



TOGETHER WE ARE STRONGER



**ANNUAL
REPORT**
2019-2020

OUR MISSION



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



OUR VISION

We envision neighborhoods where poverty is alleviated, residents are healthy and safe, and all people have the opportunity to achieve their full potential.



OUR COMMITMENTS

- Affordable Housing
- Resident Self-Sufficiency
- Quality of Life
- Exceptional Service
- Employee Engagement
- Corporate & Environmental Sustainability



TOGETHER WE ARE STRONGER



TOGETHER WE...

Opened Chalmers South and finished new Goodrich Place:

Through our strong partnership with our residents and the community we were able to open the first phase of a reimagined Chalmers Courts in East Austin. In the trendy South Lamar/Zilker neighborhood, we completed the beautiful 120 unit Goodrich Place.

Found creative funding to purchase the 452 unit Asher Apartments, bringing affordable housing to high-opportunity South Austin.

Helped 38 residents attend college through the Austin Pathways Scholarship Program, which has awarded over \$1 million in continuing education assistance.

Quickly mobilized for the impending COVID-19 pandemic, taking quick action to protect residents and staff.





BOARD OF COMMISSIONERS

HACA's governing body ensures the agency stays true to the guiding principles of providing safe, sustainable housing to the Austin community.



Left to right: Chairman Carl S. Richie Jr., Vice-Chair Charles C. Bailey, Dr. Tyra Duncan Hall, Edwina Carrington, and Resident Commissioner Mary Apostolou



STAFF

236 team members working to create vibrant communities and help residents thrive.





PRESIDENT'S MESSAGE

Dear Friends:

For this past fiscal year, Austin and Central Texas continued to see extraordinary growth, as well as unprecedented challenges brought on by COVID-19. The Housing Authority of the City of Austin (HACA) is committed to finding creative solutions to expand the base of affordable housing in our community and to provide critical services to move low-income people to greater self-sufficiency.



This has been an important year with many results to show:

- Through HACA's Rental Assistance Demonstration Program (RAD), we have created a better quality of life for our families with the complete re-building of Chalmers Courts South and Goodrich Place. Both properties are in high-opportunity areas.
- HACA's subsidiary, Austin Affordable Housing Corporation made strategic acquisitions of two important properties: the Bridge at Asher and the Bridge at Harris Ridge. These new properties add 776 units of long-term affordable housing for our community in north and south Austin.
- HACA's Community Development programs continued to expand to meet the growing needs of our residents. Austin Pathways raised over \$100k towards resident scholarships and digital inclusion initiatives. The Bringing Health Home program continued to blaze trails among public housing agencies to identify needs and develop programs for long-term health and wellness.



Together we are stronger. The success of our mission, even in challenging times, depends upon the support of our residents, the community, and our valued partners, working together. HACA is honored to lead the way toward ensuring that every low-income person has access to safe and affordable housing, in all parts of the city.

Thank you for your interest in our programs and services. We look forward to partnering with you in the year ahead.

A handwritten signature in blue ink, which appears to read "Michael Gerber".

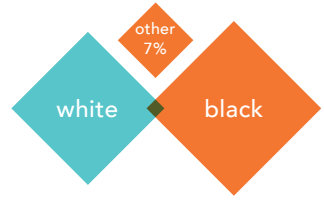
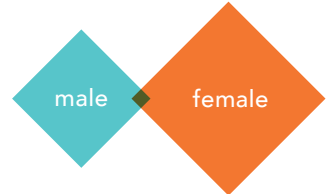
Michael Gerber, HACA President and CEO



WHO WE SERVE

Demographics and charts reflect Housing Choice Voucher (HCV) and subsidized housing residents.

HACA serves over **20,000** people,
including more than **13,000** individuals
with housing choice vouchers.



7,504 CHILDREN

2,054 SENIORS

5,106 INDIVIDUALS WITH
DISABILITIES

\$14,985

Average Annual Income

for Families in the Housing Choice Voucher Program in 2019, compared to **\$97,600** Avg Median Income in Austin for a family of four.





