



SERVING OUR COMMUNITY WITH CARE & EXCELLENCE

2018 ANNUAL REPORT

A year of progress and innovation



Frazier Fellowship
Dallas, Texas

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A LETTER FROM OUR PRESIDENT & CEO, TROY BROUSSARD



“With the tenacity of our team, the reasoned leadership of our Board of Commissioners, the commitment of our allies, and most importantly, the ambition of our residents, I am confident that we will overcome the challenges before us and continue to create a stronger more vibrant community for the people across North Texas.”

Dear Neighbors and Partners,

In 2018, the Dallas Housing Authority (DHA) marked its 80th year serving our community with quality affordable housing. Since 1938, DHA has aided in the upward mobility of low-to-moderate income families and individuals through affordable housing that DHA has built and rental housing assistance programs that DHA has managed. The collective efforts of our clients, business partners and the agency help create self-sufficient, economically independent families and individuals. 2018 was no different. The clients we serve embody strength and perseverance—traits that inspire us to serve the community for years to come.

Every year we make progress and strive to innovate the way we serve our residents, partner with businesses and develop our portfolio of rental housing developments. A few highlights from 2018 include:

The Texas Rangers MLB Academy partnered with DHA Housing Solutions along with Major League Baseball (MLB), Mercy Street, Toyota, Globe Life, Buckner Family Hope Center, Papa John's and the Power 2 Change Foundation to strengthen the community, not only through baseball and softball, but also numerous educational opportunities. The Rangers' facility is the eighth free-standing youth academy since the first one opened in Compton, California in 2006. It is the first MLB youth academy that involves a public housing authority in the U.S. and we are proud to be part of it.

DHA updated our open enrollment process to have continuous open enrollment for public housing and project-based vouchers, ensuring that families will have the opportunity to apply for rental housing assistance during their time of need. In 2019, DHA plans to extend its open enrollment model to the Housing Choice Voucher program.

DHA adopted new housing software to improve accessibility for our clients and business partners. Going forward, property

owners/managers can conduct business transactions with DHA online through the Landlord Portal and participating tenants can access their information, communicate with DHA and perform required transactions through the Client Portal. Annual re-certification was also moved to an online process this year, generating efficiencies and cost savings.

The agency updated its name and brand to more accurately reflect the communities we serve. The new name and descriptor is “DHA Housing Solutions for North Texas”, which more clearly defines the breadth of our jurisdiction and service area. DHA operates in seven counties across North Texas: Collin, Dallas, Denton, Ellis, Kaufman, Rockwall and Tarrant.

DHA developed a new website with helpful information and resources to better engage and serve our constituents. The new website provides information for people seeking housing resources, current public housing residents, Housing Choice Voucher clients, landlords, developers, and business partners as well as the general public.

The agency is enhancing its culture for our ~280 teammates and creating a workplace that will attract and retain the best and brightest talent. One way we're investing in our culture is seeking best practices from other organizations. Sewell Motors, known for its outstanding customer service, which stems from a strong organizational culture which makes customer service a priority, has graciously served as a mentor to DHA. DHA is learning how Sewell Motors has built their organization's culture with a strong customer service-focus.

DHA strives to be an agency of opportunity to the families we serve. In addition to quality affordable housing, DHA provides the families we serve with supported pathways to life change and self-sufficiency and also improve quality of life for our elderly and disabled clients. One part of our investment in creating paths to

self-sufficiency is providing educational scholarships for DHA clients through our Opportunity Rising Foundation. This past year, DHA launched a new strategy to grow the foundation so more families can be helped. DHA appointed an external Advisory Board, launched the Foundation's website and participated in our first North Texas Giving Day. We believe this is important work. Education is a key pathway out of poverty toward self-sufficiency.

Our team has adopted a new strategy for Public-Private Partnerships (P3) to develop desperately needed affordable housing across North Texas. At this time DHA is working with 12 qualified private development firms as partners to create more affordable housing opportunities across North Texas.

These partners include: AMTEX Multi-Housing, Carleton Development, Fairfield Residential, Matthews Southwest, McCormack Baron Salazar, Michaels Development Company, Ojala Partners, Steele Properties, The NRP Group, Trammell Crow Company, Volunteers of America National Services and the combined team of DFW Advisors, KRR Construction, and Michael R. Coker Company. In collaboration with its private developer partners, DHA intends to redevelop seven properties in its portfolio, comprising 650 existing housing units and 146 acres as well as collaborating in other affordable housing projects initiated by our qualified developers. Additional development partners may be selected to join this group.

As part of our effort to collaborate with partners across North Texas to Affirmatively Further Fair Housing, DHA participated in the North Texas Regional Housing Assessment to identify, evaluate and address fair housing issues in our community. The assessment identified several challenges including access to transportation, jobs and landlords refusing to accept vouchers. DHA has committed to

collaborating with partners from the private and public sectors to help address these challenges – it will take everyone coming together to address these issues to make a tangible impact.

Last but not least, I want to take a moment to recognize the hardworking team here at DHA, that has accomplished an important feat. DHA's 2017 single audit report, conducted by CohnReznick LLP, a certified public accounting firm, reflects no findings or deficiencies for the fourth year in a row. The agency's financial statements, program management and internal controls tested passed without any findings.

DHA's Housing Choice Voucher and Public Housing programs earned 'High Performer' status, which is HUD's highest rating. The 14 performance measures show whether public housing agencies help eligible families to afford decent rental units at a reasonable subsidy cost as intended by federal housing legislation. For a public housing authority of DHA's size with more than 400 payment standards, this is no small task. These excellent results take teamwork, dedication, diligence and integrity. I applaud every DHA team member for doing their part to help the agency achieve this important goal. With the tenacity of our team, the reasoned leadership of our Board of Commissioners, the commitment of our allies, and most importantly, the ambition of our residents, I am confident that we will overcome the challenges before us and continue to create a stronger more vibrant community for the people across North Texas.

Troy Broussard
President and CEO

A RENEWED MISSION, VISION AND VALUES

Early 2018 was dedicated to reflect on our culture. We wanted to make sure our mission, vision and core values reflect who we are today and embody our path forward.



A RENEWED MISSION, VISION AND VALUES

MISSION

OUR MISSION IS TO PROVIDE AFFORDABLE QUALITY HOUSING AND ACCESS TO SUPPORTIVE RESOURCES ACROSS NORTH TEXAS.

We create housing solutions in healthy, inclusive communities that offer economic, educational and social growth opportunities. Our business partners and neighbors are an essential part of this mission.

Our dedicated, caring team of professionals is driven to deliver on behalf of our clients and partners.

WE BELIEVE...

EVERYONE DESERVES A PLACE TO CALL HOME.

Communities are stronger when everyone has a chance to thrive.

Affordable housing is an important part of the solution to reduce poverty.

Our vision is to be a catalyst for positive change, creating a brighter future by:

- Providing pathways for people to enhance their quality of life
- Developing more inclusive, sustainable housing solutions
- Energizing communities and partners to join us on our mission



OUR VISION



OUR CORE
VALUES

ACCOUNTABILITY

take pride and responsibility

HONESTY

communicate with full transparency

RELATIONSHIPS

value and care for one another

INCLUSION

foster racially and economically diverse communities

LEARNING

listen, share and advance

MOTIVATION

work hard to drive change

RESPECT

serve others with honor and respect

These are more than just words. These are tenets we aim to live up to each day.

Thank you to our leadership team and Employee Committee for your time and insights in crafting these important principles.

55,000

*people housed
each day*

3,155

*DHA owned
public housing units*

5,000

*landlords in our voucher
network*

9,000

*seniors and disabled
housed*

1,900

*formerly homeless
people housed*

739

veterans housed

280

DHA teammates

10th

*largest public housing
agency in the nation*

4th

*largest Housing Choice
Voucher program in the nation*

\$19,000,000

*contributed to the local
economy each month*

16,700

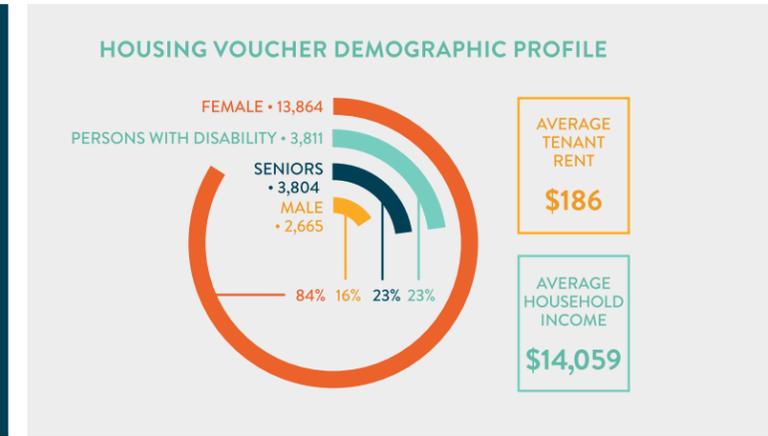
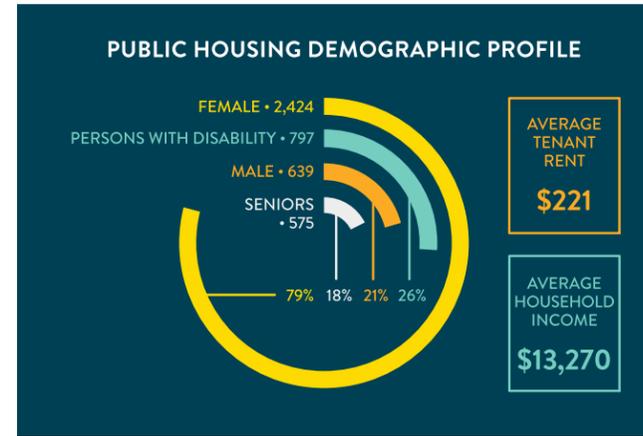
*households (50,000 people) provided with rental
housing assistance in the private rental market through
Housing Choice Vouchers*



