A Message from the President & CEO ............ 2
Who We Serve .................................. 4
75th Anniversary/History ...................... 5
Community Impact ............................. 6
Notable Achievements ............................ 8
Homeownership .................................. 12
Self-Sufficiency ................................. 14
Education ......................................... 16
Job Skills Training ............................... 18
Honors/Recognition ............................. 20
SHCC/AAHC ..................................... 21
HACA Executive Team ............................ 22
Employees of the Quarter/Year ............... 23
Combined Statement of Net Assets .......... 24

BOARD OF COMMISSIONERS

Henry Flores, Chairman
Carl S. Richie, Jr., Vice Chairman
Charles C. Bailey, Commissioner
Dr. Tyra Duncan-Hall, Commissioner
Thelma Pannell, Resident Commissioner
(Through February 2013)
Isaac Robinson, Resident Commissioner
(February 2013 to present)

HACA Mission
To cultivate sustainable affordable housing communities and partnerships that inspire self-reliance, growth and optimism.

HACA Vision
We envision neighborhoods where poverty is alleviated, communities are healthy and safe, and all people can achieve their full potential.
For more than 75 years, the Housing Authority of the City of Austin (HACA) has been a national leader in providing safe, healthy and affordable housing options in the Austin community. Each day, we serve more than 19,000 people and, through an array of dynamic community partnerships, we work to empower residents and move them on the path to self-sufficiency.

This year, as we have for the last 12 years, HACA earned a “High Performer” designation from the U.S. Department of Housing and Urban Development in the operations of our public housing program, as well as a perfect 104 score in the Section Eight Management Assessment Program (SEMAP) that measures the performance of public housing agencies administering the Housing Choice Voucher (HCV) program.

HACA also has embarked on an ambitious strategic planning process, “Bringing Opportunity Home,” to focus on our commitments to:

• Affordable Housing by revitalizing our public housing assets and seeking additional rental assistance vouchers;

• Resident Self-Sufficiency and Quality of Life by promoting individual responsibility and fostering results-based community partnerships focused on workforce development, wellness and education;

• Exceptional Service by ensuring a resident, partner and customer focused environment where all are treated with dignity;

• Employee Engagement by ensuring accountability and effective communication, and promoting an innovative, healthy and safe work environment with training and leadership development opportunities;

• Corporate and Environmental Sustainability by pursuing new funding sources and entrepreneurial opportunities, maximizing efficiency and promoting environmentally friendly initiatives.

This has been a year of significant change at HACA. Austin’s growth and increasing numbers of people in poverty mean we must continue to plan for the future. Through our subsidiary, the Austin Affordable Housing Corporation, we are working to acquire and develop additional properties that will serve as permanent affordable housing locations.

During this challenging time for the public housing industry, HACA remains committed to assisting the most vulnerable among us by inspiring self-reliance, growth and optimism. Please join us in Bringing Opportunity Home.

Michael G. Gerber
The Housing Authority of the City of Austin (HACA) provided housing to 19,404 people consisting of 7,373 families.

The average annual income of a family in HACA's public housing program is $13,709. For families in the Housing Choice Voucher (Section 8) program, it is $13,816.

**Race**
- White: 45.52%
- Black: 53.0%
- Other: 1.48%

**Ethnicity**
- Hispanic: 37.46%
- Non-Hispanic: 62.54%
- Non-Responsive: 0.02%

**Gender**
- Female: 52.44%
- Male: 47.56%

**Other Key Data**
- Married: 392
- Disabled Individuals: 4,654
- Children: 9,988
- Elderly: 1,307

**75TH ANNIVERSARY/HISTORY**

**Bringing Opportunity Home**

For more than 75 years, the Housing Authority of the City of Austin (HACA) has served those most in need in our community. HACA was one of the first three housing authorities created in the United States as a result of the Housing Act of 1937, co-authored by Congressman Lyndon Johnson. Johnson ensured that the new housing authorities were listed in the statute alphabetically, guaranteeing that Austin would always be able to boast having “the first Housing Authority in the United States.”

On December 23, 1937, HACA’s first organizational meeting was held, and the groundwork began soon after for construction of public housing. The first residents moved into Santa Rita Courts in 1939. Later that year residents moved into Rosewood Courts, and in 1940 the last of the three original developments, Chalmers Courts, was ready for occupancy.

Today, HACA has 19 public housing developments serving more than 4,200 residents. HACA’s Housing Choice Voucher Program subsidizes housing for more than 15,000 residents or 5,500 families of low-income.

