to DHA clients, The Villas at Hillcrest did not come to completion without struggle. As with earlier developments built in North Dallas, construction was delayed for years amid concerns from existing residents in the community. And the delicate negotiations evoked complex questions about race, crime, social status and other factors.

In support of DHA’s northward expansion, the agency has implemented a neighborhood task force to counter unfounded beliefs and promote understanding and acceptance within the community. Today, evidence suggests that many North Dallas residents are now embracing the opportunity to welcome their less fortunate neighbors and come to their aid.

As DHA closes one of the most challenging chapters in its history, its vision of compassion and equal opportunity is more alive than ever.



Looking South

Dallas' south side is generally a stark contrast to the booming communities north of downtown. Home to some of the city's poorest neighborhoods and largely ignored by developers, much of the South Dallas and Oak Cliff area has suffered from a longstanding pattern of neglect.

But DHA resident Betty Carter says she has seen a change in the 20 years she has lived at Estell Village Apartments in Oak Cliff.

"It's quieter now, more peaceful. It's safer for the kids to play outside," she said. Carter, who is known for keeping a beautiful garden behind her unit, has also noticed more people taking pride in what is theirs, pulling weeds and picking up litter.

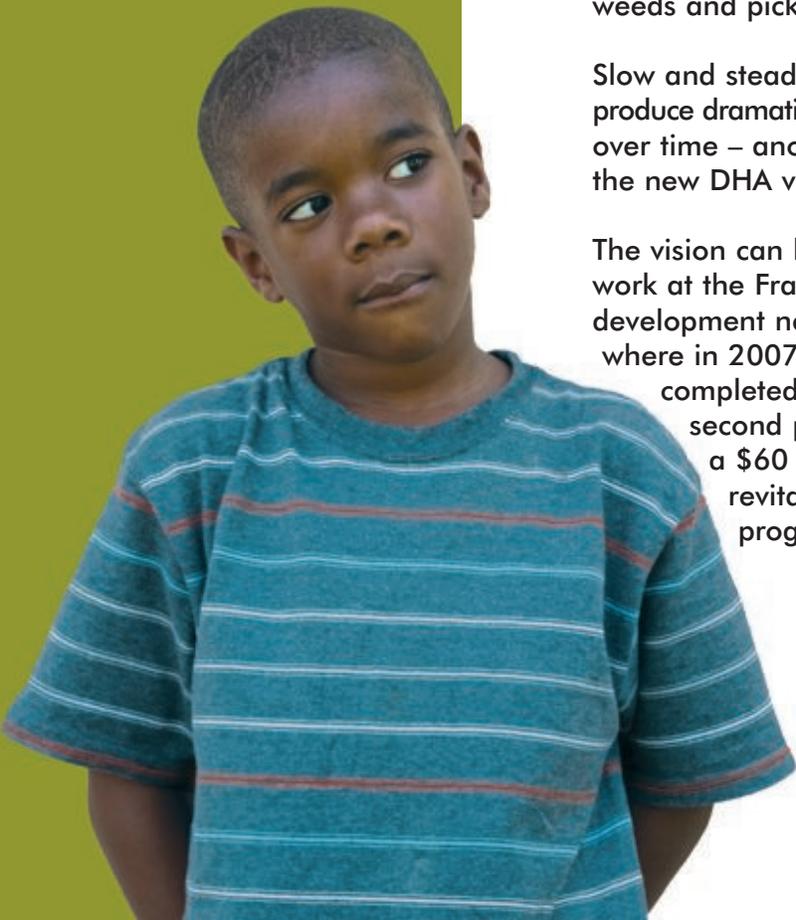
Slow and steady progress can produce dramatic improvements over time – another pillar of the new DHA vision.

The vision can be seen at work at the Frazier Fellowship development near Fair Park, where in 2007 DHA completed the second phase of a \$60 million revitalization program.

Through HUD's HOPE VI mixed-income grant, the Inner-City Communities Development Corporation (ICDC) and Habitat for Humanity, the community will ultimately contain some 300 town homes, duplexes and single family homes. Similar partnerships are planned to transform housing at Rhoads Terrace and Turner Courts, which, along with Frazier, were once among DHA's oldest, largest and most troubled developments. Work in all three communities is based on a DHA-initiated master plan by Boston's renowned urban planner Antonio DiMambro.

