



# RESPONDING TO THE CRISIS WITH CARE AND COLLABORATION

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2020 Annual Report

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JORGE BALDOR

2020 was a challenging year across the globe and the work we do was acutely impacted. So many North Texans were affected by the pandemic — job loss, health challenges, loss of loved ones and managing the pivot to virtual school and work. When one’s livelihood is distressed there is a direct effect on housing circumstances.

Thanks to the hard work of our Housing Choice Voucher (HCV) team, DHA voucher households were able to meet their lease obligations and largely avoid evictions even if they faced a loss of income. The more than 5,000 landlords and property managers we work with continued to receive payments from us in a timely manner as we were able to cover any income adjustments for their HCV program tenants.

Our Housing Operations team quickly adopted COVID-19 safety precautions to ensure we were able to respond to DHA residents’ emergency maintenance needs while protecting our teammates.

DHA also incorporated virtual housing inspections so that housing voucher families who are able to secure housing during the pandemic could avoid delays moving-in, reducing the risk of them losing their housing options and to keep current with required periodic housing inspections.

We are also proud of the work the team has done supporting our public housing residents with wellness outreach to identify needs for essentials like groceries, medicine, and internet access for students to continue their studies. Our team connected with more than 5,500 families and helped more than 1,200 of those families gain access to the health care, food and technology resources they needed to weather quarantine safely.

**The Consumer Financial Protection Bureau reports that in 2020** those who fell behind at least three months on their mortgage increased 250 percent and over 8 million rental households fell behind on their rent. Notably, a disproportionate number of these households are from communities of color.



TROY BROUSSARD

## A LETTER FROM OUR CHAIRMAN & CEO



The City of Dallas, DHA and the United Way formed a collaborative network to disburse CARES Act Rent Relief funding to Dallas residents. The City of Dallas COVID-19 Rent Relief program, funded by the CARES Act, is a federally funded initiative designed to help low income households that have been adversely impacted by COVID-19 through the loss of their employment income or who sustained a reduction in income and are delinquent in paying rent.

Over several months, DHA was able to assemble and activate a team to receive, review, approve and fund applicants who needed rent assistance. DHA received more 4,800 applications and issued \$4 million in temporary rental assistance for 1,207 families. As a result, 4,056 evictions were prevented through CARES Act Rent Relief funding initiatives. The technology driven approach designed by DHA enabled rental assistance to reach the most vulnerable residents while accounting for equitable geographical distribution in record time.

Our team at DHA serves 52,000 North Texans with housing assistance each day who have an average income of \$14,000 per year and 46% of them are seniors or persons with disabilities. DHA administers the eighth largest Housing Choice Voucher program in the nation, assisting more than 16,000 households representing 40,000 individuals.

The investments we have made in technology over the past two years enabled our team to swiftly transition to virtual services such as case management, housing inspections, eligibility determination, orientation briefings and wellness checks so that we could continue operations with minimal disruption and activate important collaborations like we established with the City of Dallas to ensure CARES Act Rent Relief funding was distributed efficiently.

We are really proud of how our team collaborated across DHA departments, the City of Dallas and with other community partners to respond to this crisis ensuring those we serve were looked after during this crisis.

Our mission is to provide affordable quality housing and access to supportive resources across North Texas and we continue to focus on our mission no matter what challenges come our way.

**Jorge Baldor**  
Chairman  
DHA Board of Commissioners

**Troy Broussard**  
President & CEO  
DHA, Housing Solutions for North Texas



## OUR IMPACT

Some of the key initiatives DHA implemented in 2020 to help improve the communities we serve include updating our HCV application process to make it more accessible and supporting our youth in pursuing their education.