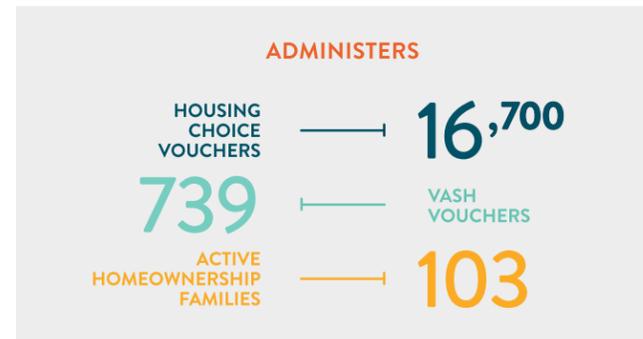
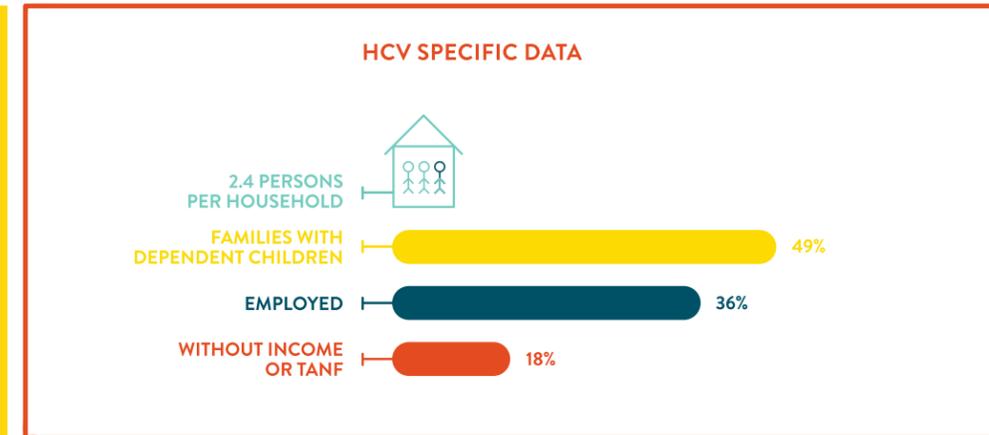
OUR IMPACT



CLIENT DEMOGRAPHICS

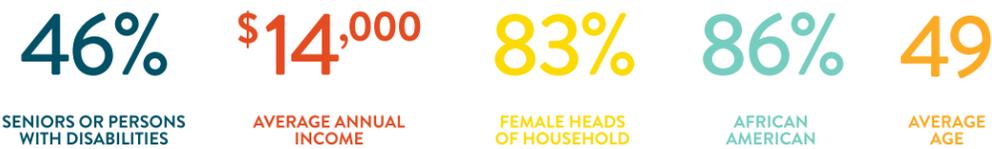


DHA'S HOUSING CHOICE VOUCHER PROGRAM IS THE **4TH LARGEST** IN THE NATION, ASSISTING **16,700** HOUSEHOLDS THROUGH THE HOUSING VOUCHER PROGRAM REPRESENTING **40,000** PERSONS



UNLIKE MOST PHAs THAT OPERATE THEIR HCV PROGRAM WITH ONE JURISDICTION-WIDE FAIR MARKET RENT SCHEDULE, DHA IS REQUIRED TO USE THE HUD SMALL AREA FAIR MARKET RENTS (SAFMR) IN THE OPERATION OF ITS HCV PROGRAM. AS A RESULT, DHA MANAGES 2,815 PAYMENT STANDARDS.

DHA CLIENT DEMOGRAPHICS

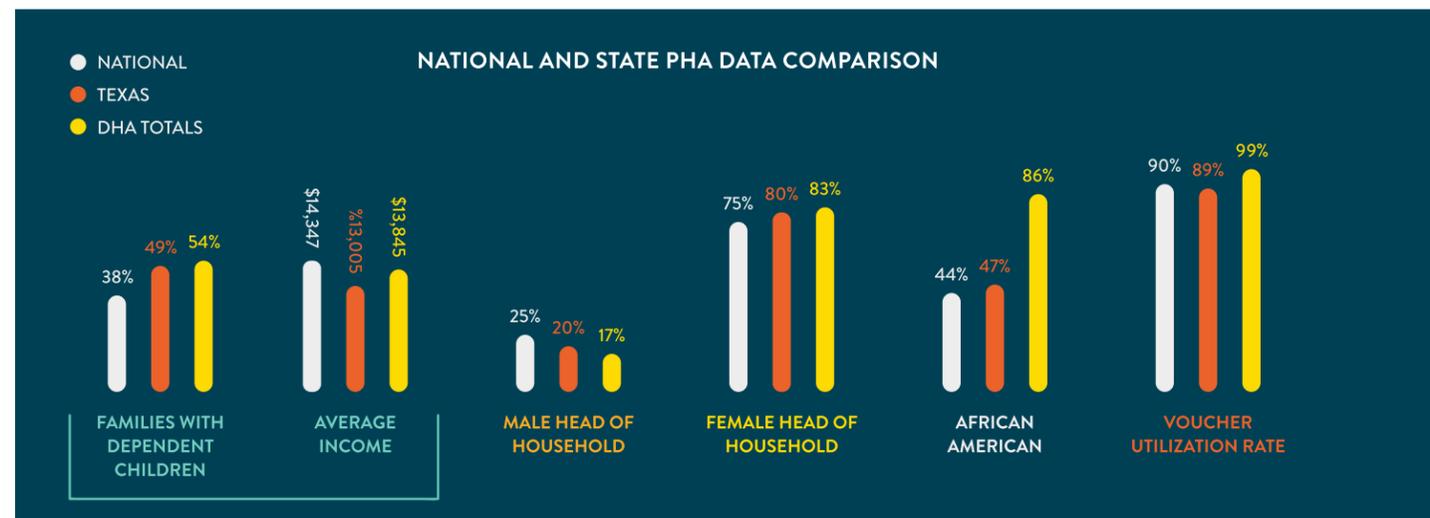


DHA SERVES

~55,000 INDIVIDUALS WITH QUALITY RENTAL HOUSING

DHA OWNS AND OPERATES 4,903 RENTAL HOUSING UNITS IN 27 DEVELOPMENTS

[3,155 ARE PUBLIC HOUSING UNITS]



DHA IS A DYNAMIC COLLABORATIVE ORGANIZATION



Services HQ is the administrative office



Residential Communities is the division that manages DHA-owned properties



Compass Point is the division that manages the Housing Choice Voucher program



North Texas Housing Partners is the division that leads our development initiatives and Public-Private Partnerships



DHA cares™

DHA Cares is DHA's philanthropic arm through which all community engagement efforts are led

GOALS & PROGRESS

GOAL No.1

INCREASE AFFORDABLE HOUSING CHOICES FOR LOW-INCOME FAMILIES.

The need to provide more affordable housing choices for low-income families continues to grow, while funding for affordable housing services and support remains static. Given these dynamics, DHA has implemented innovative ways to redevelop legacy affordable housing properties and also create more options for the communities it serves.

DID YOU KNOW THAT HANDICAPPED, DISABLED AND ELDERLY POPULATION MAKES UP MORE THAN 40% OF DHA CLIENTS?

DHA's public-private partnership with Stonegate Development Corporation created the Simpson Place Assisted Living facility in East Dallas across the street from Baylor Hospital that included 139 beds for assisted living and 52 beds for skilled nursing residents. This is a great example of a public-private partnership that has resulted in a successful redevelopment project. As part of this partnership, Stonegate Senior Living is focused on supporting the elderly and disabled who are reliant on government assistance.

Unlike a market-rate community, Simpson Place works hand in hand with government programs that provide financial assistance to our residents, making the community more affordable. There are no client out-of-pocket costs. Through this unique collaboration apartment rent and meals are paid for through a combination of Social Security, Medicaid, and DHA's Housing Choice Voucher Program.

The Las Brisas apartment community in Irving, TX is a good example of a successful mixed-income development in a higher opportunity area. This property includes 180 low income tax credit units and 51 percent of an additional 261 units that house residents at 80 percent median income.

Leveraging project-based Housing Choice Vouchers in high-opportunity areas is another strategy DHA deployed. DHA secured two agreements to enter into Housing Assistance Payment Contracts for properties that are new construction, utilizing Project-Based Vouchers. One agreement is with Veranda Townhomes for 40 Units in Plano and the second is with Flora Lofts in Downtown Dallas for 16 units.

Simpson Place Assisted Living
Dallas, Texas



GOAL No.2

INCREASE ECONOMIC SELF-SUFFICIENCY OF FAMILIES FOR WHOM IT IS APPROPRIATE AND PROVIDE OPPORTUNITIES TO IMPROVE THE QUALITY OF LIFE FOR PERSONS WHOM SELF-SUFFICIENCY IS NOT AN APPROPRIATE GOAL.