Even in the southern sector of downtown Dallas, DHA is reaching out in new ways to curb poverty and enable opportunity. The agency formalized an agreement with the city of Dallas to support a new homeless shelter called The Bridge, offering 200 rental-assistance vouchers for homeless people committed to making a recovery.

In DHA's new vision, everyone has a home, no matter how long it takes.





Left: Estell Village is conveniently located near Paul Quinn College and the University of North Texas Dallas campus.

Below: The new Frazier Fellowship development has revitalized the old Frazier Courts neighborhood.

Opposite: Savion Davis and other families at Estell Village received the opportunity to participate in a Healthy Family pilot program in 2007.

DHA plans to initiate Healthy Family programs, like the one at Estell Village, at additional family sites.



Right: Simpson Place will soon be a contemporary development that is affordable for low-income citizens.

Below: Roseland's HOPE VI development has transformed the northeast Dallas community.

Opposite: Bryan Epperson participates in a teen survival skills course offered at Roseland Townhomes.



East Dallas properties are conveniently located near Baylor Hospital, CityPlace retail and office areas and the popular West Village.



Looking East

The distinction between the haves and have-nots is clearly visible in East Dallas. Perhaps nowhere else in the city can one witness both sides of economic disparity in such close proximity. Restored historic mansions abut small and dilapidated homes. Stylish restaurants and shops occupy the same blocks as long-abandoned storefronts. And the hub of a world-renowned healthcare complex rises from the middle of a poverty-stricken neighborhood.

DHA's vision in East Dallas involves tilting the balance, empowering more underprivileged members of the community to play a positive and productive role in this ever-evolving community.

In 2007, the agency demolished the Simpson Place apartments near Baylor Hospital, to make way for a new and improved development. Dubbed "3922" in reference to its longstanding address, the property will help extend the reach of DHA resources by making quality affordable housing available to voucher-holders as well as the general public.

Revitalization continues in the Roseland development near CityPlace, where DHA is leading the restoration of three historic buildings. Made possible by HUD's Hope VI grant and private investors, the ongoing upgrades are part of an overall \$75 million commitment to the agency's second-largest public housing community.

While modernized facilities serve as evidence of DHA's progress, the agency's impact can also be seen in the lives of the individuals it serves. Luwam Ghide, a graduate of Lake Highlands High School in East Dallas, received the president's award of DHA's 2007 CRYSTAL Scholarship program. She is now studying political science at Boston University. Meanwhile, DHA continues to foster opportunities for education, employment, and self-sufficiency through a host of ongoing programs that complement its housing initiatives.

As long as the cycle of decline and rebirth persists in East Dallas, DHA will carry on its vision to turn despair into hope.



Looking West

When most Dallasites think of West Dallas, they think of Love Field, heavy industry, and vacant lots. A high-quality living environment doesn't immediately spring to mind. But change is coming. As the city's Trinity River Corridor project invests billions to bring economic development and outdoor amenities to the area, DHA is also making important strides to improve its housing conditions.

The agency's work in West Dallas is exemplary of its shift toward public/private partnerships, which are increasingly beneficial in a time of decreased government funding.

DHA has broken ground on Greenleaf II, the second phase of the Greenleaf Village development built in partnership with KB Home, American CityVista and Habitat for Humanity. The community, which in total comprises 305 single family homes on 68 acres, has become a national model among housing authorities for similar public/private alliances.

Residents like Tammy Blackmon, who will soon move into her own home in Greenleaf II, are living examples of the program's success.

And they understand the ripple effect that homeownership and self-sufficiency can achieve in families and communities.

"DHA helped me get off of welfare, and motivated me to further my education and make it on my own," said Blackmon. "Now my kids look up to me more. They want to go to college and go places in life."

In another innovative partnership launched in 2007, DHA teamed with Stonegate Senior Care to expand the senior living facilities at the Villages at Lakewest. The complete plan calls to combine 360 independent living units with a 150-unit assisted-living facility, a skilled nursing facility, and an adult day care. Making assisted housing and federal medical benefits available in one development, the initiative will be another trailblazing achievement for DHA.

In the coming years, the city of Dallas will construct several landmark bridges that will grace the horizon of West Dallas and bring new life to the area. With a like-minded vision, DHA is building its own bridges, crossing the economic divide that obstructs people in need from the life they imagine.





Left: DHA's new vision is bigger than any one person. Yet with the help of its neighbors, DHA can achieve a better tomorrow for the entire Dallas area.