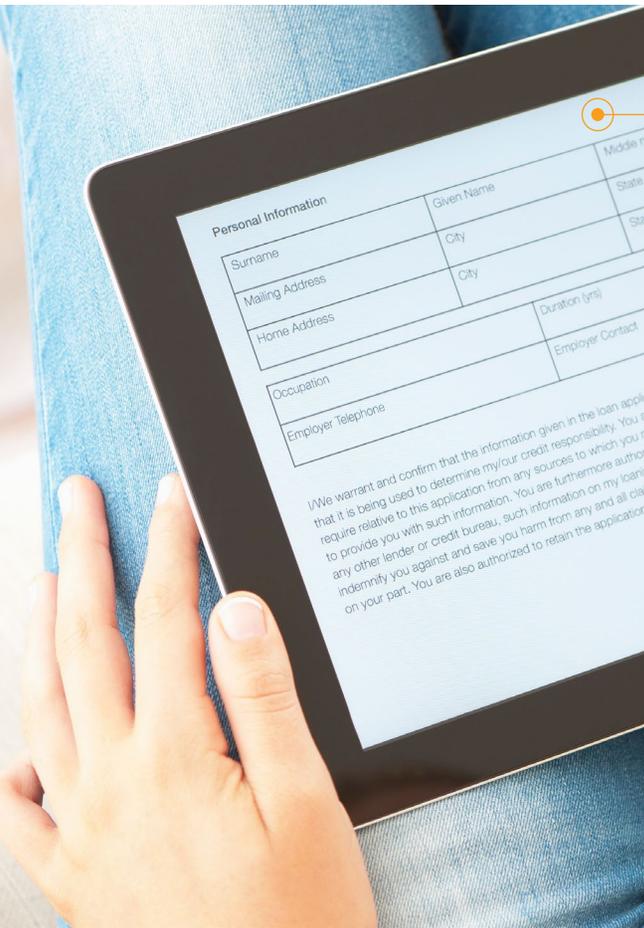
INITIATIVE	IMPACT
 <p>CARES Act Rent Relief Program</p>	<p>Partnered with the City of Dallas and disbursed \$4 million in rent assistance to 1,207 families.</p>
 <p>COVID-19 Wellness Checks</p>	<p>Connected with 5,500 DHA families to ensure they had access to food, health care and technology during quarantine.</p>
 <p>Continuous Open Enrollment for the HCV Program</p>	<p>Evolved our HCV process to accept pre-applications on an on-going basis instead of limiting it to a few days.</p>
 <p>Online Chat Feature</p>	<p>Launched a live, online chat feature to increase accessibility and enhance communications between clients and staff members.</p>
 <p>The Bridges Collaborative</p>	<p>Worked with The Bridges Collaborative to close the digital divide. DHA is piloting ultra-speed WiFi internet service at our Frazier Fellowship property.</p>
 <p>Supporting Education for Our Youth</p>	<p>DHA's Opportunity Rising Foundation awarded 10 students with college scholarships to support the pursuit of their undergraduate studies and self-sufficiency goals.</p>
 <p>Virtual Inspections</p>	<p>Introduced virtual inspections during the beginning of the COVID-19 pandemic along with annual and compliant inspections to align with personal contact restrictions.</p>

## Environmental, Social, and Governance (ESG) Summary

While ESG reporting is not required for public housing agencies, DHA’s Board of Commissioners and management team is forward thinking and is implementing various processes as well as reporting to ensure that ESG principles are considered in its decision making.

### ENVIRONMENTAL:

- During FY2020 DHA implemented paperless tenant files for about 19,000 tenants resulting in saving over 1.3 million pages of paper from being used annually.
- DHA is in the process of changing its fleet of small cars to hybrid vehicles to reduce carbon emission as well as use synthetic lubricant rather than petroleum.
- DHA uses energy efficient appliances when constructing new apartments or replacing older equipment.
- DHA provides our maintenance team with an allowance to purchase safety equipment. Since the start of COVID, DHA procured masks, shields, and other protective equipment as well as invested in sprayers with plant based disinfectant solution.





**SOCIAL:**

- DHA is at the forefront of utilizing advanced technology including Customer Relationship Management (CRM) and Artificial Intelligence (AI) platforms to enhance the client application process and eligibility determination and also optimize employee performance. Additionally, DHA has improved staff accountability by measuring daily employee production.
- DHA is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, sexual preference, gender identity, genetic information, veteran status, or any other legally protected class.
- The differential between male and female employee average payroll is less than 0.7%. Here is a snapshot of DHA’s employee composition:

EMPLOYEE DEMOGRAPHICS					
Age		Race		Gender	
18-29	13	Asian	22	Female	156
30-39	44	Black	164	Male	111
40-49	62	Hispanic	57		
50-59	86	Caucasian	24		
60-69	58				
70+	4				
<b>Total</b>	<b>267</b>		<b>267</b>		<b>267</b>

**GOVERNANCE:**

DHA also practices non-discrimination at the management level. The chart below shows the top 25 (10%) of employees comprising middle and upper management:

DEMOGRAPHICS FOR TOP 25					
Age		Race		Gender	
Less than 30	1	Asian	3	Female	17
30-39	5	Black	9	Male	8
40-49	5	White	8		
50-59	9	Hispanic	5		
60+	5				
<b>Total</b>	<b>25</b>		<b>25</b>		<b>25</b>

The average salary differential between male and female management staff is 2%; not as a result of gender, rather as a result of the positions held.

Demographics for Direct reports to President & CEO:

DEMOGRAPHICS FOR PRESIDENT & CEO					
Age		Race		Gender	
30-39	1	Asian	1	Female	3
40-49	1	Black	2	Male	2
50-59	1	White	2		
60+	2	Hispanic			
<b>Total</b>	<b>5</b>		<b>5</b>		<b>5</b>



## KEY PRIORITIES

### Increase Affordable Housing Options for the Communities We Serve

DHA partnered with Volunteers of America National Services (VOANS) for the redevelopment of the former Brooks Manor public housing site located in Oak Cliff, just south of the Bishop Arts District. Following the July 2021 financial closing, construction of the new housing began in August 2021. Construction is anticipated to be complete in the summer of 2023. The new housing community, The Oaks Senior Apartments, will include 260 mixed-income housing units for seniors as well as a variety of amenities and an on-site medical clinic. Other amenities include a dog park, business center, theater room and community garden.