DHA staff partnered with the Texas Construction Academy at UT Arlington and the Texas Workforce Solutions of Greater Dallas (“WFSGD”) to provide a highway construction-training program, equipping participants to enter a worthwhile trade. In addition, DHA staff partnered with WFSGD to provide on-site job readiness instruction and referrals to employment and training.

DHA participated in the Dallas Opportunity Fair at Kay Bailey Hutchison Convention Center, a national program initiated by Starbucks, where nearly 2,000 youth interviewed with 30 companies for employment opportunities. Coalition companies made approximately 700 on-the-spot job offers with more than 60 percent of interviews resulting in a job offer. As part of this national initiative, Starbucks has committed to hiring 100,000 Opportunity Youth by 2020.

DHA’s Homeownership Program also experienced improved success last year in helping families graduate from the Housing Choice Voucher rental housing program to owning their own homes. There are 103 active homeowners through the program with 30 new homeowners last year.

The Family Self-Sufficiency Program, which helps DHA clients with their plans to become self-sufficient had 874 active participants last year. We are proud of the 14 recent graduates having become economically self-sufficient and no longer receiving government assistance.

In regard to healthcare, DHA had its 14th year of a very successful partnership with the University of Houston College of Optometry, who operates the Cedar Springs Eye Clinic. The clinic focuses on vision care for our clients and provides services including eye exams, prescriptions for glasses and comprehensive

Magdalene Berry, DHA Family Self-Sufficiency Program participant who now owns her own tax preparation business



care for eye conditions. Some of the glasses and lenses our clients receive through the clinic are provided at little to no cost. Eyemart Express based in Dallas recently donated 1,100 eyeglasses to the clinic.

DHA HAS A LONGSTANDING FOCUS ON ENHANCING THE QUALITY OF LIFE FOR OUR ELDERLY CLIENTS AND RESIDENTS.

Since the program launched in 2005, Cedar Springs Eye Clinic has cared for ~84,000 patients. In 2018 alone, the clinic cared for 4,700 patients across 8,800 encounters. While many patients the clinic sees are DHA residents, the program has expanded to serve patients across the community.

DHA collaborates with many service providers to facilitate activities and services at all properties such as computer classes, GED and literacy classes, resident-operated coffee shops, on-site health screenings, lunch fellowships, fitness classes, health talks, heritage celebrations, dances, arts and crafts, games, field trips and much more.

Educational presentations conducted on health and nutrition are geared toward the needs of older individuals. Free and nutritious meals are also provided daily through our partnership with the Dallas County Health and Human Services Older Adults Program. The program addresses many of the needs of older residents living in the Roseland Community and surrounding area.

Through our partnership with DART (Transit Education Department), Church of the Incarnation, and Central Dallas Church our seniors are able to attend off-site trips to museums, aquariums, and the Dallas Arboretum.

In the past year, DHA, Behind Every Door, Central Dallas Church and The Roseland Partners have hosted a monthly Senior Brunch and Bingo, sponsored by Church of the Incarnation. There are 58 – 60 seniors in attendance each month.

We also paired BINGO with minor health screenings through our partners Altruist Home Health and CarePlus Health Service who provide free minor health screenings.

DHA works with community partners to build stronger communities for our seniors so they can age in place with a good quality of life.

GOAL No.3

ACHIEVE GREATER COST EFFECTIVENESS AND IMPROVED EFFICIENCIES IN PROVIDING HIGH QUALITY HOUSING AND SERVICES FOR LOW-INCOME FAMILIES.

Regarding safety, DHA has developed a unique collaboration with the City of Dallas Police Department, Fire Department and Code Compliance to improve the quality of life and safety for residents who live at DHA properties. DPD crime data, shared weekly, helps DHA property management staff follow up with residents who may be crime victims enabling DHA to connect the resident with services they may require. The weekly DPD data also enables DHA to promptly engage in lease enforcement activities where appropriate as well as crime prevention strategies and the activation of community-based crime watch groups. DHA also invested in digital surveillance cameras with license plate readers at additional properties and is testing the use of facial recognition software.

To improve efficiencies for our clients and business partners, DHA launched our applicant, client and landlord portals, which enable us to manage processes and documentation online more efficiently. Applicants can now apply for programs; existing clients can manage the information in their accounts and participating private sector landlords can conduct business transactions with DHA online.

One of the key challenges DHA has faced is efficient deployment of resources to conduct inspections, which is a key step in the approval process for clients seeking Housing Choice Voucher rental housing assistance. This year our inspections team re-engineered their inspection scheduling and deployment processes and were able to reduce inspection wait times from two weeks to within 48 hours.

DHA is also beginning to utilize artificial intelligence software to help schedule and route inspections more efficiently and to communicate more effectively with clients and landlords on the status of their inspections in real time.

Also, following years of third-party management, DHA regained self-management of its inventory of DHA owned low-income housing tax credit properties to improve cost effectiveness and resident relations. Self-managing these properties has resulted in lower operating and capital improvement costs while improving quality of life for our residents.



A MORE EFFICIENT AND RESPONSIVE DHA = A BETTER BUSINESS PARTNER FOR YOU

You're sharing feedback. We're listening and taking action.

We've made significant changes in the way we work with you, including the use of artificial intelligence (AI) technology to improve your experience working with us.

YOU SAID WE NEED:

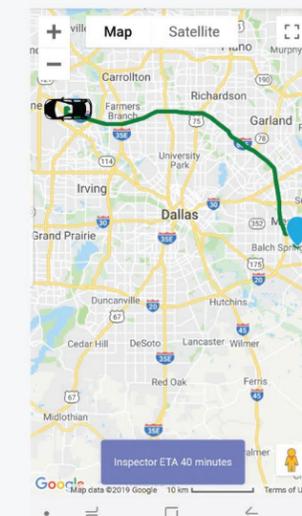
- Better lines of communication
- Faster inspections
- Better alignment of government requirements with private sector business practices

WE HAVE:

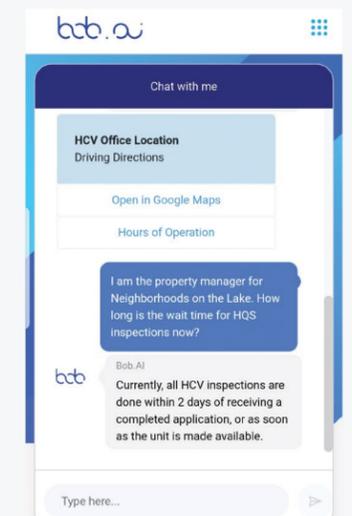
- Launched a Landlord Portal, new website, e-newsletter and regular feedback surveys
- Updated our processes so now inspections are done in 2 DAYS vs. weeks and coming soon are online inspections scheduling and route optimization for real-time updates
- Started a Task Force in partnership with the AAGD to address these concerns and enhance our processes

Learn more about the tools we're deploying to provide greater accessibility and improved customer service for you.

IMPLEMENTED THIS SPRING



* Inspections scheduling and route optimizer with real-time status views



* Artificial intelligence (AI) based real-time customer service chat

DHA values our partnerships with property owners and landlords. We would not be able to serve our communities without you.

We believe we are **BETTER** when we work **TOGETHER**.

Join us: LLServices@dhantx.com // <https://dhantx.com/business-partners/landlords/>





DHA COO, David Zappasodi, meets with North Texas landlord, Anthony Ng, to discuss the Housing Choice Voucher program

GOAL No.4

PROMOTE NONDISCRIMINATORY PROVISIONS IN ALL DHA PROGRAMS AND SERVICES.

DHA was an active member of the North Texas Region wide assessment of Fair Housing which included other housing agencies and municipalities across the region. The collaboration examined the intersection of poverty, segregation, transportation and housing to create an informed picture of the fair housing landscape in Dallas and North Texas. The research focuses on racial and ethnic segregation, the concentration of poverty, and housing problems for families with children, seniors and persons with disabilities and limited English proficiency as well as other protected classes to identify fair housing issues and barriers to access opportunity.

The study identified several challenges including source of income discrimination, growing affordability pressure and limited access to transportation for lower income families.

DHA has added the co-principal investigator of this study, Dr. Myriam Igoufe, to its team as its director of Housing Services responsible for ensuring DHA continues to effectively work with property owners, landlords and community resources to enhance the affordable housing options in high opportunity neighborhoods for the families DHA serves.

DHA is committed to double its landlord network from 5,000 to 10,000 by 2020, providing more opportunities for Housing Choice Voucher families to find safe, decent affordable housing. A significant part of this effort will be educating landlords on source of income discrimination.

GOAL No.5

FACILITATE THE DEVELOPMENT OF AFFORDABLE HOUSING IN DALLAS UTILIZING DHA'S DEVELOPMENT TOOLS SUCH AS ITS TAX-EXEMPT STATUS, ISSUING BONDS, AND PARTNERING WITH PRIVATE DEVELOPERS.

DHA designed a five-year redevelopment plan to create more affordable housing opportunities across North Texas through Public-Private Partnerships. It reviewed several proposals from prominent developers in the region and selected 12 firms to begin implementing the plan. The initial group of partners are: AMTEX Multi-Housing, Carleton Development, Fairfield Residential, Matthews Southwest, McCormack Baron Salazar, Michaels Development Company, Ojala Partners, Steele Properties, The NRP Group, Trammell Crow Company, Volunteers of America National Services and the combined team of DFW Advisors, KRR Construction, and Michael R. Coker Company.