Bottom: The Villages at Lakewest is a unique partnership serving DHA seniors. It will be the last phase of housing in Lakewest.

Opposite: Tammy Blackmon is working full-time for DHA and just purchased her first home.

Greenleaf Village in West Dallas has become a national model for housing developments across the nation.



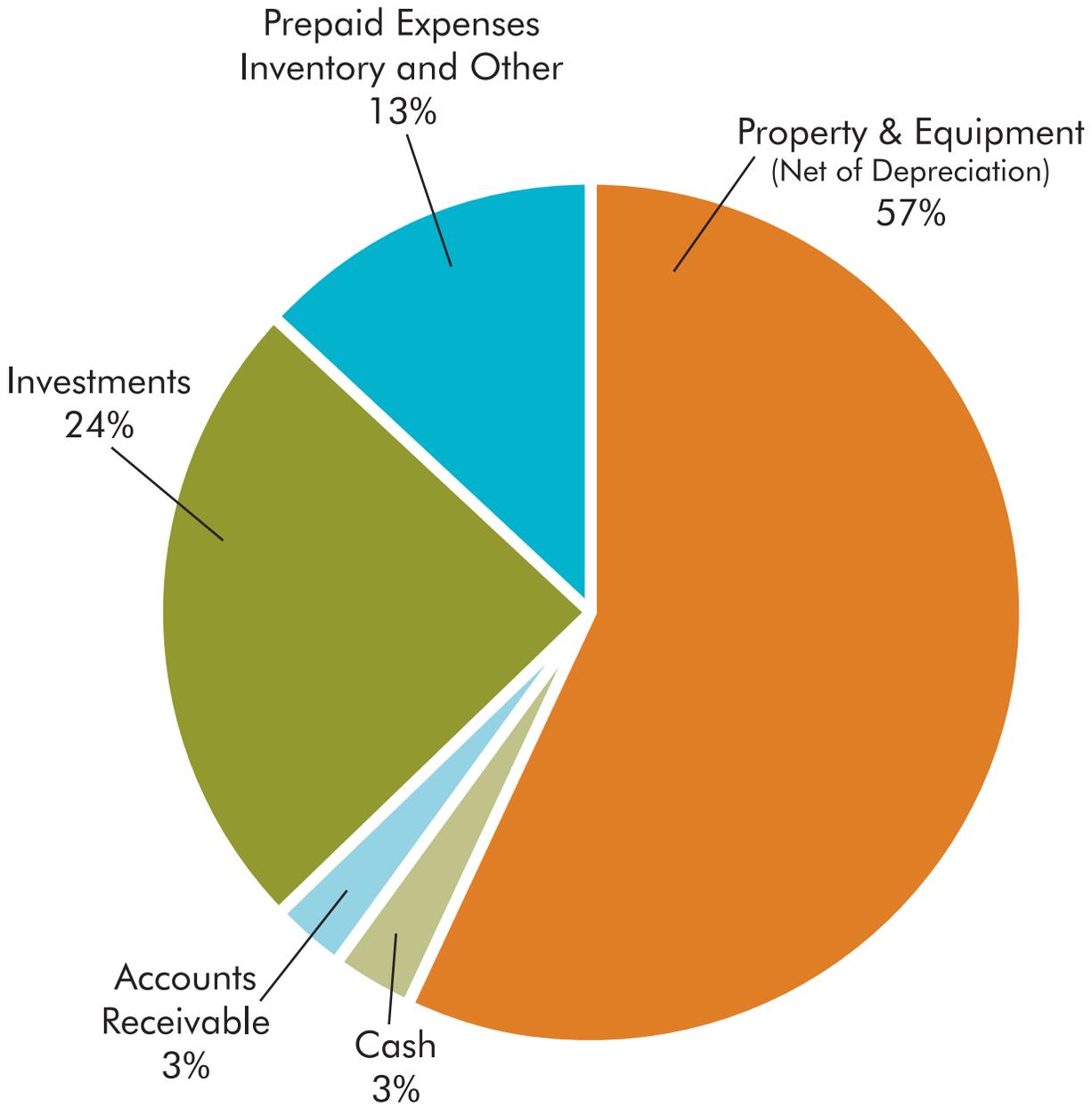
Assets

| | |
|---|----------------------|
| Cash | \$12,261,265 |
| Accounts Receivable | \$9,401,668 |
| Investments | \$86,978,282 |
| Prepaid Expenses, Inventory and Other | \$46,364,734 |
| Property & Equipment (Net of Depreciation) | \$202,107,159 |
| <hr/> | |
| Total Assets | \$357,113,108 |