AFFORDABLE HOUSING FOR ALL PEOPLE, IN ALL PARTS OF TOWN

HACA and its subsidiary, the Austin Affordable Housing Corporation (AAHC), have formed innovative partnerships to secure, pursue and develop affordable housing properties across Austin.

In South Austin, the unique funding partnership between the AAHC, the Community Development Trust (CDT) and the Kresge Foundation created the opportunity to acquire 452 modern apartment units, The Bridge at Asher, in a high opportunity area with good schools.

Acquisition of Asher Apartments

"We thank AAHC, CDT, and the Kresge Foundation for their commitment to ensuring hundreds of our city's residents will continue to have access to high-quality, safe and affordable housing at a location that is close to jobs, schools, shopping, entertainment, recreation, cultural amenities and transportation," said Austin Mayor Steve Adler.



"It's rare that housing authorities are expanding the footprint of land that they own, from a housing policy perspective, it's fairly radical."

-Michael Lear, CDT Senior Vice President

Ribbon Cutting at Harris Ridge

In North Austin, AAHC celebrated the ribbon cutting of the Bridge at Harris Ridge. This partnership with the NRP Group and the Texas Department of Housing and Community Affairs (TDHCA), helped AAHC bring this beautiful modern property to hi-tech north Austin. Now families with low income can enjoy high-end amenities like a sparkling pool, playground, and on-site study room for children.

We are proud that all HACA and AAHC properties accept Housing Choice and other rental assistance vouchers.





ASSISTED HOUSING

Sometimes a family just needs a little help to give them a chance at a solid future. With the Housing Choice Voucher (HCV) program, HACA pays a portion of an eligible family's rent directly to a private landlord. The family does their share and pays between 30 – 40% of their monthly income toward rent so that they may budget and save.

The Assisted Housing department currently serves approximately **5,900** households each month for a total of **13,000** individuals and works with over **1,600** property owners who make their units available to low-income persons in our community.

Assisted Housing collaborates with **10** community organizations to coordinate grant applications and case management services and provides rental assistance to **700** previously homeless families each month.



13,017 Individuals served

3.4 Average family size

6,237 Housing Choice Vouchers issued

\$57 M Rental assistance payments

34% Individuals served making \$10K/year or less

Populations Served by Assisted Housing

5,256	Low-income families
554	Homeless Veterans
85	Family unification clients
36	Non-elderly disabled
11	Families Displaced by Hurricane Ike
273	Non-elderly persons with disabilities





RAD PROJECT UPDATES: CHALMERS

The Rental Assistance Demonstration (RAD) program is a tool provided by the U.S. Department of Housing and Urban Development (HUD) that allows public housing agencies like HACA to make upgrades and quality of life improvements to housing properties.

Chalmers Courts

One of HACA's proudest accomplishments this past fiscal year was a celebration that marked a major milestone in our history. Residents, staff, and local leaders came together for a double celebration at Chalmers Courts in East Austin: the ribbon cutting of brand new Chalmers South; and the ground-breaking for Chalmers East, the revitalization of one of HACA's first properties built over 80 years ago.



"With phase one completed in our three-phase process to update Chalmers Courts, we are excited to break ground on phase two at Chalmers Courts East." said Michael Gerber, HACA president and CEO. "We have tremendous momentum and are confident of what's ahead as we build a better future for our residents."

**"IT'S BEAUTIFUL!
IT'S JUST ALL SO BEAUTIFUL."**

Those were the words of current Chalmers Courts resident, Carol after seeing her new home for the first time. "And it's going to be so nice to have central air and central heat!"

Once completed, the Pathways at Chalmers housing community will add nearly **400 affordable units to the Austin rental market**. Residents will also have access to onsite workforce development, educational, and health and wellness services provided by various community partners.

Mary Comes Home to a Brand New Chalmers

Resident Commissioner and Chalmers Resident Council President Mary Apostolou has been leading the way toward the rebuilding of Chalmers Courts. She has been advocating with her fellow residents at City Hall and community meetings in the neighborhood for years. The day has finally come for her to move into her brand new home.



Watch Mary's story by scanning the code or going here:

<https://bit.ly/WelcomeHomeHACA>





RAD PROJECT UPDATES: GASTON AND GOODRICH PLACE

The RAD Program also made it possible for HACA to reopen a senior property with newly remodeled units, and completely rebuild new affordable housing in a beautiful neighborhood.