The qualified developers will work with DHA to redevelop seven of its properties that currently encompass 650 housing units and nearly 146 acres of land, with the expectation that the developers will present opportunities for other collaborations and partnerships that increase the supply of mixed income affordable housing in our community. Additional development partners may join this group.

The first project DHA is redeveloping the former Brooks Manor site located in Oak Cliff/District 1. Brooks Manor is a 6.694-acre tract of land, zoned for retirement housing. The site formerly assisted 225 households with public housing for seniors and persons with disabilities.



Brooks Manor
Redevelopment

DHA IS SEEKING TO REDEVELOP THE PROPERTY TO ITS HIGHEST AND BEST USE, INCLUDING BOTH MARKET AND SUBSIDIZED RENTAL HOUSING.

The developer selected for the redevelopment of Brooks Manor will also have an opportunity to redevelop the Cliff Manor site, which is also located in Oak Cliff/District 1. Cliff Manor is currently fully occupied. The residents (seniors and persons with disabilities) will be relocated prior to redevelopment. It is anticipated the majority of the Cliff Manor residents will be relocated to the redeveloped Brooks Manor site to ensure they continue to reside in affordable, safe and decent rental housing.

RESIDENT SERVICES

DHA IS COMMITTED TO PROVIDE ITS RESIDENTS WITH OPPORTUNITIES FOR LIFE CHANGE THROUGH PERSONAL GROWTH AND EDUCATIONAL AND PROFESSIONAL DEVELOPMENT.

Programs like the Family Self-Sufficiency Program, which help families achieve their life goals in education, job training, and home ownership are accommodated through partnerships with local agencies. Additionally, this year, our programs such as the Opportunity Rising Foundation, home study centers, and resident employment and training, are directing energy toward empowering residents to achieve their educational and employment goals. These programs are designed to establish opportunity for thousands of families to move toward economic independence.

FAMILY SELF-SUFFICIENCY

The DHA Family Self-Sufficiency (FSS) Program is a voluntary program designed to assist families in becoming economically independent and self-sufficient within a five (5) year timeframe. All DHA Housing Choice Voucher participants are eligible to participate in the Family Self-Sufficiency Program.

Each FSS participant is assigned a case manager who provides one-on-one support and encouragement to help them develop their plans, connect them with resources and support their need to achieve their goals including education, job training, credit repair, job search assistance, child care and more. While in the Family Self-Sufficiency (FSS) Program, clients must be active; either in school or working at least 30 hours per week. There is no cost to DHA residents for participating in the program, however, there is a financial incentive for successfully completing the program. As FSS participants progress economically, DHA establishes an escrow account. Successful graduates receive the cumulative accumulated savings in their escrow account.



VETERANS AFFAIRS SUPPORTIVE HOUSING (VASH)

DHA participates in the Veterans Affairs Supportive Housing (VASH) program, which is a program created by the Department of Housing and Urban Development (HUD) in collaboration with the Department of Veterans Affairs (VA). The HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the VA.

DHA provides housing support to more than 700 Veterans each year and in 2018, was awarded 120 HUD-VASH Housing Choice Vouchers to expand its support for homeless Veterans across North Texas.

HOMEOWNERSHIP PROGRAM

Housing Choice Voucher clients have an opportunity to access resources to help them become home owners. The Housing Choice Voucher (HCV) Homeownership program allows first-time homebuyers to use housing voucher assistance toward the purchase of a home. HCV families who are able to secure a mortgage loan based on their income, credit and debt are eligible to participate in this rewarding program. The program also requires clients to complete a first-time homebuyer training course that educates them on financing, property taxes and insurance, the role of the title company and homeowner responsibilities.

The Housing Choice Voucher (HCV) Homeownership Program was created by HUD to assist low-income, first-time homebuyers in purchasing homes. Through the Homeownership option, a public housing agency may provide voucher assistance for an eligible family that purchases a dwelling unit for residence by the family.



Veteran David Hamilton, a proud homeowner thanks to the HUD-VASH Program and support from DHA



THE FACES OF DHA

MAGDALENE BERRY IS ON HER WAY TO ENTREPRENEURIAL SUCCESS

Ms. Berry found herself needing assistance as she was going through a divorce. She found a support system through DHA's Family Self-Sufficiency (FSS) program, which helped her identify needed resources and also set goals for her family's future.

Ms. Berry has two clear goals in mind: own a home and operate her own business.

Her FSS coordinator connected her with the local Small Business Administration office, which taught her about microloans and helped her write her business plan. She created her own investor outreach strategy and sent out her business plan to some prospective investors she researched online. One of those investors took interest in her business plan and has given her a business loan to launch her tax preparation firm based in Oak Cliff.

TODAY, SHE IS THE PROUD OWNER OF 'BERRY FAST TAXES'!

Ms. Berry shares that her DHA FSS support team helped her get focused on improving her finances, establish her credit and connect her with resources that helped her open her new business.

"The Housing Choice Voucher Program is there to help you get back on your feet. Participating in the FSS Program gives you the support system you need to succeed," says Ms. Berry. "I would not have been able to accomplish my goal of starting my tax preparation company this quickly without the guidance and encouragement my FSS coordinators at DHA provided me."

DHA is proud of Ms. Berry and our many other clients like her. DHA's goal is to help families achieve self-sufficiency and lead successful, sustainable lives. Ms. Berry's story is a great example of how individualized case management along with targeted supportive resources help to affect meaningful and positive life change and economic self-sufficiency.





AMIT SACHDEV

BROKER OF SUNSHINE REALTORS
IN NORTH DALLAS

Mr. Sachdev is actively turning the perception of public housing around among people within his profession. As a broker, he says simply, “it’s numbers,” and he highly recommends investors to get involved in the community and invest in DHA properties. For the past 15 years, Amit has been helping first time home buyers purchase property, and he is committed to helping investors lease to DHA clients.

While DHA is his primary housing agency, he also works with Grand Prairie, Plano, and Denton housing agencies. He assures investors that he is “the eyes on the ground,” and manages the properties with a thorough system.

TO LANDLORDS, HE PROVIDES FOUR TIPS FOR RISK MANAGEMENT BASED ON THE SYSTEM HE HAS CREATED:

- Be proactive in managing the property—screen your tenants;
- Stay in communication with the tenants. Be open and approachable. Otherwise, they will be afraid to report problems;
- Be flexible on co-pay for repairs; and
- Provide lawn care and outdoor maintenance through your own connections.

He explains that you must be able to navigate issues—including those that may be out of your control concerning possible governmental changes like a shutdown.

While Mr. Sachdev works in North Dallas, he clarifies that the areas he manages are diverse and there have been no complaints, as DHA clients have been blending in well. Overall, he speaks positively about his experience with DHA. He is happy that most of the residents stay in housing longer—two years compared to one—essentially giving residents time to build the foundation they need to exit housing. Though Amit works with investors all around the country, he recommends that other landlords also work with DHA.

Thank you, Mr. Sachdev for your partnership in ensuring affordable housing for our community! We appreciate your leadership and guidance for our other landlords.

REV. GEORGE KING

FOUNDER OF CARPENTER’S POINT
SENIOR LIVING

Reverend King’s compassion for people radiates through his humility and his desire to serve the North Texas senior population. The community he founded, Carpenter’s Point Senior Complex, is a 100 percent housing choice voucher property and flourishes with an average of 95-98 percent occupancy per year, providing 150 units.

Carpenter was not established with ease; in fact, Rev. King was warned that the cost alone would present a challenge. So he approached DHA with optimism, anticipating that they would share in providing better living conditions for Dallas seniors.

Prior to Carpenter, Rev. King knew that many seniors were coming out of dilapidated conditions, so his goal was to commit to making the community not only stable but also a place in which they would take pride. Today, he says that the residents are so proud of their community—“they love talking about Carpenter.”

Rev. King explains, “We took a lot of pride in providing more than just the basic amenities. We went beyond what’s required by the city, state, and HUD.” He recognizes Carpenter’s fortunate beginnings. After two attempts to apply for tax credits, Rev. King and his team were awarded \$14 million in July 2008; however, because of the financial crisis during that period, the money could not be used. President Obama and his administration sent money to Texas, and a portion of those funds were administered to DHA, allowing Rev. King to move forward with the Carpenter project.

Through DHA, Rev. King’s property was categorized as a city-wide rent structure, providing housing for even more seniors in need. Rev. King commends DHA for their assistance, saying that DHA is “open and transparent,” maintaining great communication. While he owned Carpenter’s Point Senior Complex, Rev. King set a standard that 10 percent of distributions go into a fund for the seniors’ use, and \$115,000 is dedicated to social services per year. His primary goal was to ensure that the seniors of North Texas have a safe environment that honors their value to the community.





MEET ANTHONY NG

AFFORDABLE HOUSING LEADER
IN NORTH TEXAS

Mr. Ng has been a landlord and real estate agent for property owners across North Texas since 2002. He manages 200 single-family homes across East Dallas, Forney, Ft. Worth, Allen, McKinney, Plano and North Dallas. He's been so successful at managing his affordable housing portfolio that he started focusing on real estate full-time two years ago after leaving his career as an engineer at Texas Instruments.

He first learned about the Housing Choice Voucher program seven years ago when he was approached by a prospective tenant. He had only heard negative things about the program, but he felt the prospective tenant was a good person and wanted to give her a chance. He studied the program and ultimately rented a home to her. To this day, she's still a great tenant. He credits her with opening his eyes to the opportunity to help the community while building a solid residential real estate business.