From the Great Depression to the Information Age, HACA has given families and individuals a place that is more than just an address. The agency is creating and sustaining healthy, vibrant communities that promote individual responsibility, economic growth, human dignity and hope for the future.
19,404 individuals housed daily (7,373 families)

7,191 (72%) of HACA youth participated in Youth Educational Success programs

99% of case-managed youth stayed in school

87% of students who participated in case management and tutoring improved academic achievement

746 youth achieved perfect attendance and/or A-B honor roll

80% of HACA scholarship recipients continued working toward their post-secondary education

100% of HACA’s properties elected and maintained resident councils

1700+ landlords make their properties available to participants through the Housing Choice Voucher (HCV) program

HACA administered 270 HCV program vouchers for homeless veterans

HACA contributed $46.5 million to the local economy through HCV program housing assistance payments.
Award of Excellence from NAHRO
Economic Growth Business Incubator Partnership
The National Association of Housing and Redevelopment Officials (NAHRO) honored the Housing Authority of the City of Austin (HACA) with its prestigious Award of Excellence in Program Innovation in Resident and Client Services for its pioneering business development resource center, the Economic Growth Business Incubator (EGBI).

As the cornerstone of its services, EGBI conducts a comprehensive eight-week, three-module Building Success Program that integrates all aspects of starting and running a successful business. Since its inception in 2008, EGBI has served 545 clients through business training, consulting or office incubation services, graduated 205 clients and helped launch an estimated 75 new businesses that generate more than $6,400,000 in annual revenue for the Austin area. EGBI began business boot camps at several HACA public housing sites specifically for HACA residents who have the desire to establish their own businesses.

Rosewood Choice
HACA is one of only 17 communities nationwide to receive a $300,000 planning grant in 2012 through the U.S. Department of Housing and Urban Development’s (HUD) Choice Neighborhoods Initiative to develop a strategy to redevelop Rosewood Courts and enhance the surrounding community.

The Choice grant is focused on three core goals:

- **Housing**: Transforming distressed public and assisted housing into energy efficient, mixed-income housing that is physically and financially viable over the long term;
- **People**: Supporting positive outcomes for families who live in the target development and the surrounding neighborhood, particularly outcomes related to residents’ health, safety, employment, mobility and education;
- **Neighborhoods**: Transforming distressed, high-poverty neighborhoods into viable, mixed-income and sustainable neighborhoods with access to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation and improved access to jobs.

With the two-year grant, HACA, and its co-grantee, the Austin Housing Finance Corporation, are leading a consortium of neighborhood residents, associations and organizations in a planning dialogue with the Rosewood neighborhood in East Austin on how to enhance Rosewood Courts while preserving the neighborhood’s history, character and vitality.

Rental Assistance Demonstration
In late 2012, HACA applied for and was awarded a preliminary commitment for unit conversion under HUD’s Rental Assistance Demonstration (RAD) program for the possible redevelopment of Rio Lado Apartments.

The program provides HACA with the opportunity for a one-for-one replacement of the current 90 public housing units, with the possibility of creating additional affordable units and a vibrant mixed-income community. Some of the financial benefits include the ability to leverage private debt and equity to meet rehabilitation needs; more security with subsidy funding streams; historically low rates on permanent financing; long-term preservation; and operational stability.
Thurmond Heights Modernization Project

HACA continues to revitalize its properties to ensure continued integration with the surrounding neighborhoods. The most recent property to undergo modernization is Thurmond Heights Apartments.

Built 40 years ago, the 144-unit complex has been undergoing a comprehensive transformation of its apartments in phases. In July 2013, the first 32 residents will be coming home to a complete interior renovation that includes new ceramic tile flooring, cabinetry, bath facilities, fire alarm systems, double-insulated windows, re-insulation of all walls and attic areas, and a higher capacity electrical system that supports the new tankless water heating and high-efficiency HVAC systems. Additionally, each building included in the project is receiving new exterior siding and trim consisting of sustainable materials and full repainting. Phase II of the renovation will begin in the fall 2013. The renovations are made possible through a $1.5 million grant funded by HUD’s Capital Fund Program.

“I love my new home at Thurmond,” says Maleah Douglas, a five-year Thurmond resident and vice president of the HACA Citywide Resident Advisory Board. “The new air conditioning, ceramic tile and windows have been wonderful. I can’t wait until all the units are completed. It’s really making Thurmond better for our kids.”