DHA has also partnered with Fairfield Residential for the development of three affordable housing communities, including Tivoli Apartments in North Dallas, Inwood Station near Love Field Airport and Manderville Apartments. Two of these involved the purchase of existing housing communities and conversion to mixed-income communities with 50 percent of the units reserved for families at 80 percent and below Area Median Income (AMI). The third property is the planned new construction of a housing community in North Dallas which will also have 50 percent of the units reserved for families with income at or below 80 percent AMI.

In addition, DHA has partnered with Matthews Southwest to provide (70) Section 8 Project-Based Housing Vouchers (PBVs) for The Galbraith, a 217-mixed-income property in Deep Ellum. DHA has also committed 120 PBVs for a 622-unit housing community, La Mirada, in the city of Richardson recently purchased by L+M Development Partners and 47 PBVs for Cypress Creek, a 189-unit low-income housing community to be developed in North Dallas by Sycamore Strategies, LLC.

### EMERGENCY HOUSING VOUCHER & RAPID REHOUSING INITIATIVE

The Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) initiative launched with the goal to house approximately 2,762 families experiencing homelessness in the local Continuum of Care. The types of housing assistance available under this DRTRR includes Emergency Housing Vouchers (EHVs) and Rental Assistance for up to 12 months. DHA will serve as the rental administrator for the project, processing applications and payments.

Metro Dallas Homeless Alliance has identified 15 partner agencies to provide housing navigation and case management services to an estimated 2,000 DRTRR applicants by deploying ~80 to 100 case managers/navigators. In the absence of a common, centralized technological infrastructure to allow for this multi-agency group to track and manage rapid rehousing applications, DHA has created a web portal.

This web portal allows caseworkers and navigators to seamlessly manage their rapid rehousing portfolio and request changes and actions where necessary. The DHA web portal is fully-integrated which allows for these actions and requested changes to be instantly received and analyzed by DHA's primary review software. To review and process applications, as well as caseworkers' requests, DHA developed an automation-driven system allowing the controlled channeling of these actions and applications across stages.

### ENCOURAGING FAMILIES TO UTILIZE THEIR HOUSING CHOICE VOUCHER IN AREAS OF OPPORTUNITY

DHA strongly believes that the more affordable housing options our families have access to, specifically in high opportunity neighborhoods, the better chance they have to grow within their community. Over the last several years, DHA has been committed to improving business partnerships in the private rental market. We have collaborated with the Apartment Association of Greater Dallas (AAGD), which includes the Independent Rental Owners (IRO).

With AAGD collaboration, technological advances and internal business process improvements made to HCV operations, HCV participants gain access to more affordable units in areas of opportunity.

STRATEGIC FOCUS

**IDENTIFIED EIGHT PUBLIC HOUSING PROPERTIES FOR FUTURE REDEVELOPMENT**

DHA has identified eight public housing sites as priority sites for redevelopment. These sites include the Brackins Village, Hidden Ridge Apartments, Little Mexico Village and Cedar Springs Place family sites, the Park Manor and Cliff Manor senior housing sites, and the Brooks Manor and Cedar Springs Place Addition vacant land sites.

**THE RENTAL ASSISTANCE DEMONSTRATION**

DHA has identified eight of our most aged properties for future redevelopment (as outlined above). DHA intends to evaluate redevelopment strategies for each property to derive its highest and best use, seeking the best outcome for each property through the lens of DHA’s core mission; to provide affordable quality housing and access to supportive resources. The Rental Assistance Demonstration (RAD) program is one of several potential redevelopment strategies.

RAD is a HUD program approved by Congress to convert Public Housing units to Section 8 project based units in either the Section 8 Project Based Voucher Program (PBV) or Section Housing Project Based Rental Assistance Program (PBRA). Converting to the Section 8 Program permits housing authorities to access financing models that are not available to Public Housing such as private equity and debt.

DHA staff are currently conducting studies to determine if conversion to this program would be appropriate for our Public Housing inventory while maintaining our current number of affordable housing units for low-income families.

**FOCUSED REDEVELOPMENT TOWARD HEALTHY MIXED INCOME COMMUNITIES**

Through our redevelopment efforts, DHA has committed to establishing mixed-income communities that will be assets to the neighborhoods in which they are located. By developing sites with housing for several income ranges as well as providing public amenities as we are doing at The Oaks, DHA is focused on enhancing the quality of these neighborhoods for all residents.

DHA’s vision for the redevelopment of our family properties is to create healthy and vibrant communities with a mix of incomes among residents.

## More Efficient and Supportive Service Delivery

In the past three years, DHA has secured the services of a Dallas-based IT firm with expertise in Artificial Intelligence (AI). Working with BoodsKapper Inc., DHA assisted in developing new technology that has significantly improved DHA's HCV operations.

By utilizing this level of AI technology, DHA has transformed and automated the following business activities:

- Route optimizer and Uber-like Housing Quality Standards (HQS) inspection experience
- Electronic HQS notifications
- Housing Choice Voucher (HCV) search assistance, providing direct access to landlords in the marketplace that have vacant units ready to rent
- Electronic Request for Tenancy Approval (RFTA) submission
- Online customer service chat
- Desktop and app capability

## FAMILY SELF-SUFFICIENCY PROGRAM GROWTH

DHA currently assists over 800 families in the Family Self-Sufficiency (FSS) Program. During the pandemic, the HCV program enrolled over 250 new families interested in moving towards self-sufficiency.