ANTHONY SAYS, "I PURSUED CREATING AFFORDABLE HOUSING OPTIONS FOR OUR CLIENTS BECAUSE WHEN I WEIGHED THE PROS AND CONS, THE PROS OUTWEIGHED THE CONS BY A MILE."

Of the 200 single-family homes that Mr. Ng manages, 190 of his homes are rented to voucher families and 100 of those are DHA clients. He credits the success of his portfolio to some key lessons he learned along the way:

- **Respectfulness.** Be sure to work with your voucher families and to understand their needs. If you listen to them, are patient with their circumstances and show them respect, then you put yourself in a better position to find them the right home and earn their trust.
- **Resources.** DHA provides great resources such as the landlord services team, inspectors and case workers – leverage them. I work closely with all housing agency resources to help run my business and maintain positive relationships with my tenants. If all follow the rules, communicate and use the resources we're provided then people can find great homes to live in and landlords can develop a good business, too.
- **Be Fair.** As landlords providing affordable housing, it's important that we understand two key concepts: affordability and rent reasonableness. We all know about the affordable housing crisis across North Texas and it's important to understand that everyone has a different level of affordability. If you want the business benefits of renting to voucher families, you should have reasonable rents. We should all look to be reasonable and fair. I've established a great business using this approach and you can, too.

Mr. Ng's thoughts:

"Affordable housing is an important part of any healthy, modern society. We will always have different income levels in every community and subsidized housing helps balance the economy. The families we work with are always appreciative of the opportunity to live in our safe, clean homes. We hope our families aren't with us forever. We hope we're giving them a chance to hit the 'reset' button and become independent."

We are so inspired by Mr. Ng's business and his leadership. The relationships he has established with property owners and tenants makes him a great business partner.

And most importantly, thank you Mr. Ng for all you do to help ensure safe, clean affordable housing is made available for our families. We appreciate your leadership!



ALICIA BROWN IS INVESTING IN HER FUTURE FOR THE LONG HAUL

Ms. Brown recently joined the DHA Family Self-Sufficiency (FSS) Program to get some additional support on her path to self-sufficiency. She had already begun the journey herself – attending school full-time and working on improving her credit score.

When she visited DHA for her Housing Choice Voucher renewal, she was encouraged by her case worker to join the FSS Program and she's happy she did. "Even though I was already focused on becoming independent of assistance, it's good to have an additional support system to help me learn what it takes to be on my own and take better care of my children," says Ms. Brown.

Ms. Brown's FSS Program goals include owning a home, completing school and starting her own business. She comes from a family of truckers – her sister and her brother have both

been long-haul drivers, but Ms. Brown plans to take it one step further and envisions herself owning a whole fleet of trucks!

She's nearly done with her truck driving school program and is leveraging resources through the FSS Program to help her get her fleet started.

"I'm proud to be on the path to graduating from the FSS and voucher programs soon," says Ms. Brown. "People are sometimes afraid to put in the work, but for me it's definitely been worth it. I want my children to see their momma working hard to give them a better life and to learn that they need to work for what they want in life."

Ms. Brown, you are well on your way and we can't wait to see your fleet on the road!

AMBER BROWN IS FOCUSED ON THE BASICS NOW TO GO BIG IN THE FUTURE

Ms. Brown was recently recruited to participate in the DHA Family Self-Sufficiency (FSS) Program by her DHA case worker. Having already completed her education and certification as a Certified Nursing Assistant (CNA) with a career as a community health worker, Ms. Brown was already focused on achieving self-sufficiency.

Getting her two kids prepared for their futures and owning a home are key goals she strives toward. Through the FSS program she is learning how to prepare and manage a budget, establish credit and connect with resources that can help her with homeownership.

She has just begun her work through the FSS Program and she knows that creating a stronger foundation for her family by tackling these essential financial health requirements is the key to achieving her big goals in the future.

"I know a lot of people who are facing the same challenges as I am. I'm lucky to be part of a program that is teaching me about important financial tools that I didn't learn about when I was younger," says Ms. Brown. "It's important to focus on the basics like your budget and credit and get those things in order first so you can go after bigger goals down the road. Having my FSS Plan has helped me move toward my dreams step-by-step."



MEET OUR INSPECTIONS TEAM:

A GROUP THAT TRANSFORMED DHA CLIENT AND LANDLORD SERVICES IN 2018

The Inspections Department at DHA's Housing Choice Voucher program has recently decreased the inspection wait time from a couple weeks to just 24-48 hours. How did a team that serves nearly 17,000 housing units make such a drastic transformation?

AFTER THE RECENT LAUNCH OF THE NEW DHA MISSION, VISION, AND CORE VALUES, THE INSPECTION TEAM FELT EMPOWERED TO REFLECT THE ORGANIZATION'S CULTURE AND DEMONSTRATE EXCELLENT CUSTOMER SERVICE TO DHA'S REAL ESTATE PARTNERS.

Ben Dews, a housing inspections unit manager, calls the change a "restructuring," but that's a modest term for something that many consider revolutionary. The public perception about DHA and its long inspection wait times have been a challenge for the agency for years. This "restructuring" is a game changer for DHA and how the organization does business with property owners and managers in North Texas.

So how did they do it? It takes a lot of self-reflection and even some vulnerability to look deep within a system that's been doing things the same way for years. Ben says, "we are always open to ideas and suggestions from the team as a whole." When team members come up with a plan or an idea, the entire team will look at it and talk through the pros and cons.

"It's all about the families we're serving. We're reducing the burden on them by helping them get into their home faster."
- Ben Dews

Let's look at a few of the changes that the department made to significantly cut down the wait times. Ben says, "inspectors were doing their own scheduling, and that was causing a bit of a



bottleneck." The inspectors were held up having to make calls to schedule their inspections. Having the dispatch team make the schedules, freed up the inspectors to get to the units immediately.

All bi-annual inspections are scheduled in the morning and initial RFTA (Request for Tenancy Approval) inspections happen in the afternoon. This gives the team the ability to move to new lease-up inspections quickly.

Before a RFTA packet hits the unit manager's desk, the dispatch team has made a copy of the packet so they can get started on the inspection. This lets the inspection happen about four to five steps earlier than before. The RFTA packet still

continues through the normal process, but now the landlords don't have to wait as long.

The inspection team feels that this transformation is representative of the new culture of DHA. Not only does it improve relationships with landlords, it impacts the agency's SEMAP score, ensures administrative funding from HUD, and most importantly it reduces the burden on the families in need of housing.

Jan Bartholomew, housing inspection unit manager, says, "we work as a whole team together to solve a problem. When we are all on the same page, we can adapt to change quickly."

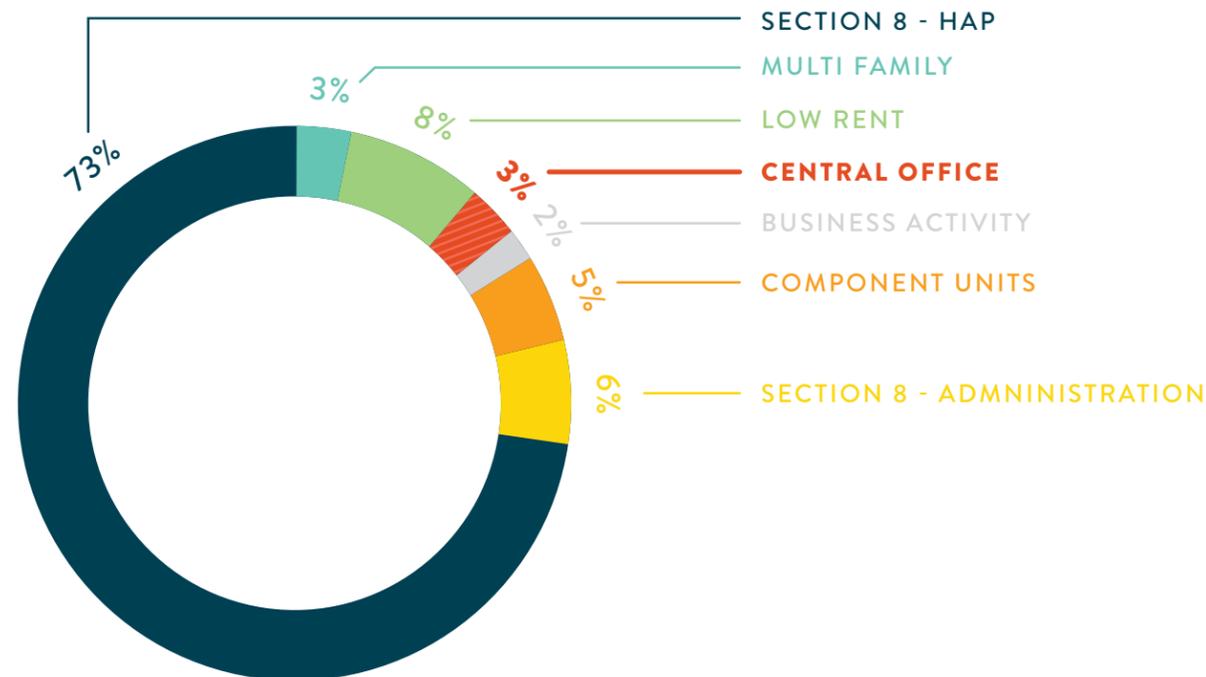
FINANCIAL REPORT

DHA received its 2018 independent audit report from CohnReznick LLP on August 5, 2019.