This revitalization of Thurmond Heights underscores HACA’s commitment to providing appealing, modernized housing for its residents.
Homeownership is part of the American Dream, and generates family and community benefits. Through Austin Affordable Housing Corporation (AAHC), a HACA nonprofit subsidiary, resident participants may realize their dreams of owning their own home. AAHC contributes $10,000 for closing costs and down payment assistance to eligible families that are ready to purchase a home and become self-sufficient. AAHC also helps HACA’s Resident Opportunities for Self-Sufficiency (ROSS) and Family Self-Sufficiency (FSS) program participants realize their goal of homeownership attainment. To date, AAHC has assisted 82 public housing and Housing Choice Voucher residents accomplish their dreams of homeownership.

Equity Community Land Trust (CLT), another HACA nonprofit subsidiary, offers affordable homeownership opportunities to its public housing residents that meet income and credit qualifications. The CLT Program is unique in that it separates ownership of land and home. The CLT permanently owns the land, while individuals own the house and other structures built on the land. The land is leased to the homeowner pursuant to a long-term (99-year) renewable ground lease. When the house is sold, the CLT does not need additional subsidies to keep it affordable to other low-income homebuyers; the permanent affordability is built into the lease.

This year AAHC purchased two homes in the Del Valle community, seven miles southeast of downtown Austin. The first home will be ready for a public housing family to purchase in summer 2013.

**Yvonne Alaniz**

Yvonne Alaniz has moved 15 times in her lifetime; nine times with her children in tow. But that all changed in 2012, when the single mother of four bought a house with the help of AAHC, HACA and its community service partners. “I don’t know what I would have done without my Section 8 voucher. It was the foundation for all of this happening,” she says. Today, Yvonne is a nurse and her children are all planning on going to college. And, after being in their house for a year, the Alaniz family is realizing they don’t have to move anymore because they are already home.

“There is more to life. You can be successful. You can be somebody.”

At right: Joseph, 14; Yvonne Alaniz; Xyla, 8; Jacob, 12; and Robert, 16
HACA encourages and supports residents’ goals toward economic independence through the Resident Opportunities for Self-Sufficiency (ROSS) and Family Self-Sufficiency (FSS) Programs.

ROSS Program participants set and achieve personal goals related to economic autonomy. The program is self-directed and self-paced. Participants work closely with HACA case managers to find local partner organizations that can help make their goals, such as education, employment, financial management and homeownership, a reality.

The FSS Program provides opportunities to residents of the Public Housing and Housing Choice Voucher programs to become financially independent through a five-year strategic plan that documents their personal and professional aspirations. As the resident’s rent increases due to earning higher wages, a portion of the rent is saved and credited monthly to an escrow account, which they will receive upon graduation. The agency honors graduates of these programs and their achievements annually at an FSS and Homeownership graduation ceremony.

**2012-2013 FSS STATISTICS**

- 159 Public Housing participants
- 177 Housing Choice Voucher participants
- 22 FSS Graduates (PH and HCV combined)
- $210,830 Escrow Earned by FSS participants

**Adrian Hardeman**

Through the FSS Program, Adrian Hardeman created a five-year plan to go back to school, find a job using the services of HACA partner Goodwill Industries and learn financial literacy through Foundation Communities. His children also participate in Communities in Schools and the Boys and Girls Club. “This is a way we can move up; living in public housing is temporary. HACA gave me a chance and I feel like I owe it to them and to my family to take advantage of the programs,” says a resolute Adrian Hardeman. Doing most of the cooking growing up, Adrian is now studying the culinary arts at Austin Community College with the help of a HACA academic scholarship. He also is working with the City of Austin Parks and Recreation Department.

“At right: Adrian Hardeman, Rosewood Courts resident, with his 13-year-old triplets Dadra, Debra and Dwight

“Five years gave me something to focus on and seemed like a reasonable amount of time to reach my goals.”
HACA strives to help break the poverty cycle by providing numerous opportunities for educational success for youth and adults.

The Youth Educational Success (YES) programs are intended to help lower the dropout rate, increase academic success and have more children attend institutes of higher education. The success of the program is due in large part to HACA’s program partners that include Communities in Schools, Boys and Girls Clubs, Boy Scouts, Girl Scouts, Lifeworks, Any Baby Can, Phoenix House and Mainspring.

HACA’s Resident Academic Scholarship program has awarded $820,600 through 414 renewable scholarships to 265 individual residents since its inception in 2000. The scholarship recipients range from newly graduated high school students, to students currently enrolled in post-secondary education and adults attending college for the first time.