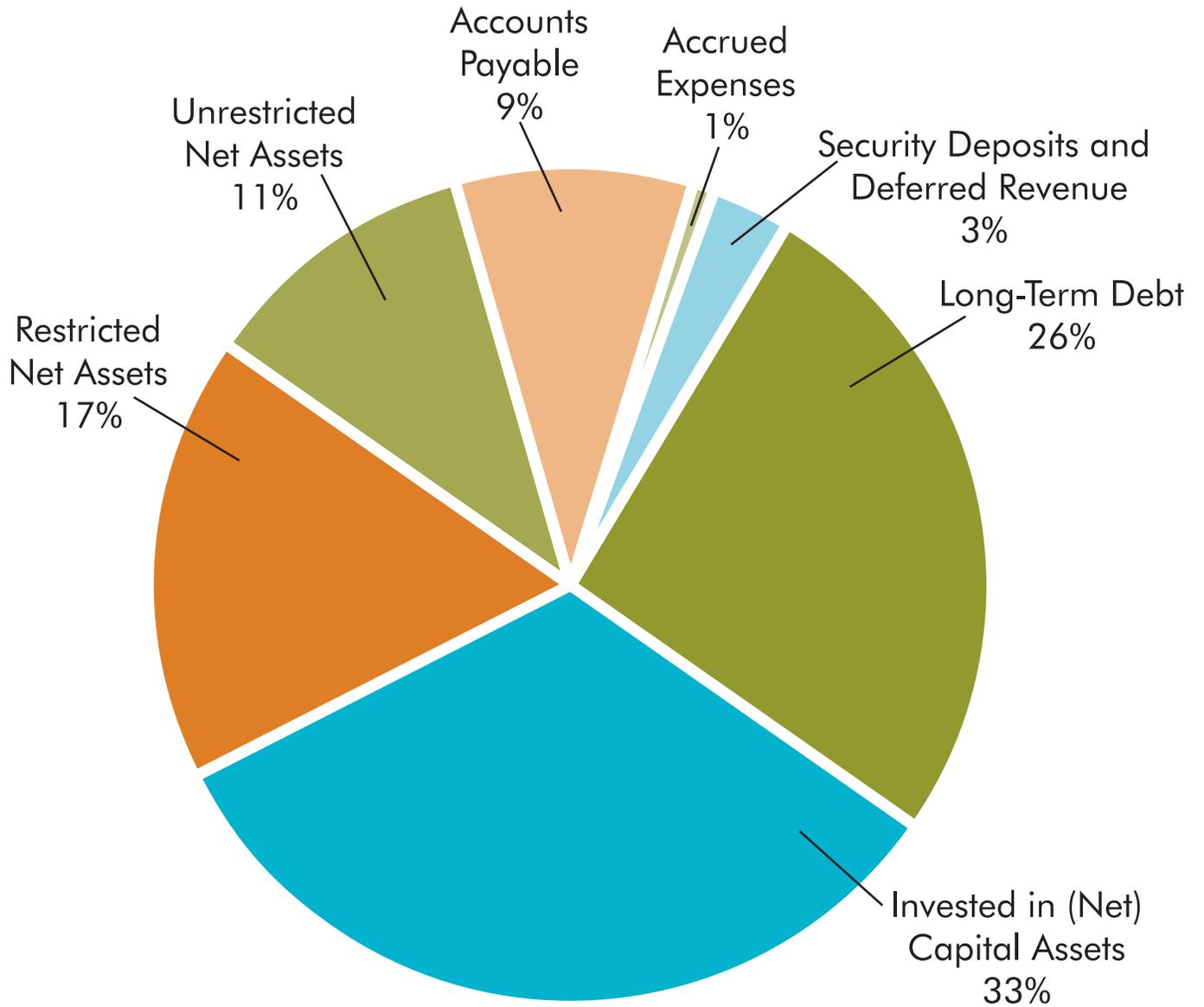
Phat Pham, Information Services, was instrumental in updating the agency's antiquated Information Services department.

Assets



For complete audited financial information, see DHA's Comprehensive Annual Financial Report.