The audit, which covers both financial and compliance, shows no findings or deficiencies for five consecutive years. DHA's financial statements, program management and internal controls tested passed without any findings.

DHA is the 10th largest public housing authority out of some 3,300 in the nation. The agency provides affordable housing opportunities for 55,000 people through public housing developments and Housing Choice Voucher (Section 8) programs.

OPERATING EXPENSE by Major Programs



DHA's 2018/17 Financial Summary is provided on the following pages.

2018 ANNUAL REPORT FINANCIAL SUMMARY

STATEMENT OF NET POSITION

As of December 31

ASSETS	FY 2018	FY 2017
CURRENT ASSETS		
Cash and case equivalents - unrestricted	\$66,566,814	\$63,875,565
Accounts receivable - HUD	\$1,242,850	\$2,068,144
Accounts receivable - tenants	\$247,220	\$580,502
Accounts receivable - other	\$844,691	\$441,891
Prepaid expenses	\$314,194	\$18,587
TOTAL CURRENT ASSETS	\$69,215,769	\$66,984,689
RESTRICTED ASSETS		
Cash and cash equivalents	\$35,658,373	\$36,062,866
TOTAL RESTRICTED ASSETS	\$35,658,373	\$36,062,866
CAPITAL ASSETS		
Land	\$23,228,474	\$21,019,324
Buildings	\$382,456,141	\$379,120,719
Furniture, equipment and machinery	\$8,633,122	\$8,685,434
Construction in progress	\$14,240,514	\$12,591,084
GROSS CAPITAL ASSETS	\$428,558,251	\$421,416,561
ACCUMULATED DEPRECIATION	(\$236,558,117)	(\$225,618,619)
TOTAL CAPITAL ASSETS	\$192,000,134	\$195,797,942
NONCURRENT ASSETS		
Other assets	\$250,101	\$146,596
TOTAL NONCURRENT ASSETS	\$250,101	\$146,596
TOTAL ASSETS	\$297,124,377	\$298,992,093

STATEMENT OF NET POSITION

As of December 31

LIABILITIES AND NET POSITION	FY 2018	FY 2017
CURRENT LIABILITIES		
Accounts payable	\$1,993,907	\$1,031,665
Accounts payable - HUD	\$6,311	\$463,346
Accrued interest payable	\$182,201	\$201,376
Current portion of long term debt - Capital projects	\$1,216,311	\$1,250,947
Accrued wages and payroll taxes payable	\$620,644	\$781,830
Tenant security deposits	\$1,188,284	\$1,091,251
Accrued compensated absences - current portion	\$917,253	\$981,700
Deferred revenues	\$1,906,691	\$2,282,631
Other current liabilities	\$131,579	\$107,142
Accrued liabilities - other	\$2,697,983	\$2,352,050
TOTAL CURRENT LIABILITIES	\$10,861,164	\$10,543,938
NONCURRENT LIABILITIES		
Other long-term debt	\$2,665,908	\$2,677,272
Long-term debt, net of current - Capital projects	\$39,196,793	\$42,568,006
TOTAL NONCURRENT LIABILITIES	\$41,862,701	\$45,245,278
TOTAL LIABILITIES	\$52,723,865	\$55,789,216
DEFERRED INFLOWS OF RESOURCES		
Housing assistance received for future months	-	-
TOTAL NONCURRENT LIABILITIES	-	-
NET POSITION		
Net investment in Capital assets	\$151,595,011	\$151,978,989
Restricted	\$32,448,914	\$32,468,439
Unrestricted	\$60,356,586	\$58,755,449
TOTAL NET POSITION	\$244,400,511	\$243,202,877
TOTAL LIABILITIES AND NET ASSETS	\$297,124,376	\$298,992,093

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITIONS

For the Year Ending December 31

	FY 2018	FY 2017
OPERATING REVENUE		
Net rental revenue	\$22,553,323	\$20,979,930
HUD operating grants	\$193,606,076	\$160,759,837
Other revenue	\$3,004,598	\$4,003,933
TOTAL OPERATING REVENUE	\$219,163,997	185,743,700
OPERATING EXPENSES		
Administrative	\$18,429,546	\$17,851,390
Tenant services	\$2,020,996	\$2,167,632
Utilities	\$6,170,779	\$6,470,184
Maintenance and operations	\$18,491,659	\$17,076,023
Protective services	\$1,478,741	\$1,255,740
Insurance	\$1,581,501	\$1,342,650
General	\$2,360,944	\$2,655,094
Housing assistance payments	\$162,141,456	\$131,361,664
Depreciation/Amortization	\$10,978,652	\$11,789,981
TOTAL OPERATING EXPENSE	\$223,654,274	\$191,970,358
OPERATING INCOME (LOSS)	(\$4,490,277)	(\$6,226,658)
NON-OPERATING REVENUE (EXPENSES)		
Interest expense	(\$1,874,587)	(\$1,948,892)
Gain/(loss) on disposition of Capital assets	\$1,314	\$6,467
Donations - land	\$2,209,150	
Interest income - unrestricted	\$494,213	\$148,580
Interest income - restricted	\$124,477	\$87,198
TOTAL NON-OPERATING REVENUE (EXPENSES)	\$954,567	(\$1,706,647)
INCOME/(LOSS) BEFORE CAPITAL GRANTS	(\$3,535,710)	(\$7,933,305)
HUD Capital grants	\$4,733,344	\$5,560,153
CHANGE IN NET POSITION	1,197,634	(\$2,373,152)
NET POSITION (BEGINNING)	\$243,202,877	\$245,576,029
NET POSITION (ENDING)	\$244,400,511	\$243,202,877

DHA BOARD OF COMMISSIONERS

DHA is governed by a Board of Commissioners that is appointed by the Mayor of the City of Dallas. The Board of Commissioners is responsible for setting policy and financial oversight. Together, the Board of Commissioners and DHA's executive leadership team set the mission, vision and strategy for the agency.

**WE ARE PROUD TO HAVE A
DISTINGUISHED AND DEDICATED
BOARD OF COMMISSIONERS
AND AN EXPERIENCED, CARING
EXECUTIVE LEADERSHIP TEAM
GUIDING US FORWARD.**



JORGE BALDOR, CHAIRMAN

BUSINESS DEVELOPMENT
COMMITTEE CHAIR

Jorge Baldor was born in Havana, Cuba and lives in Dallas, Texas. He is a graduate from Southern Methodist University (SMU) with a BA in History ('93). Mr. Baldor chairs the business development committee on DHA's Board of Commissioners.

Jorge has traveled to over 65 countries and has been an advocate for education and social causes locally, nationally and internationally. He was recognized by the Innocence Project and named an "Amigo de Centroamerica" by Presidente Cerezo's Fundacion Esquipulas in Guatemala.

In 2015, he was a founder of The Latino Center for Leadership Development. He most recently founded Mercado369 in the heart of Oak Cliff, a community art center and café reflecting the rich culture and history of Latin America from Mexico to Argentina.

Jorge has received numerous awards and recognitions, including a feature as Dallas' New Latino Leaders by D Magazine. In 2016 he was named by D CEO Magazine as Outstanding Latino Advocate and in 2018, he was nominated by the Dallas Morning News as Texan of the Year. He was most recently awarded the OHTLI Award by the Mexican government, which is the highest recognition given by the government to an individual living outside of Mexico for elevating Mexican culture abroad.

After8toEducate, an umbrella organization he founded, is a collaborative effort bringing together community engagement, philanthropists and foundations to address the homeless youth population in North Texas. After8toEducate is converting Fannie C. Harris, a former elementary school in South Dallas, into a 35-bed shelter for homeless high school students. In conjunction, they will be opening a 24/7 drop-in facility for all homeless youth ages 14-21.

He is the incoming Chair of World Affairs Council of Dallas Ft. Worth and is also active on the SMU Dedman Executive Board, SMU Meadows School of the Arts Executive Board and other Boards including the Social Venture Partners Dallas, the Parkland Foundation Board, Goals for Dallas 2030, and the Oak Cliff Chamber of Commerce.

JAMES D. GARNER, VICE CHAIR

FINANCE & INVESTMENTS

Jim is a certified public accountant with BKD LLP, a national accounting firm in Dallas. His commitment to the community and his expertise in the field have been recognized by local media publications. D CEO Magazine named him Financial Executive of the Year for Public Service in 2014, and the Dallas Business Journal honored him as one of their top “40 Under 40” in 2015. He is active in the community, serving on numerous civic boards and committees, including the Dallas Wind Symphony, City of Dallas Bond Finance Task Force, Pegasus Grant Committee for the Dallas Foundation, and the United Way Stewardship Committee. Additionally, from 2011 to 2017, Jim served on the board of directors for Senior Source, a non-profit organization that provides services to low-income senior citizens.

Jim was appointed as DHA commissioner in July of 2015 and currently serves as the vice chairman of the DHA Board of Commissioners. Jim also chairs the finance and investments committee. He joined the board because he is committed to helping community stakeholders understand the value DHA brings to the greater Dallas area. DHA demonstrates that a safe and stable home provides people with access to resources that can advance their lives. Jim believes that a sense of stability will allow DHA residents to place more focus on school, work, and if applicable, parenting. These areas make an individual a stronger person, and as a result, a stronger community member. Jim’s commitment is enveloped in the belief that the service DHA provides will help create more engaged, optimistic citizens of Dallas. Overall, Jim hopes to make it clear that DHA is an organization that brings value to the community, and thus, is an organization that is a desired partner.