Additionally, HACA has completed plans and permitting in preparation for construction of a new education and training center at Meadowbrook Apartments. The facility will encompass six separate training rooms for HACA and its community education partners to provide various classes, a state-of-the-art computer lab, reading room, audio/video recording and production bay and a small outdoor amphitheater.

The education center will be named The Henry Flores Learning Center at Meadowbrook in honor of HACA’s long-term Board Chairman Henry Flores who is retiring in the summer of 2013 after serving on the HACA board of commissioners for 14 years. Mr. Flores has been a tireless and passionate advocate for families and persons of low income and expanding affordable housing in Austin.
In partnership with Austin Community College (ACC), Ascend Center for Learning, Economic Growth Business Incubator (EGBI), Goodwill Industries of Central Texas, Skillpoint Alliance and others, HACA offers various job skills trainings to its residents.

ACC and Ascend Center for Learning offer GED preparation, Adult Basic Education and English as a Second Language (ESL) courses. Goodwill Industries and Skillpoint Alliance offer career services such as job search skills, résumé writing and interviewing skills on HACA public housing properties. These partners also provide onsite trainings in computer and financial literacy, office skills, maintenance, plumbing and construction, as well as job placement assistance.

EGBI continues to work with HACA residents who aspire to own their own businesses by providing the tools, resources and networks to successfully establish or grow their businesses.

**2012-2013 JOB SKILLS TRAINING STATISTICS**

- 217 PH and HCV residents obtained employment
  - 142 Full-time
  - 75 Part-time
- 54 PH and HCV residents completed job training
- 70 PH and HCV residents enrolled in job readiness training

“...The questions they asked during the mock interview were very helpful. HACA and Goodwill did a great job in preparing me for the actual interview.”

**Shameika Bunton**

Prior to enrolling in the FSS Program, Shameika Bunton, a single-mother of one, was not working. Once she enrolled in the program and outlined her five-year plan, she participated in several of HACA’s partner programs like Any Baby Can as a parent leader, Caritas for financial literacy and Goodwill Industries for job training. She says the résumé building and interview skills training were exceptionally helpful, and adds the mock interview was vital to her finding a position as a direct care specialist at a group home. Shameika, a resident council member, adds that participation in the various programs has provided her with many opportunities. “They’ve helped me become involved in my community. I live in this community and I should be a part of keeping it productive for future residents,” she says.
Section Eight Management Assessment Program (SEMAP) Score:
104 percent

Public Housing Assessment System (PHAS) Score released on March 31, 2012:
95 out of 100 (High Performer designation by HUD)

2012
National Association of Housing and Redevelopment Officials (NAHRO)
Award of Excellence "Economic Growth Business Incubator"
Southwest NAHRO
Other Agency Publications "2012 Calendar"

Texas NAHRO
Best Annual Report for a Large Housing Authority
Best Newsletter for a Large Housing Authority
Best Other Publication for a Large Housing Authority "2012 Resident Calendar"

2013
Texas NAHRO
Maintenance Person of the Year: Barry Hall, District I Lead Maintenance
Management Person of the Year: Pilar Sanchez, Director of Compliance Oversight
Administrative Person of the Year: Josie Dangerfield, Administrative Assistant

SHCC and AAHC continue to pursue entrepreneurial endeavors while securing long-term financial support for HACA's resident programs.
HACA EXECUTIVE TEAM

Michael G. Gerber
President and CEO

Sylvia Blanco
Executive Vice President

Thomas Cherian
Vice President and CFO

Lisa Garcia
Vice President of Assisted Housing

Veronica Macon
Vice President of Housing and Community Development

Michael Cummings
Vice President of Southwest Housing Compliance Corporation

Ron Kowal
Vice President of Housing Development/Asset Management

Gloria Morgan
Director of Human Resources

Judy Paciocco
Senior Director of Operations

Pilar Sanchez
Director of Compliance Oversight

James Teasdale
Director of Planning and Development

The Housing Authority of the City of Austin

2012-2013
EMPLOYEES OF THE QUARTER/YEAR

1st Quarter
Cameron Creamer
Financial Analyst

2nd Quarter
Andrea Galloway
Director of MIS

3rd Quarter
EMPLOYEE OF THE YEAR 2013
Mary Gonzales
Resident Wellness Specialist

4th Quarter
Eileen Schrandt
Choice Neighborhood Project Manager
### March 31, 2013