Gaston Grand-Reopening

One of HACA's dedicated senior properties, Gaston Place, experienced a complete rejuvenation and grand opening this year. Originally built in 1978, Gaston was in much need of repairs, renovation, and upgrades to meet ADA requirements. These changes, along with several common area upgrades helped provide improved homes for residents in a location that is just north of Downtown Austin.

"This celebration of Pathways at Gaston Place is all about the people we serve," said Ann Gass, Director of Strategic Housing Initiatives for HACA. *"We completely remodeled each of the 100 units from floor to ceiling to give our residents a modern, clean, beautiful home to be proud of."*



Pathways at Goodrich Construction Complete

HACA continues building for the future with the completely rebuilt Goodrich Place in the desirable Zilker neighborhood. Goodrich was originally a 40 unit housing project, but when Goodrich reopens in April 2020, there will be 120 units of affordable housing available in a very high-opportunity area.



Goodrich - Before



Goodrich - March 2020



AUSTIN PATHWAYS

The Austin Pathways staff provide residents with direct access to self-improvement through education incentives, access to technology, as well as job training, life skills, and health and wellness programs.

Education is the Key.

37 HACA residents were awarded \$60,000+ in scholarships

Resident-Led Innovation.

Provided stipends/hourly pay to 19 HACA resident Ambassadors. Three were invited to Washington, D.C. to share their expertise at NIST and HUD.



**TOGETHER
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March Coronavirus

Response: Established HACA's Resident & Client Support Center including on boarding and training a team of 32 HACA staff and interns.

i-DADS

The i-DADS program continued to see success this fiscal year providing guidance and mentorship for father figures across all properties.

- **i-DADS was awarded a 5-year service contract/grant** \$526,000 to serve fathers and father figures with 24/7 DADS groups and mentoring
- **61 fathers participated** in the i-DADS program this year





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JOBS PLUS

The Jobs Plus workforce development program is a collaborative approach which values partnering with local service providers and employers to offer HACA residents accessible programs to assist with career and training outcomes.

- **363 residents** enrolled into the Jobs Plus program
- **118 individuals** have started new employment since the program began in July 2016
- **336 families** have returned to work or increased their income
- **\$1,897,712 total saved in rent payments** by Jobs Plus ATX families (EID)
- **Before Jobs Plus** started, the average earned income for Chalmers and BTW residents was \$10,518 per household. **With the Jobs Plus program**, the average earned income has risen to \$17,226 for the combined average at both properties

DIGITAL INCLUSION

Full Participation in the Digital Era:

- **Connected 300+** households with Google Fiber, new USFon and Lifeline Services
- **Secured 400** donated digital devices
- **Refurbished and deployed 250** devices to scholarship recipients and K-12 honor roll



HACA was honored to welcome Mayor Steve Adler to Northgate Apts. The Mayor helped issue new computers donated by Spectrum to 35 HACA students, and watched the kids learn about their new device from Austin Pathways Interns attending ACC.

WORK HARD IN SCHOOL.

I WAS THE FIRST IN MY FAMILY TO GO TO COLLEGE. WE LIVE IN AN AMAZING COMMUNITY. YOU CAN DO ANYTHING AND BECOME ANYTHING YOU ASPIRE TO HERE IN AUSTIN!

— MAYOR STEVE ADLER



Y.E.S. STUDENTS

The YES (Youth Educational Success) Program exists to support children's success in school, provide fun and enriching after-school and summer programs, and develop beneficial social, communication and problem-solving skills.

Annual Summer Celebration for A/B Honor Roll Students

High-achieving students from HACA properties earned a day of "Epic Fun" at the yearly Youth Educational Success (Y.E.S.) Incentive Trip. These students were rewarded for making the A-B Honor Roll and Perfect Attendance during the last school year, and earned a day of fun, games and food at Epic Fun.