Jim’s commitment to DHA, and the greater Dallas community, is driven by his passion to advocate for people who need a stronger voice. He believes that every person shares a desire to experience happiness and to enjoy success in life, but happiness and success are not easily accessible to everyone. With DHA, Jim knows that he can change that. He is motivated to serve DHA residents because they are just as deserving of respect and dignity as other members of the Dallas community.

Mr. Garner earned his Bachelor of Business Administration in Accounting and his Master’s in Professional Accounting from the McCombs School of Business at the University of Texas at Austin.

DEBORAH CULBERSON, COMMISSIONER

QUALITY OF LIFE

Ms. Deborah Culberson, a member of DHA Board of Commissioners, was appointed by Mayor Rawlings in August 2013, to serve as Resident Commissioner. Federal and State law require at least one person on its governing board who is a resident of public housing or a participant in the housing voucher program. Ms. Culberson is a resident at Kingbridge, a public housing development owned and operated by DHA. Ms. Culberson provides valuable insight and guidance to the governing board while faithfully and responsibly serving as Resident Commissioner.



THERESA FLORES, COMMISSIONER

LEGISLATIVE, COMMUNITY ENGAGEMENT

Theresa A. Flores has enjoyed a 20-year career in public affairs, legislative advocacy, and relationship management. Currently, she is the manager of public affairs for Mary Kay Inc., where she develops and recommends policy positions that protect the Company's interests; focusing on engagement with legislators, governments and NGOs. She also serves as the public affairs liaison for the Company's Mexico, Brazil, Colombia, Argentina, Peru, and Uruguay regional markets.

She is especially proud to be a part of Mary Kay's efforts in leveraging its reputation to raise awareness with lawmakers



about the importance of crucial funding for domestic violence prevention and intervention services.

Previously she served as director of government affairs for Time Warner Cable and managed local, state and federal regulatory and legislative initiatives; she was also responsible for administrating the Texas Friends of Time Warner Cable PAC and the employee grassroots advocacy network.

Ms. Flores began her career in Washington, D.C. as government relations manager for Fannie Mae. She later moved to the company's Dallas regional office where she worked with stakeholders interested in strengthening housing and community development policy.

Ms. Flores is a member of the Hispanic 100, the State Government Affairs Council, and The Dallas Women's Foundation. She is active in education reform; focusing on public school education in Dallas and holds leadership positions in EducateDallas and the Dallas Education Foundation. She is a graduate of Leadership Dallas and Leadership DISD (Dallas Independent School District).

In 2009, Ms. Flores was recognized by the Dallas Business Journal as a Minority Business Leader award recipient and featured in the April/May "Women's Issue" of Latino Leaders magazine. In 2010 she was voted as Dallas "Thought Leader" by Latino Leaders magazine.

In 2014, she was appointed by Dallas Mayor Mike Rawlings to serve as a Commissioner of the Dallas Housing Authority. Ms. Flores actively finds ways for DHA to advance its mission through legislative efforts and community engagement.

A San Antonio native and first-generation American and college graduate, Theresa, received her B.A. from Cornell University. She is the North Texas chair of the Cornell Alumni Admissions Ambassador Network, where she works to recruit top undergraduate applicants. She is a lifetime member of the Cornell University Council and serves on The President's Council of Cornell Women.

She likes to spend her free time with family and friends and currently resides in Dallas with her canine companions, Buster and Stella.

REGINALD GRAY, COMMISSIONER

Mr. Reginald Gray was born and raised in Louisiana and lives in Dallas, Texas. Reginald has two degrees from Southern Methodist University — a bachelor's in advertising and a master's in economics. He's also working on his doctorate. As an economics professor for Mountain View College, Gray creates a strong enthusiasm and foundation in financial education among his students.

Founder and president of Goldminds EDUC, Mr. Gray has delivered more than 100 presentations on business, economics, and educational evaluation and has published articles in both economic and psychology journals as well as professional conference proceedings. An innovative educator and entrepreneur, he is recognized for continually integrating his evolving teaching and research experience with emerging technology. Additionally, Reginald has created a series of educational software for evaluation, assessments, and articulation transfer services under i3deas LLC and Goldminds EDUC LLC. With an MS in Applied Economics from Southern Methodist University, Professor Gray has 12 years of experience in higher education, research and development, and financial economics.

Previous to joining the Mountain View College faculty, Commissioner Gray held positions teaching Micro and Macro Economics at Collin County Community College, Navarro College, and Paul Quinn College all in the Dallas area. In his current position at Mountain View College, Mr. Gray serves as a full-time economics professor and is also responsible for hiring all adjunct and full-time faculty members for the economics department.

Reginald, a member of the DHA Board of Commissioners, was appointed by Mayor Rawlings in April 2019. As a member of the DHA board of commissioners, Reginald is committed to advancing the mission of the organization, continuing down the path of innovation for quality affordable housing in healthy, inclusive North Texas Communities.

His commitment to serving the greater Dallas community stems from his passion for assisting in the formation of young minds. Commissioner Gray's background working with college students and advocating for at-risk young men have cultivated in him a desire to see youth persist through challenges to reach their full potential. Given that 52 percent of DHA clients are under



the age of 18, Reginald is eager about the opportunity to work alongside these clients to help them move toward self-sufficiency.

As commissioner for DHA, Mr. Gray works in conjunction with other Board members to set policies as well as provide governance for the agency.

MANAGEMENT TEAM

DHA's management team has begun long-term strategic planning to maximize the agency's assets to ensure DHA meets the affordable, sustainable housing needs of the community. DHA's ultimate goal is to create and cultivate programs designed to assist families in achieving economic independence.



TROY BROUSSARD

PRESIDENT AND CHIEF EXECUTIVE OFFICER

Mr. Broussard is the president and chief executive officer for DHA since 2015. He also serves as the Secretary for DHA's Board of Commissioners. He started his career in affordable housing at DHA in 1993 in the Intake Department and has served the community through DHA ever since. He is passionate about the agency's work to provide affordable housing solutions and cultivating economic advancement opportunities for its clients.

Prior to becoming CEO, Troy was the senior vice president and chief operating officer. In this role, he led the agency's initiative to secure major capital investments for the redevelopment of the agency's aging public housing inventory. Through this campaign, DHA was awarded four U.S. Department of Housing and Urban Development – HOPE VI grants totaling \$100 million producing 3,300 new rental and homeownership affordable units in North Texas. These investments have been a catalyst for change, transforming entire neighborhoods.

He also led the agency's work to ensure it met the requirements of the Walker Consent Decree, a Class Action Discrimination Lawsuit. The litigation established that public housing units were built in minority sections of the city and tenant selection procedures were operated to maintain racially segregated housing. It was also determined that certain housing programs prevented minorities from moving into non-minority areas of Dallas. In December 2004, under Troy's leadership, the United States District Court recognized that DHA fulfilled the court's mandate to end segregated housing.

Troy directs the agency's education programs. He is a firm believer in education as a catalyst in helping people break the cycle of poverty. He was part of the leadership team when DHA formed the Opportunity Rising Foundation, an education-focused non-profit created by DHA to provide scholarships to graduating high school seniors and DHA adult residents. The foundation has provided scholarships to more than 1,000 students totaling more than \$1.4 million in non-federal funds.

Troy has a Bachelor of Arts degree in Public Administration from Oklahoma State University. He serves as a member of the Opportunity Dallas Policy Task Force and is also a board member for the American Cancer Society's CEOs Against Cancer group.

DAVID ZAPPASODI

SENIOR VICE PRESIDENT AND CHIEF OPERATING OFFICER



David is the senior vice president and chief operating officer of DHA, a role he has held since 2016. He has faithfully provided public service at six Public Housing Agencies (PHAs) over the past 40 years. He served the City of Arlington as executive director of the Arlington Housing Authority while concurrently serving as the executive director of the Arlington Finance Corporation and as the assistant director of the City of Arlington's Community Development and Planning Department from 2005 to 2016. Mr. Zappasodi has served in leadership roles at housing agencies in Houston, Texas and Baltimore, Maryland.

His current responsibilities include the delivery of safe, decent affordable housing and related services to eligible families across North Texas. David is committed to aiding the CEO to comprehensively transform DHA into a sustainably great organization. He is proud of the momentum DHA has gained in streamlining its operations, training and equipping its workforce, improving accessibility, creating opportunities for clients to attain economic self-sufficiency, and improving the agency's overall efficiency and effectiveness.

Throughout his career Mr. Zappasodi has actively participated in the National Association of Housing and Redevelopment Officials (NAHRO) and was inducted as Fellow in 2010 in recognition of his contributions to the industry. He was the recipient of the Southwest Region prestigious Charles L. Farris award in 2012 and was inducted into the Texas Hall of Fame in 2013.

Mr. Zappasodi is married to his bride Adel for 42 years. They are blessed with three sons and eleven grandchildren.

CHETANA CHAPHEKAR

CHIEF FINANCIAL OFFICER



Ms. Chaphekar is the special assistant to the president. She is responsible for the supervision of DHA's special projects, purchasing, and information technology departments.

Ms. Chaphekar was the chief financial officer for DHA from 2010 to 2018. In this role, she was responsible for the supervision of DHA's special projects, purchasing, and information technology departments. While she served as CFO, Ms. Chaphekar and her team successfully managed the rigorous auditing process the agency is required to adhere to year after year without deficiencies.