Additionally, DHA has recruited new talent within our FSS team to ensure that every family is provided with specialized case management to assist them in not only meeting their goals, but exceeding them.

### DEVELOPMENT OF CHILDREN FIRST NORTH TEXAS

DHA has invested two years of research and operations design in the Children First North Texas (CFNTX) program focused on HCV families with children living in the most impoverished and segregated neighborhoods in the region. The CFNTX program is designed to systematically help these families relocate to high-upward mobility neighborhoods to empower them to break the cycle of generational poverty. The program will provide personalized, individual mobility counseling and connection to social services using tech-driven, human-centered, automated support based on the family's needs, eligibility and geographic coverage. Our goal is to activate this program in 2022.

## Continued Support of COVID-19 Relief Efforts in 2021

The City of Dallas identified partners to administer Emergency Rental Assistance to COVID-impacted households in Dallas, in which DHA received \$18 million to administer. DHA’s Office of Policy Development and Research (PD&R) department developed an automation-driven system to review applications and payment schedules, allowing for efficient and accurate processing of thousands of applications in just a few months.

Mindful that the pandemic had exacerbated participatory challenges conventionally found in governmental assistance programs, DHA purposefully designed its application process to mitigate unreasonable burdens by coupling self-certification mechanisms with optional supporting documentation for income, COVID-impact and unemployment status. To maximize participation, DHA deployed a multilingual, mobile-friendly e-application where both landlords and tenants could apply.

During the first week of September 2021, the agency obligated the totality of the funding. This is in addition to the 1,207 families we supported in 2020. DHA continues to perform recertifications for selectees as required by program regulations.

### PUBLIC HOUSING AGENCY AND HOUSING CHOICE VOUCHER CLIENT SUPPORT

Throughout the pandemic, DHA’s HCV program has continued to support families by providing fully automated services 24/7 to ensure public safety. While many Americans were struggling to pay rent due to COVID-19, HCV families were able to report all losses of income electronically, which avoided the risk of eviction due to non-payment of rent.

OUR IMPACT - BY THE NUMBERS

**52,000**

people housed each day

**10,500**

seniors and disabled housed

**4,288**

formerly homeless people housed

**717**

veterans housed

**4,056**

Evictions prevented through CARES Act Rent Relief initiatives

**8<sup>th</sup>**

largest Housing Choice Voucher program in the nation

**5,060**

landlords in our voucher network

**16,000**

households (40,000 people) provided with rental housing assistance in the private rental market through Housing Choice Vouchers

**3,588**

DHA owned public housing units

**2,678**

DHA owned affordable housing units

**242**

DHA teammates

**10<sup>th</sup>**

largest public housing agency in the nation

**\$22,250,000**

contributed to the local economy each month



## MISSION

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**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.



## VISION

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**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



## VALUES

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### ACCOUNTABILITY

take pride and responsibility

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### HONESTY

communicate with full transparency

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### RELATIONSHIPS

value and care for one another

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### INCLUSION

foster racially and economically diverse communities

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### LEARNING

listen, share and advance

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### MOTIVATION

work hard to drive change

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### RESPECT

serve others with honor and respect

# DHA Statement of Net Position *As of December 31*

## ASSETS

FY 2020

FY 2019

### CURRENT ASSETS

Cash and case equivalents - unrestricted	\$	121,293,844	\$	85,077,147
Accounts receivable - HUD		532,817		751,608
Accounts receivable - tenants		589,159		377,504
Accounts receivable - other		6,613,052		1,707,841
Prepaid expenses		371,064		28,536
<b>TOTAL CURRENT ASSETS</b>		<b>129,399,936</b>		<b>87,942,636</b>

### RESTRICTED ASSETS

Cash and cash equivalents	\$	47,269,459	\$	33,898,800
<b>TOTAL RESTRICTED ASSETS</b>		<b>47,269,459</b>		<b>33,898,800</b>

### CAPITAL ASSETS

Land	\$	21,647,125	\$	22,890,977
Buildings		360,816,304		374,940,195
Furniture, equipment and machinery		11,675,072		9,672,430
Construction in progress		22,151,433		19,197,623
Gross Capital Assets		416,289,934		426,701,225
Accumulated depreciation		(238,931,425)		(242,447,611)
<b>TOTAL CAPITAL ASSETS</b>		<b>177,358,509</b>		<b>184,253,614</b>

### NONCURRENT ASSETS

Other assets	\$	100,000	\$	177,404
<b>TOTAL NONCURRENT ASSETS</b>		<b>100,000</b>		<b>177,404</b>
<b>TOTAL ASSETS</b>		<b>354,127,904</b>		<b>306,272,454</b>