Liabilities



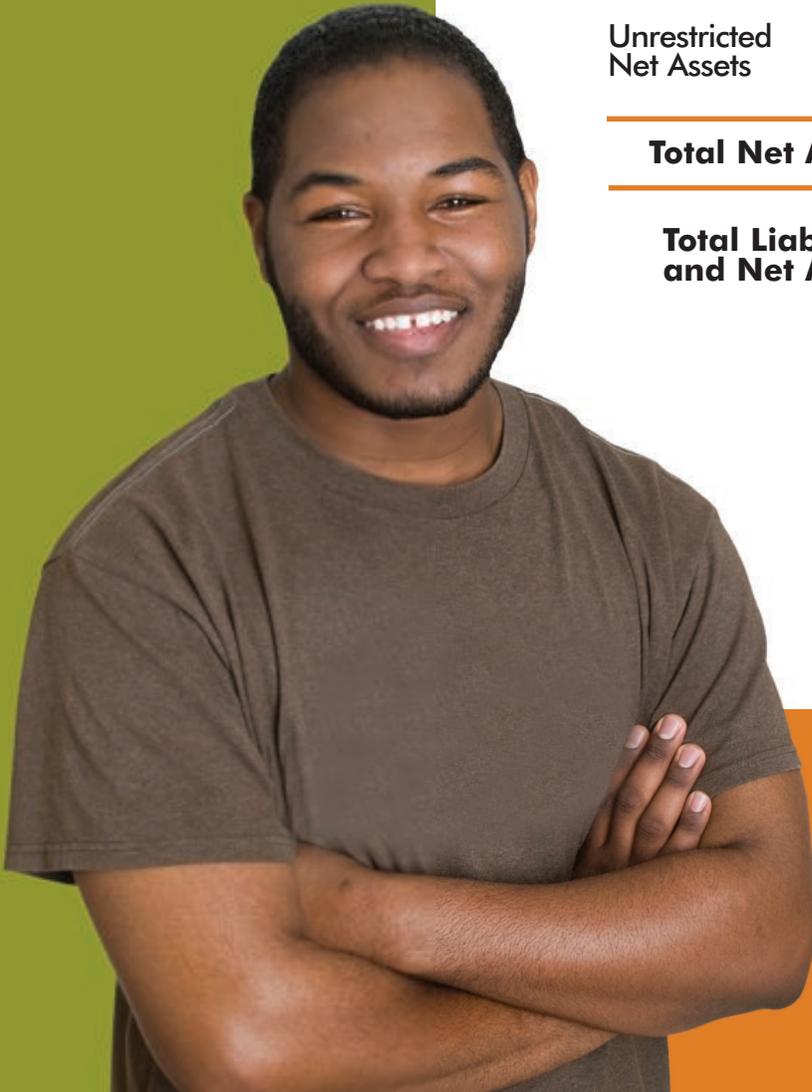
For complete audited financial information, see DHA's Comprehensive Annual Financial Report.

Liabilities

| | |
|---|----------------------|
| Accounts Payable | \$31,675,463 |
| Account Expenses | \$4,960,065 |
| Security Deposits and Deferred Revenue | \$11,687,574 |
| Long-Term Debt | \$92,616,264 |
| Total Liabilities | \$140,939,366 |

Net Assets

| | |
|---|----------------------|
| Invested in (Net) Capital Assets | \$115,417,447 |
| Restricted Net Assets | \$60,341,188 |
| Unrestricted Net Assets | \$40,415,107 |
| Total Net Assets | \$140,939,366 |
| Total Liabilities and Net Assets | \$357,113,108 |



James Daniels, Landlord Services department, assists property owners with free landlord workshops and brown bag seminars. The meetings educate landlords about issues such as screening tenants, inspections, leasing and advertising property.