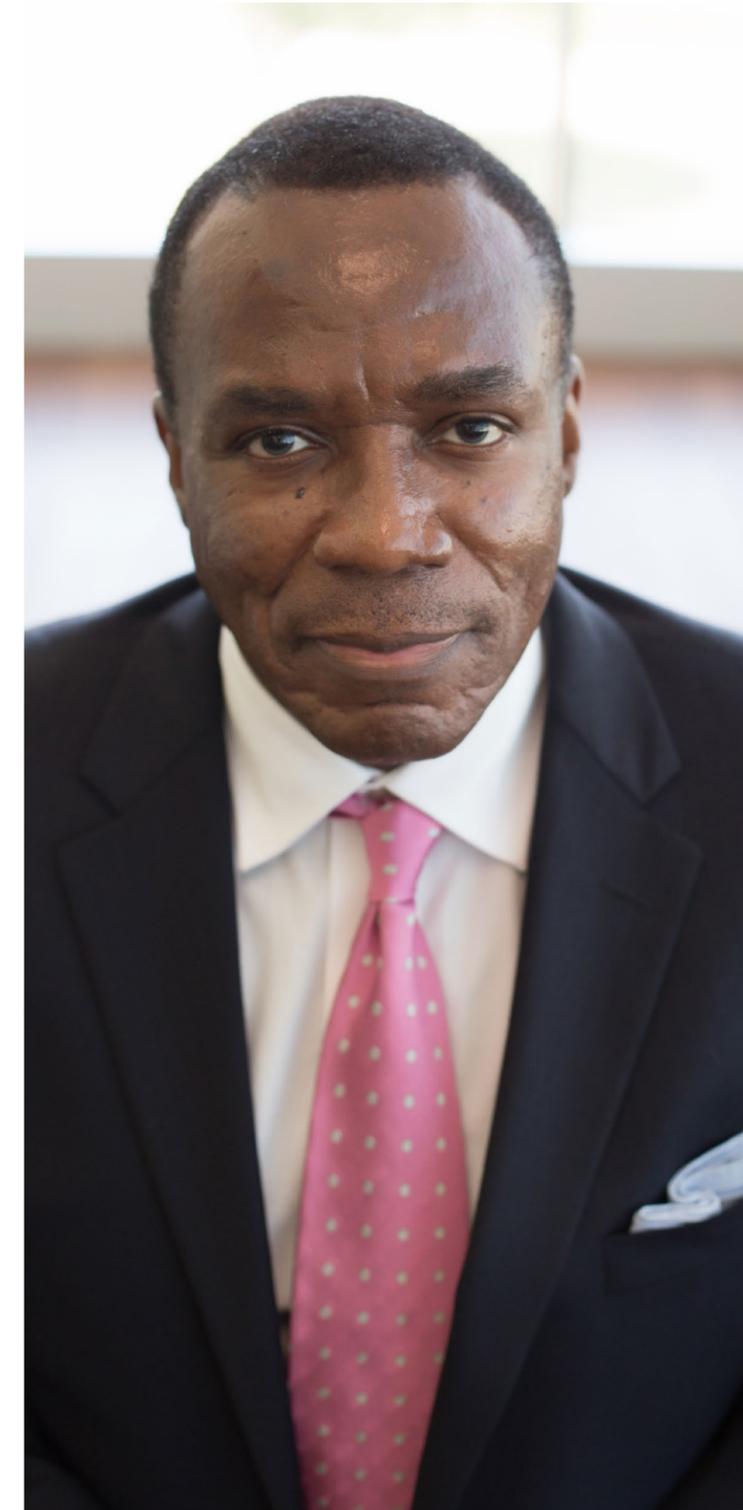
During her time with DHA, Ms. Chaphekar has carried out new accounting and programmatic software, revised personnel policies, completed tax credit cost certifications, and implemented cash management processes to improve cash flow and controls. Prior to Ms. Chaphekar's tenure with DHA as the chief financial officer, she started as a controller for the Houston Housing Authority, supervising the department from 1990 to 2005. Between 2005 and 2006, Ms. Chaphekar had the opportunity to serve as the chief financial officer for the Association of the Advancement for Mexican Americans. With AAMA, she achieved financial self-sufficiency for the agency with a turnaround of \$1 million in the financial bottom line in less than 14 months. In 2006, she returned to the Houston Housing Authority as vice president of the Office of Fiscal & Business Administration—a position in which she was responsible for the Supervision of Finance, Information Technology, and Purchasing and Regulatory Compliance departments.

In addition to her housing experience, Ms. Chaphekar also serves on the board of directors for the Opportunity Rising Foundation. Her decision to join the agency's educational foundation is a testament to her strengths as a leader with effective communication skills and her ability to work well on a diverse and productive team.

Ms. Chaphekar is a Certified Public Accountant and has a Bachelor of Commerce degree in Financial Accounting and Auditing from the University of Bombay. She earned a post-graduate Bachelor of General Law degree, also from the University of Bombay.

GREG MAYS

GENERAL COUNSEL



Mr. Mays serves as the general counsel for DHA. In his role as general counsel, Mr. Mays oversees DHA's Office of General Counsel ("OGC") and is responsible for managing the agency's corporate by-laws, policies, procedures, compliance with relevant rules and regulations, and all other legal related matters. Mr. Mays' expertise is in the areas of complex real estate transactions, corporate matters, and financial transactions. Mr. Mays also provides countless contributions to the Dallas community.

The OGC is responsible for training the Board of Commissioners concerning their corporate and fiduciary obligations, as well as compliance with the Texas Open Meetings, and Public Information Acts. The OGC also manages the documentation and negotiation of DHA contracts and commercial agreements, as well as addressing commercial/residential real estate matters, general liability and property damage concerns, and litigation matters. Mr. Mays is an alumni of Leadership Dallas, and is an active member of the Dallas PENN Club.

Mr. Mays earned his Juris Doctor degree from the University of Pennsylvania, where he also attended the Wharton School of Business, and he holds a Bachelor of Arts degree in Political Science from State University of New York at Stony Brook.

TIM LOTT

VICE PRESIDENT OF
CAPITAL PROGRAMS



Tim is the vice president of Capital Programs for DHA, a role he assumed in 2009. His knowledge and experience reflect his 29-year tenure in affordable housing with DHA. As the vice president of Capital Programs and a certified developer with the Texas Department of Housing and Community Affairs, he is responsible for leading and directing the construction of public and affordable housing for DHA.

He began his career with DHA as a construction inspector in 1988 and quickly moved into the position of assistant director of Central Maintenance the following year. Between 1993 and 2009, Tim served as vice president of Planning and Development, senior vice president and chief operations officer for DHA-owned housing, and chief projects officer. Under these roles and with the professional team at DHA, Tim led the demolition of nearly 6,000 dilapidated housing units as well as the efforts to develop and implement master plans for the redevelopment of four communities. These actions resulted in the revitalization of those communities and the surrounding areas. Additionally, Tim oversaw the construction of more than 3,100 new affordable housing units and developed public/private partnerships for an additional 1,040 units of affordable housing in the Greater Dallas Area.

He and his team were awarded four separate HOPE VI grants from the Department of Housing and Urban Development, totaling over \$104 million. Tim was responsible for the development of housing units in high opportunity areas per the Walker housing desegregation lawsuit as well as clearing and redeveloping the second largest public housing site in the country.

Tim has a Bachelor of Science Degree in Trades and Industrial Education from Oklahoma State University.

BROOKE ETIE

VICE PRESIDENT OF THE HOUSING
CHOICE VOUCHER PROGRAM



Brooke is the vice president of the Housing Choice Voucher Program for DHA since 2014. Her responsibilities include guidance to department directors for their implementation of departmental plans, programs, and operations. In addition to her position with DHA, she concurrently serves on the Board of Directors for Metro Dallas Homeless Alliance since 2016. She is a licensed clinical social worker who specializes in mental health.

Prior to her role as the vice president of Voucher Programs, Brooke succeeded as DHA's policy analyst-trainer from 2009 to 2014. In this position, she monitored department policies and procedures and made recommendations for improving operations and processes for the agency and for individual departments. Brooke successfully assured that all activities followed DHA policies and applicable federal, state and local regulations.

Brooke's public housing experience extends beyond DHA. She was the occupancy technician and Information Center supervisor for the Houston Housing Authority from 2007 to 2009 before moving to Dallas. Throughout her career, Brooke has been committed to worthy causes. She served as a therapist at Millwood Hospital in Arlington, TX since 2010, and has actively participated in the Dallas County Behavioral Health Housing Work Group since 2014 and is a member of the Children's Hospital Physical Environments Working Group.

Brooke's passion for giving back to the community compelled her to volunteer at The Bridge, an organization that assists homeless individuals in obtaining permanent supportive housing. Her years at The Bridge began in 2012, where she was moved by the amount of work accomplished by volunteers, and she wanted to devote her personal time to an organization that impacts so many individuals.

Brooke has a Bachelor of Arts Degree in Social Work from Northwestern State University. She started her Master of Social Work studies at the University of Houston and completed her Master's degree at the University of Texas at Arlington.

THANK YOU.

WE ARE GRATEFUL FOR THE OPPORTUNITY TO SERVE.

While there is plenty of work yet to be done, the achievements and progress we have made as an agency and as a community speaks volumes about who we are and what we can do.

The energies and efforts of 2018 have propelled us into 2019 with vigor and determination. The entire DHA team would like to thank every contributor and business partner for joining us on this mission.

You and our clients are the reasons we exist to serve.



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