# DHA Statement of Net Position *As of December 31*

## LIABILITIES AND NET POSITIONS

FY 2020

FY 2019

### CURRENT LIABILITIES

Accounts payable	\$	1,243,318	\$	1,892,950
Accounts payable - HUD		384,793		101,011
Accrued interest payable		173,205		166,042
Current Portion of Long Term Debt - Capital Projects		1,201,965		1,073,367
Accrued wages and payroll taxes payable		281,780		897,142
Tenant security deposits		1,026,087		1,170,928
Accrued compensated absences - current portion		1,235,915		950,329
Deferred revenues		7,533,605		1,934,203
Other current liabilities		2,653,296		3,079,032
Accrued liabilities - other		2,505,664		2,137,763
<b>TOTAL CURRENT LIABILITIES</b>		<b>18,239,628</b>		<b>13,402,767</b>

### NONCURRENT LIABILITIES

Other long term debt	\$	1,806,299	\$	2,677,272
Long - Term Debt, Net of Current - Capital Projects		31,588,923		32,294,333
<b>TOTAL NONCURRENT LIABILITIES</b>		<b>33,395,222</b>		<b>34,971,605</b>
<b>TOTAL LIABILITIES</b>		<b>51,634,850</b>		<b>48,374,372</b>

*Liabilities and Net Positions continues on the next page*

# DHA Statement of Net Position *As of December 31*

## DEFERRED INFLOWS OF RESOURCES

Housing Assistance Received for Future Months

### TOTAL NON-CURRENT LIABILITIES

## NET POSITION

Net Investment in Capital Assets	\$	152,082,372	\$	150,885,914
Restricted		33,330,676		25,785,243
Unrestricted		117,080,006		81,226,925
<b>TOTAL NET POSITION</b>		<b>302,493,054</b>		<b>257,898,082</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>354,127,904</b>		<b>306,272,454</b>

# DHA Statement of Revenues, Expenses and Changes in Net Position

For the Year Ending December 31

FY 2020

FY 2019

## OPERATING REVENUE

Net rental revenue	\$	21,296,434	\$	22,579,241
HUD operating grants		225,807,129		206,335,645
Other revenue		12,312,857		10,704,232
<b>TOTAL OPERATING REVENUE</b>		<b>259,416,420</b>		<b>239,619,118</b>

## RESTRICTED ASSETS

Administrative	\$	21,113,321	\$	22,478,097
Tenant services		4,816,904		1,850,443
Utilities		6,087,430		6,789,463
Maintenance and operations		15,778,147		15,266,623
Protective services		2,268,571		1,623,904
Insurance		1,830,386		1,695,131
General		2,550,021		1,632,875
Housing assistance paymnets		192,655,759		177,512,055
Depreciation/Amortization		11,341,254		10,716,478
<b>TOTAL OPERATING EXPENSE</b>		<b>258,441,793</b>		<b>239,565,069</b>
<b>OPERATING INCOME / (LOSS)</b>		<b>974,627</b>		<b>54,049</b>

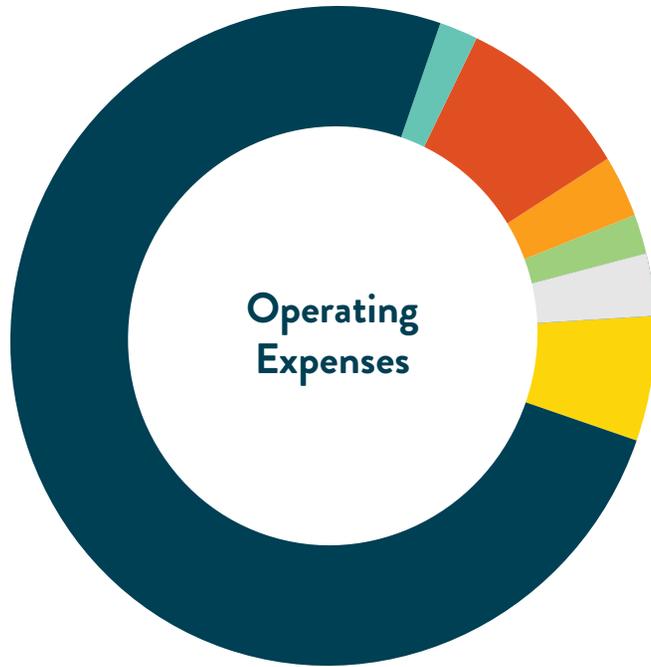
*DHA Statement of Revenues, Expenses and Changes in Net Position continues on the next page*