- **367 youth received** a YES incentive for achieving A/B honor roll
- **302 youth received** a YES incentive for achieving perfect attendance



Watch all these high-achieving students celebrate their accomplishments by scanning the QR code or going to:
<https://bit.ly/YES-TRIP>





BRINGING HEALTH HOME

HACA launched "Bringing Health Home" (BHH) to bring health and wellness education to residents at Booker T. Washington. BHH is made possible by a grant from the St. David's Foundation, and a partnership with UT Dell Medical School.

In partnership with The University of Texas at Austin Dell Medical School, HACA has achieved a robust portfolio of health impact initiatives across Booker T. Washington Terraces, Chalmers Courts and other sites. In its first full year, the Bringing Health Home Team has accomplished many new goals:



- Developed individual health improvement plans for over 61 residents who reported chronic illnesses

- Designed, developed and launched a response model for COVID-19 across all HACA sites through virtual outreach
- Assessed 508 residents for health risks
- Delivered COVID-19 relief packs to residents who tested positive for COVID-19



“ TRUST IS HEALTH. WE BEGAN OUR JOURNEY BY KNOCKING ON THE DOORS OF RESIDENTS TO INSPIRE AND PROTECT THEIR TRUST. TRUST MADE RESIDENTS FEEL SAFE ENOUGH TO SHARE THEIR MOST VULNERABLE EXPERIENCES WITH US AND ENABLED OUR TEAM TO CONNECT RESIDENTS WITH THE SERVICES THEY NEED TO SUPPORT A HEALING AND PROSPEROUS JOURNEY.

— RODOLFO L. RODRÍGUEZ
DIRECTOR OF HEALTH & WELLNESS ECOSYSTEM ”



FSS HIGHLIGHTS

For 22 years, the Family Self-Sufficiency program has connected residents to education, workforce development, and financial life-skills. Residents who participate in the program can gain an escrow account, used to support education, homeownership, or debt repayment goals upon completion. To date, more than 270 residents have graduated from the FSS Program.

For FY 2019-2020



247 Families assisted

60% Percentage of FSS participants that have escrow accounts

25 Participants graduated from the program

49 Residents assisted with Blue Santa applications

\$35,295 Distributed in utility assistance to HACA residents through partnership with Austin Energy



SPOTLIGHT ON MYRA



Myra Rubalcava, FSS Graduate and current Community Health Worker at BTW, was also an honorary guest speaker at HACA's Annual FSS Luncheon. Myra shared her story and advice with this year's graduates. "I truly enjoy working as a Community Health Worker here at HACA." Myra said. **"I've learned how to work with people with different illnesses and multiple issues and assist them with their needs and just be more patient and non-judgmental with them."**





IT'S GOOD TO BE GREEN: HACA'S GOING PAPERLESS INITIATIVE

HACA's Admissions Department and Technology, Management, and Innovation (TMI) Department launched the agency's first paperless program. The intent was to achieve efficiencies, gain workspace, streamline work processes, and improve employee satisfaction. Staff worked on this year-long project by **scanning over 250,000 files**. After scanning the files and removing the filing cabinets, the former filing room is now an interactive training lab. What was once a large room used to house filing cabinets used by a few, is now a bright open training room used by staff and clients.



Benefits of Going Paperless – across all departments

- Files are more easily accessible to staff who need access (at all HACA sites)
- Backups of all files are stored, protecting us in the event of fire, water damage, theft, etc.
- Greater productivity of staff (less walking around to search for or deliver files)
- Reduced costs for paper, toner, and office supplies (folders, staples, etc.)
- Created new Office space for staff and clients



CIVIC ENGAGEMENT

“Democracy transformed from thin paper to thick action is the greatest form of government on earth.”
— Martin Luther King Jr.

Residents at City Hall for Chalmers West

HACA is proud of its work to transition to HUD’s Rental Assistance Demonstration (RAD) program. The results have made significant quality of life improvements at each of our properties. HACA’s connection to our residents made the RAD improvements possible. This was particularly the case at Chalmers Courts, where residents quickly organized and engaged.

Residents worked with the Mayor, City Council, and various boards and commissions, to ensure that Chalmers’ redevelopment funding was prioritized. Residents provided valuable feedback on Chalmers’ design, features and amenities. The result was an extraordinary collaboration and the development of beautiful new homes for the families HACA serves.