Revenue

| | |
|-----------------------------|----------------------|
| Rental Income | \$16,437,114 |
| HUD Operating Grant Revenue | \$174,921,742 |
| Capital Grant | \$14,581,163 |
| Other Government Grants | \$3,777,982 |
| Investment Income | 3,408,595 |
| Other Income | 8,221,169 |
| Total Revenues | \$221,347,765 |

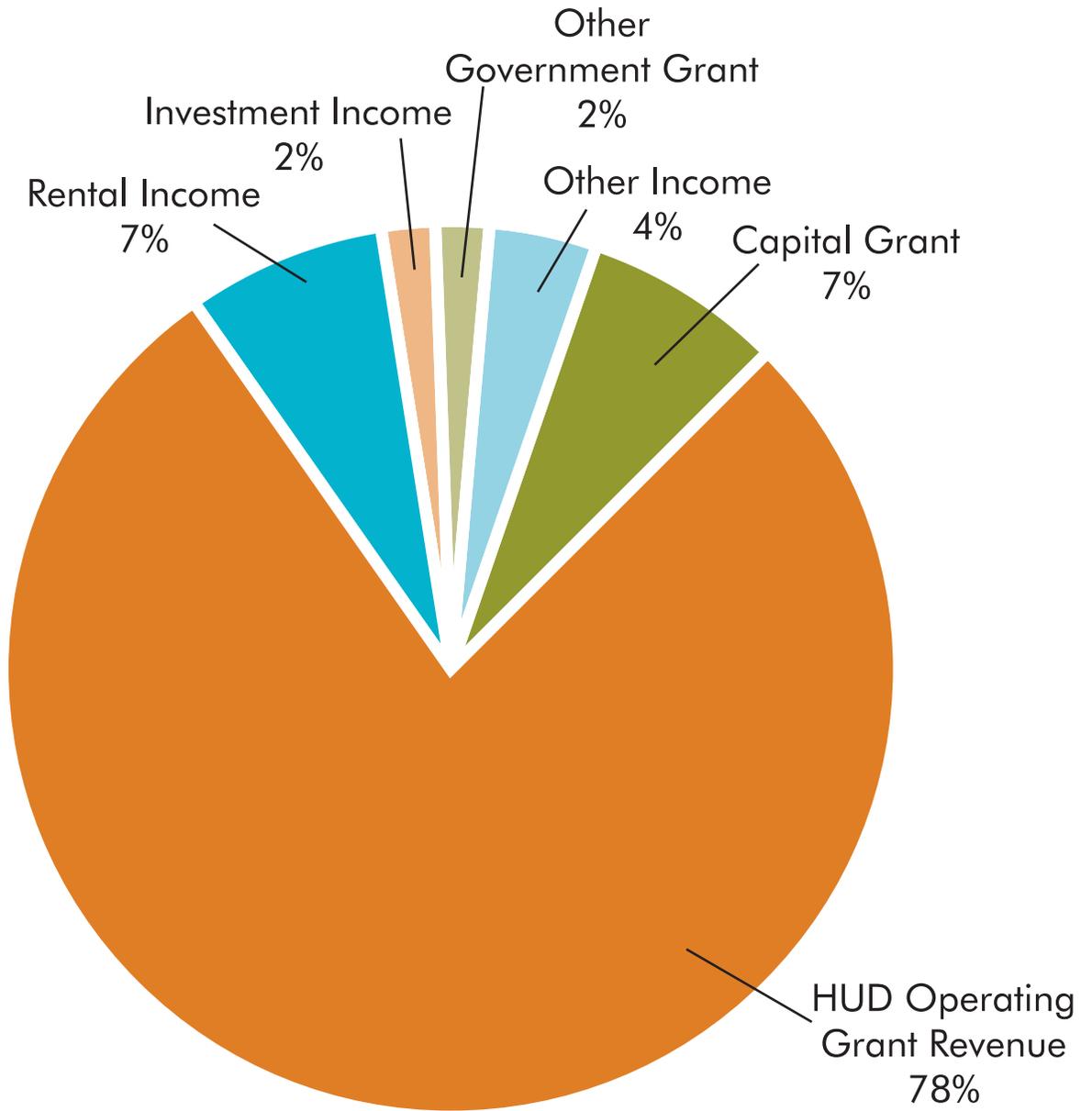
Expenses

| | |
|-------------------------------------|----------------------|
| Administration | \$21,158,169 |
| Tenant Services | \$1,275,095 |
| Utilities | \$11,471,033 |
| Ordinary Maintenance and Operations | \$12,183,803 |
| General and Other Expenses | \$10,057,279 |
| Extraordinary Maintenance | (\$104,092) |
| Housing Assistance Payments | \$126,869,606 |
| Depreciation Expenses | \$7,218,177 |
| Total Expenses | \$190,129,070 |
| Change in Net Assets | \$31,218,695 |



The new vision includes input from staff such as Sharon Stafford, Human Resources, a member of the Employee Activities committee.

Revenue



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