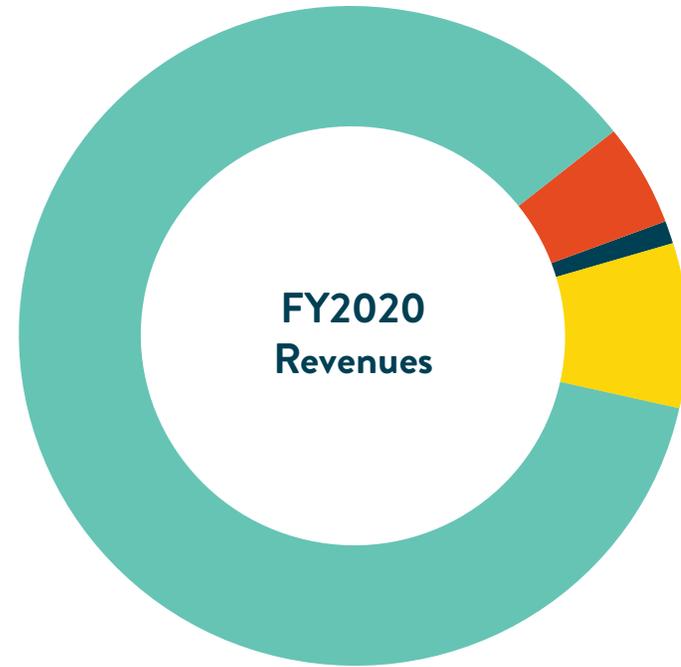
# DHA Statement of Revenues, Expenses and Changes in Net Position

## NON-OPERATING REVENUE (EXPENSES)

Other	\$		\$	
Interest Expense		(1,298,149)		(1,511,093)
Gain(Loss) on disposition of capital assets		40,081,281		7,554,721
Donations - Land & Buildings				
Interest Income - unrestricted		814,027		1,114,774
Intered income - restricted		218,037		285,792
<b>TOTAL NON-OPERATING REVENUE (EXPENSES)</b>		<b>39,815,196</b>		<b>7,444,194</b>
<b>INCOME / (LOSS) BEFORE CAPITAL GRANTS</b>		<b>40,789,823</b>		<b>7,498,243</b>
HUD Capital Grants	\$	3,805,149	\$	5,999,328
<b>CHANGES IN NET POSITION</b>		<b>44,594,972</b>		<b>13,497,571</b>
Net Position - Beginning	\$	257,898,082	\$	244,400,511
Other adjustments		-		-
Net Position - Beginning		257,898,082		244,400,511
<b>NET POSITION - ENDING</b>	<b>\$</b>	<b>302,493,054</b>	<b>\$</b>	<b>257,898,082</b>



- 75 % SECTION 8 - HAP
- 2 % MULTI FAMILY
- 9% LOW RENT
- 3 % CENTRAL OFFICE
- 2 % BUSINESS ACTIVITY
- 3 % COMPONENT UNITS
- 6 % SECTION 8 - ADMINISTRATION



- 86 % HUD OPERATING GRANTS
- 5 % OTHER REVENUE
- 1 % HUD CAPITAL GRANTS
- 8 % NET TENANT REVENUE
- 0 % INTEREST INCOME
- 0 % CAPITAL CONTRIBUTIONS



# BOARD OF COMMISSIONERS

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## 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 Bachelor of Arts in history ('93). Mr. Baldor is the chairman of DHA's board of commissioners and he also chairs the business development committee.

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 cafe 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 that will open November 2018.

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.



## JIM GARNER, VICE CHAIR

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FINANCE & INVESTMENTS  
COMMITTEE CHAIR

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.



**BETTY CULBREATH,  
COMMISSIONER**

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Betty Culbreath was born and raised in Dallas, Texas, where she has accumulated a vast amount of knowledge in public housing spanning a career over 45 years. Ms. Culbreath went to Booker T. Washington High School in Dallas and later attended Huston Tillotson University in Austin, Texas where she studied sociology and education.

Over the course of her career, Ms. Culbreath has held myriad public service positions, such as chairwoman of the Dallas City Plan Commission, chair of the DHA Board of Commissioners, Dallas County Public Housing Voucher director and chairwoman for the Dallas/Fort Worth International Airport Board. Additionally, Ms. Culbreath has received various awards, including the South Dallas Business and Professional Women Trailblazer Award, the Linda Keithley Award for Women in Public Management, the FAA Minority Procurement Award, and the 2002 Texas Black Women in Health Matters Award.

Ms. Culbreath served as a member of the Dallas County Hospital District board, which oversees the Parkland Health & Hospital System and currently serves as the vice chair of the Duncanville Plan Commission. Her successful and outstanding career in human services and public housing has established Ms. Culbreath as a strong leader in the Dallas community. As a member of the DHA Board of Commissioners, Ms. Culbreath will help advance DHA's efforts through her local government engagement and civic services. Her diverse expertise will serve as a great source of leadership and guidance for the organization.



**MICHAEL PEGUES,  
COMMISSIONER**

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Michael D. Pegues, vice-chair of the Intellectual Property Litigation practice at Polsinelli, draws upon over 25 years of patent litigation and federal circuit experience. Michael’s expertise ensures that his clients’ intellectual property portfolios and technology assets are protected as they achieve their business objectives.

Michael also currently serves as adjunct professor at Southern Methodist University Dedman School of Law and Texas A&M University School of Law, where he teaches the course entitled, “Race and Intellectual Property.” He is also community-minded, with service as a trustee of the St. Philip’s School and Community Center, Parish Episcopal School and the St. Mark’s School of Texas among other community-based organizations.