National Night Out

One of the best ways to participate in civic engagement is by encouraging residents to interact with city officials at community events. That’s why residents, Community Development staff and employees across HACA properties spent a fun evening outside, getting to know our neighbors a little better for “National Night Out.”

“If you don’t know your neighbors, then you don’t know who should or shouldn’t be in your neighborhood,”

said Police Chief Brian Manley while stopping by Santa Rita Courts. “This is also a great opportunity for residents to get to know their local police officers and firefighters, in person, as people.”

Lupe Garcia, Resident Council President at Santa Rita Courts, noted the importance of events like these in earning the trust of residents: **“When you see a police officer here, you can go up to him, speak to him, and not be afraid of why they are here.”**





SENIOR SUPPORT

HACA is proud of our active senior leaders and works everyday to ensure they stay engaged in their community, and live healthy active lives.

HACA serves over 1,000 senior citizens at four properties (Gaston Place, Salina, Northloop, and Lakeside Apartments) and other HACA properties across the city.

Senior Mayfest

In May of 2019, senior residents came together to celebrate their history and heritage at the 27th Annual Senior Mayfest. Hundreds turned out for the event, featuring senior resident leaders, HACA staff, and many partners like United Healthcare, Amerigroup, Wellmed, and more.



Mayfest 2019 featured hula dancing, a festive game called "pass the pineapple," raffling prizes, and time to re-connect with friends and neighbors across the HACA community.



Welcome Back Home

At Gaston Place, senior residents celebrated the Grand Re-Opening of their home, which underwent a floor-to-ceiling remodel. Residents now have all-new kitchens and bathrooms, renovated community spaces, and new washers and dryers.



View the progress made at Gaston by scanning the QR code or watching the video here:

<http://bit.ly/GastonPI>





HACA HOSTS RAD CONVENING IN AUSTIN

HACA was honored to host the 2020 RAD Collaborative Southwest Convening in Austin in March. The RAD Collaborative is formed of public housing authorities working together to take full advantage of HUD's Rental Assistance Demonstration (RAD) Program and to address concerns and challenges.

The event brought together over 250 affordable housing leaders and partners from across the country. Attendees heard from guest speakers including State Representative Eddie Rodriguez, Austin Mayor Steve Adler, and best-selling author of "The Color of Law" Richard Rothstein.

Bus tours allowed guests to see, first-hand, the improvements at HACA properties as a result of converting to RAD. The event was also an outstanding opportunity to learn about the RAD program from other agencies and practitioners who are actually doing it.



"Without question, RAD has been the most successful and impactful program for improving our residents' quality of life," Michael Gerber, HACA President and CEO said during the event. "RAD positions our portfolio to meet the needs of our community for the next 40 years."



HACA founded Southwest Housing Compliance Corporation (SHCC) in 2000 to serve as HUD's Performance Based Contract Administrator in Texas.

SHCC added Arkansas to its portfolio in 2004 and collectively serves over 123,000 residents in meeting HUD's goal of providing decent, safe and sanitary housing.

In this highly specialized work, SHCC has built a reputation for excellence, efficiency and integrity in providing compliance assistance, customer service, and technical assistance to the project based Section 8 multifamily housing industry.

In 2019, SHCC administered over \$425 million for the U.S. Department of Housing and Urban Development (HUD) in subsidy in its two-state portfolio. Revenue generated from SHCC operations supports HACA resident services including dropout prevention, scholarships, after-school programming, workforce development and health and wellness programs.



Blueprint Housing Solutions is a national affordable housing consulting services company.

Established in 2014, Blueprint's mission is assisting clients in delivering exceptional affordable housing and community development solutions.

Blueprint provides customized consulting services, trainings and products with a proven track record of managing and implementing complex housing program requirements. The organization has provided services to 160 clients in more than 40 states across the country. Revenue generated from Blueprint operations supports HACA resident services including dropout prevention, scholarships, after-school programming, workforce development and health and wellness programs.



AWARDS

The National Association of Housing and Redevelopment Officials (NAHRO) is the leading association for housing and community development agencies. In February 2020, HACA won six Awards of Merit, including two prestigious and coveted Award of Excellence Nominations for our innovative work.