#### ASSETS

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<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents- unrestricted</td>
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<tr>
<td>Restricted cash and cash equivalents</td>
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<tr>
<td>Receivables, net</td>
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<tr>
<td>Inventories, net</td>
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<td>Prepaid expenses and other assets</td>
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<tr>
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<tr>
<td><strong>Noncurrent assets</strong></td>
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<td><strong>Capital assets:</strong></td>
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<tr>
<td>Land</td>
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<td>Building, equipment and infrastructure</td>
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<td>Construction in progress</td>
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<tr>
<td>Less accumulated depreciation</td>
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<td><strong>Capital assets, net</strong></td>
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<tr>
<td>Investment in Joint Venture</td>
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<td><strong>Total noncurrent assets</strong></td>
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<tr>
<td><strong>Total assets</strong></td>
<td>$81,709,546</td>
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#### LIABILITIES

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<th>Category</th>
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<tbody>
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<td><strong>Current liabilities</strong></td>
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<tr>
<td>Accounts payable</td>
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<td>Accrued liabilities</td>
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<tr>
<td>Intergovernmental payables</td>
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<td>Tenant security deposits</td>
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<tr>
<td>Deferred revenue</td>
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<tr>
<td>Bonds, notes, and loans payable</td>
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<tr>
<td>Other current liabilities</td>
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<td><strong>Total current liabilities</strong></td>
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<tr>
<td><strong>Noncurrent liabilities</strong></td>
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<tr>
<td>Bonds, notes, and loans payable</td>
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<td>Accrued compensated absences non-current</td>
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<td>Noncurrent liabilities - other</td>
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#### NET ASSETS

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<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Invested in capital assets, net of related debt</td>
<td>$38,803,848</td>
</tr>
<tr>
<td>Restricted net assets</td>
<td>$3,442,375</td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>$21,915,709</td>
</tr>
<tr>
<td><strong>Total Equity/Net assets</strong></td>
<td>$64,161,932</td>
</tr>
<tr>
<td><strong>Total Liabilities and Equity/Net assets</strong></td>
<td>$81,709,546</td>
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#### REVENUES

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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Tenant revenue</td>
<td>$7,826,044</td>
</tr>
<tr>
<td>Government operating grants</td>
<td>$68,762,365</td>
</tr>
<tr>
<td>Other revenue</td>
<td>$2,881,492</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td>$79,469,901</td>
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#### EXPENSES

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<tr>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>$18,245,761</td>
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<tr>
<td>Tenant services</td>
<td>$1,821,105</td>
</tr>
<tr>
<td>Utilities</td>
<td>$3,072,431</td>
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<tr>
<td>Maintenance</td>
<td>$5,048,850</td>
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<tr>
<td>Protective services</td>
<td>$640,461</td>
</tr>
<tr>
<td>General</td>
<td>$1,685,405</td>
</tr>
<tr>
<td>Interest expense and amortization cost</td>
<td>$872,047</td>
</tr>
<tr>
<td>Housing assistance payment</td>
<td>$46,449,824</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$5,481,366</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$83,317,250</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenses</strong></td>
<td>($3,847,349)</td>
</tr>
<tr>
<td><strong>Change in equity/net assets</strong></td>
<td></td>
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<tr>
<td>Total equity/net assets - beginning</td>
<td>$68,009,281</td>
</tr>
<tr>
<td><strong>Total equity/net assets - ending</strong></td>
<td>$64,161,932</td>
</tr>
</tbody>
</table>

**Combined Statement of Net Assets**

- **Net Assets:**
  - Invested in capital assets, net of related debt: $38,803,848
  - Restricted net assets: $3,442,375
  - Unrestricted net assets: $21,915,709
  - **Total Equity/Net assets:** $64,161,932
  - **Total Liabilities and Equity/Net assets:** $81,709,546

- **Revenues:**
  - Tenant revenue: $7,826,044
  - Government operating grants: $68,762,365
  - Other revenue: $2,881,492
  - **Total operating revenues:** $79,469,901

- **Expenses:**
  - Administrative: $18,245,761
  - Tenant services: $1,821,105
  - Utilities: $3,072,431
  - Maintenance: $5,048,850
  - Protective services: $640,461
  - General: $1,685,405
  - Interest expense and amortization cost: $872,047
  - Housing assistance payment: $46,449,824
  - Depreciation: $5,481,366
  - **Total expenses:** $83,317,250
  - **Excess of revenue over expenses:** ($3,847,349)
  - **Change in equity/net assets:**
    - Total equity/net assets - beginning: $68,009,281
    - **Total equity/net assets - ending:** $64,161,932