Selected for inclusion in The Best Lawyers in America® for Patent Law in 2020, Michael is credited with a Martindale-Hubbell AV Preeminent Rating, Texas Super Lawyers, Best Lawyers of Dallas, and the Inaugural African American Dynamic Lawyer. In 2018, the Texas Minority Counsel selected Michael for the Trailblazer of the Year, a recognition appropriately illustrating Michael’s career which includes the Black Alumni of Southern Methodist and the University’s School of Engineering’s Hall of Leaders’ Emerging Leader and the Sam Winstead Volunteer of the Year Award for the Town North YMCA of Dallas, Texas, 2012.

Michael was appointed to DHA’s Board of Commissioners in August 2020. His belief that affordable housing is necessary for any society to truly achieve its full potential is what inspired him to join the board. Michael understands that without stable housing, opportunities become limited, thus making life difficult. During his term, he wants to help provide and expose DHA residents to additional options as they discover the opportunities that help them move beyond DHA properties. His commitment comes from the knowledge that housing support is a springboard for securing the socioeconomic stability necessary for a family’s long-term achievement of goals.



## SABRINA STEWARD, COMMISSIONER

Sabrina Steward, administrator of Missions & Outreach at Church of the Incarnation in Dallas, oversees administrative operations and events for Incarnation’s Missions & Outreach department. She supports and manages events such as Day of Service, Angel Tree, community health fairs, mentoring and tutoring programs and other volunteer opportunities. Steward excels at operational efficiency through her business savvy and organizational talents. She describes her role at Incarnation as “being a voice for the community, finding the needs and just trying to help support people and offer solutions.”

Continuing volunteer roles she upholds include community advocate for Pre-K on the Early Childhood Development Task Force for Incarnation Place; facilitator and administrative assistant for the Ladies Oxygen Group, a support group for women and young moms; secretary for the Roseland Resident Council, which includes seven DHA properties; and board member of the Roseland Community Partners.

Her involvement with her children’s education launched her career of service when she started as a volunteer with Roseland Head Start, growing into roles as policy counselor and then president. Her community leadership caught the eye of DHA leadership who invited her to join DHA’s Board of Commissioners to be a liaison for residents of DHA communities. Dallas Mayor Eric Johnson appointed her to the board on September 1, 2020.

Steward lives in Roseland Estates with her husband, 8-year-old son, 7-year-old daughter, and a baby on the way in December. DHA’s value is in providing safe and sustainable housing that allows residents “to work out finances before we’re able to move on to having our own house and getting life together,” Steward says. “It’s been really great getting to know the DHA managers and staff and how caring and motivated they are to help residents move up to better things.” Steward wants to be a voice for the residents, pursuing and advocating for solutions to issues that affect many people and properties.

“That’s really what I try to do is create resources for people who live in public housing or who are low-income families that are just struggling to get by. I’ve been there. I’ve been homeless before, in a shelter, in a domestic violence situation. I’ve heard your story; your story is mine! So I can really understand where they’re coming from.”

Steward studied Business Administration at Texas A&M University in Corpus Christi, Texas and was certified in cosmetology at Skyline High School.



# MANAGEMENT TEAM





## TROY BROUSSARD

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**PRESIDENT, CHIEF EXECUTIVE  
OFFICER AND BOARD SECRETARY**

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, the Child Poverty Action Lab CEO group, and is also a board member for the American Cancer Society's CEOs Against Cancer group.



## DAVID ZAPPASODI

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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 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 a Fellow in 2010 in recognition of his contributions to the industry and is the recipient of the Southwest Regions 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 45 years. They are blessed with three sons and 11 grandchildren.



## CHETANA CHAPHEKAR

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CHIEF FINANCIAL OFFICER

Ms. Chaphekar is the chief financial officer for DHA, a role she assumed in 2010. She is responsible for the supervision of DHA's finance, purchasing, and information technology departments. Ms. Chaphekar and her team have 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.



Letetia is the general counsel for DHA, a role that touches every aspect of the organization. Her wide-ranging responsibilities include managing real estate transactions, lease enforcement, and contract negotiation. She approaches every task with an unwavering commitment to DHA's mission and a passion to serve the community.

Letetia began her journey in public housing at the Tacoma Housing Authority (THA) where she worked in several roles in the Housing Choice Voucher department. In 2006, she moved to the DFW area and worked at Fort Worth Housing Solutions while attending law school.

Prior to joining DHA in 2018, Letetia managed a local general practice law firm. After several years of managing the firm, Letetia elected to return to a career in public housing. She served as policy analyst and staff attorney for DHA before becoming DHA's general counsel.

Letetia has served as an Executive Board member of the L. Clifford Davis Legal Association, as Co-Chair of J. L. Turner's Dallas Black Woman Attorney (DBWA) committee, and on the board of Legal Aid of Northwest Texas.

Letetia graduated from the University of Washington, cum laude, with a B.A. in Urban Studies and Nonprofit Management. She received her J.D. from Texas Wesleyan University School of Law (now Texas A&M University School of Law) where she was inducted as a member of the National Order of Barristers.

## LETETIA PATIN

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### GENERAL COUNSEL



## TIM LOTT

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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 and 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's of social work studies at the University of Houston and completed her master's degree at the University of Texas at Arlington.