- *Pathways at Chalmers Courts South* (Award of Merit): This award recognizes Chalmers' overall success as an outstanding example of utilizing HUD's Rental Assistance Demonstration (RAD) Program. *Nominated for Award of Excellence*
- *HACA Sacrifices All to Avoid Displacement* (Award of Merit): This award recognizes HACA's creative re-use of land we already owned to avoid displacement of families during the construction of Chalmers East. *Nominated for Award of Excellence*
- *HACA's "Good to be Green" Paperless Initiative* (Award of Merit): This award in administrative innovation celebrated HACA's transition to going paperless across the agency.
- *A Healthier, Happier Start for HACA's Kids* (Award of Merit): Award honoring HACA's creative efforts in teaming up with HealthStart to go beyond filling in the meal gaps, and include whole family, whole-body health.
- *Support is Never Too Late or Too Far for HACA* (Award of Merit): Recognizing our success of having a floating service coordinator for seniors.
- *The Secret of RAD Success is Stellar Communication* (Award of Merit): This award recognized the bold and innovative Community Development and Communications efforts to stay connected and in touch with residents during the redevelopment of Chalmers and Goodrich.



FINANCIAL REPORT

Combined Statement of Net Assets - March 31, 2020
in \$ Millions

ASSETS	
Current Assets	
Cash and Cash Equivalents - Unrestricted	\$23.6
Cash and Cash Equivalents - Restricted	\$43.1
Receivables, Net	\$7.6
Prepaid Expenses and Other Assets	\$0.6
Total Current Assets	\$74.8
Noncurrent Assets	
Land	\$48.8
Buildings, Equipment & Infrastructure (Note 2)	\$182.9
Construction in Progress	\$2.7
Less: Accumulated Depreciation	-\$116.7
Total Capital Assets, Net	\$117.7
Notes and Mortgages Receivable - noncurrent	\$40.4
Investments in Joint Ventures	\$18.7
Total Noncurrent Assets	\$59.1
Total Assets	\$251.6
LIABILITIES	
Current Liabilities	
Accounts Payable	\$0.8
Accrued Liabilities	\$0.3
Tenant Security Deposits	\$0.6
Unearned Revenues	\$0.3
Current Portion of Long-term Debt	\$0.3
Current Portion of Long-term Debt - Operating	
Other Current Liabilities	\$0.4
Accrued Liabilities - Other	\$1.5
Total Current Liabilities	\$4.1
Noncurrent Liabilities	
Long-term Debt, Net of Current - Capital	\$73.7
Long-term Debt, Net of Current - Operating	
Non-current Liabilities - Other	\$44.2
Accrued Compensated Absences - Non Current	\$2.2
Total Non-Current Liabilities	\$120.1
Total Liabilities	\$124.2

Dollar amounts shown are in millions



FINANCIAL REPORT

Combined Statement of Net Assets - March 31, 2020
in \$ Millions

TOTAL EQUITY / NET ASSETS	
Net Investment in Capital Assets	\$77.5
Restricted Net Position	\$20.5
Unrestricted Net Position	\$29.5
Total Equity - Net Assets / Position	\$127.5
Total Liabilities and Equity - Net Assets / Position	\$251.6
REVENUES	
Net Tenant Revenue	\$15.1
Government Operating and Capital Grants	\$514.0
Other Government Grants	\$0.2
Other Revenue	\$14.6
Total Revenue	\$544.0
EXPENSES	
Administrative	\$18.1
Tenant	\$2.3
Utilities	\$3.1
Maintenance	\$5.8
Protective Services - Other Contract Costs	\$0.6
Total Insurance Premiums	\$0.9
Total Other General Expenses	\$7.0
Interest Expense and Amortization Cost	\$3.8
Housing Assistance Payments	\$483.4
Depreciation Expense	\$5.6
Total Expenses	\$530.5
Excess of Revenue Over Expense	\$13.5
CHANGE IN EQUITY / NET ASSETS	
Total Equity - Net Assets / Position - Beginning	\$116.2
Total Equity - Net Assets / Position - Ending	\$129.7

Dollar amounts shown are in millions



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