## DR. MYRIAM IGOUFE

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VICE PRESIDENT OF POLICY  
DEVELOPMENT & RESEARCH

Dr. Myriam Igoufe is the vice president of Policy Development & Research for DHA. Dr. Igoufe leads DHA's research initiatives, and the development and implementation of operational strategies to remove barriers to self-sufficiency and foster upward- mobility for communities chronically under-resourced in North Texas. She is responsible to perform research related to patterns of segregation, poverty, access to transportation and opportunities, and to operationalize responses to address these issues. Dr. Igoufe leads the design and development of innovative technological infrastructure to support policy and operational advancement for DHA.

Dr. Igoufe led the country's largest collaborative group to develop the North Texas Fair Housing Assessment (22 local governments, PHAs, and County), which was part a new planning process established by the U.S. Department of Housing and Urban Development (HUD) requiring federal grantees to identify, evaluate, and address fair housing issues and factors contributing to discriminatory issues. In 2020, Dr. Igoufe and her team secured a multi-year applied research partnership with Harvard University's research group 'Opportunity Insights' led by renowned economist Dr. Chetty. Recently, Dr. Igoufe and her team also were selected to participate in a nationwide initiative to advance diversity, equity & inclusion in education ('The Bridges Collaborative'), led by The Century Foundation. Her work has received coverage from the Texas Tribune, NPR, CBS, the Wall Street Journal, the Dallas Business Journal, and others.

Dr. Igoufe also serves on the City of Dallas Undesign the Redline Advisory Board, the MDHA Racial Equity Committee, Commit's Strategic Planning External Steering Committee, and has been named to the Advisory Council of the Dallas Economic Opportunity Leadership Academy. After attending the Sorbonne Law School in Paris, she received her bachelor's degree in political science, government and international law as well as her master's degree in public administration from Lamar University. Igoufe earned a PhD in urban planning and public policy from the University of Texas at Arlington.



## DR. MAGGIE DEICHERT

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DIRECTOR OF POLICY  
DEVELOPMENT & RESEARCH

Dr. Maggie Deichert is the director of Policy Development and Research for DHA. In her position, Dr. Deichert collects and evaluates geographic and socio-economic data to create clear and concise reports that assess the contributing factors of poverty in North Texas. Dr. Deichert contributes towards DHA's goal to provide affordable quality housing across North Texas by researching the current conditions of communities in poverty and developing strategies to combat these conditions.

Dr. Deichert is a recent Vanderbilt University doctoral graduate in political science with a focus in American politics and statistical methodology. Dr. Deichert's dissertation explored how political identity affects the daily social interactions of U.S. communities. She has extensive experience in using research design, survey design and execution, quantitative and qualitative data collection and advanced statistical analysis as a means of implementing change in communities.

Throughout her doctoral studies, Dr. Deichert was the recipient of numerous grants and awards, including the Research on Individuals, Politics, and Society Lab Grant and the Vanderbilt Department of Political Science Competitive Summer Award. Dr. Deichert's research has been published in both political science journals and culture magazines.

Her past experiences researching and analyzing the attitudes, behaviors, and characteristics of different populations will enable Dr. Deichert to gather and evaluate appropriate data to help all North Texas communities. After graduating from the Hofstra University Honors College with a degree in political science, Dr. Deichert attended the Pennsylvania State University School of International Affairs and received an M.I.A. in international affairs. Dr. Deichert then attended Vanderbilt University where she obtained a Ph.D. in political science.



Shannon is the director of housing operations for DHA, a role she has held since 2015. She supervises property management for properties owned and operated by the DHA.

Shannon started with DHA in 1995, serving as a management clerk until 2002. She assumed the role of property manager and quickly ascended to senior asset manager, where she was responsible for the day-to-day management and maintenance operations of over 400 public housing units. Between 2010 and 2015, she created essential property management reports, supervised third party contracts for tax credit properties, and collaborated with the chief operating officer to oversee housing operations departments. Shannon executed each of these responsibilities with precision, acting as the management report analyst and trainer, project management coordination office supervisor, and housing operations administrator, respectively.

Prior to her 22 years with DHA and public housing, Shannon was a leasing agent for Midland Property Management in Houston. There she marketed and leased units while managing the site-based wait list.

Shannon attended Cedar Valley College. She is a certified housing manager, occupancy specialist, project-based accounting for public housing authority specialist, and low-income housing tax credit property manager. Shannon has also received certification for rent calculation, rent and income calculation, and the Real Estate Assessment Center's uniform physical condition standards.

## SHANNON BRAMLET

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DIRECTOR OF HOUSING  
OPERATIONS

dhantx.com

3939 North Hampton Road

Dallas, TX 75212

214-951-8300

# THANK YOU

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Our team and community partners truly came together in 2020 to ensure the families we serve had access to the resources they needed to weather this global health crisis. We are grateful to have the opportunity to serve families across North Texas and will continue to strive to provide innovative, family-centered solutions with care.

We appreciate every family, landlord, property manager, and civic leader for their support and partnership. Thank you for entrusting us with this important work.