

Evolving as a *PROGRESSIVE* AFFORDABLE HOUSING LEADER

Annual Report – 2021



Rendering of The Oaks, a new mixed income senior housing community opening in 2023 with 260 units in Oak Cliff. Developed in partnership with Volunteers of America National Services.

Contents



A Letter from Our Chairwoman & CEO



BETTY CULBREATH
Chairwoman
DHA Board of Commissioners



TROY BROUSSARD
President & CEO
DHA, Housing Solutions for North Texas

2021 marked another year of innovation for DHA, Housing Solutions for North Texas. Despite challenges across the globe due to the adverse effects of the COVID-19 pandemic, our agency and dedicated, caring team of professionals worked diligently to continue to deliver on behalf of our clients and partners each day.

As the first and only woman in the agency’s history to hold a position as board chair, I’ve seen first-hand the agency’s active enhancements to become a progressive industry leader in affordable housing solutions. As chairwoman, I have observed DHA’s laser-focus on excellent client service and its diligent work to become a catalyst for change.

I’ve accumulated my fair share of knowledge and experience in affordable housing over the course of my 45-year career as a community leader and have been proud to serve DHA’s constituents during this time. I began my service to DHA as its chairwoman from January 2007 to November 2008, then I returned as board commissioner in October 2019. I am excited about my recent reappointment to chairwoman for my second term in 2022 to help DHA deliver on its strong mission and vision.

Every year, DHA pioneers new ways to best serve our clients and partners across the seven North Texas counties that we touch, including Collin, Dallas, Denton, Ellis, Kaufman, Rockwall and Tarrant. Since DHA’s inception in 1938, we’ve continuously made progress and reinforced new strategies to create housing solutions in healthy, inclusive communities that offer economic, educational and social growth opportunities across North Texas.

Tackling the affordable housing shortage in North Texas is a complex task, as there is a clear need for more affordability in Dallas and across the entire North Texas region. This year and beyond, DHA looks forward to continuing to create mixed-income developments and expanding private market partnerships for North Texans in order to develop more sustainable housing solutions.

Over the year, we continued to prioritize customer service and efficiency. Our team leverages technology, including artificial intelligence-based systems, that helps reduce the amount of time our applicants, residents and landlord partners spend managing processes and documentation. We have also streamlined our quality inspections process so that families can move into their homes and landlords can fill their vacancies faster than ever before.

I want to thank the incredible hard work of our entire team throughout the year. The most valuable resource our organization has is our human capital. Recruiting and retaining the best and brightest team members is fundamental to our agency culture.

Our unwavering Housing Choice Voucher (HCV) team accomplished a major triumph this year, as DHA was awarded “High Performer” status by the U.S. Department of Housing and Urban Development (HUD). This marks the seventh consecutive year that our agency has achieved this ranking for its HCV program, ranking us among the top public housing authorities across the country. The “High Performer” designation is determined from 14 indicators that measure a PHA’s effectiveness and ability to assist eligible families as intended by federal housing legislation.

DHA ACHIEVED A SCORE OF 99% ACROSS ALL 14 MEASURES, INDICATING THE HIGHEST LEVEL OF COMPLIANCE AND DELIVERY OF SERVICE ON BEHALF OF OUR CLIENTS.

In 2021, DHA received its single audit report from leading advisory, assurance and tax firm, CohnReznick LLP. The audit report contains zero findings. This marks the agency’s eighth consecutive year with zero audit findings, which is a significant accomplishment given the size and complexity of our agency operations.

As the tenth largest public housing authority in the nation, our team serves more than 55,700 North Texans with housing assistance each day, who have an average income of \$14,000 per year. Our HCV program is the eighth largest in the nation, which assists 16,000 households totaling 40,000 individuals.

By executing the highest level of compliance and delivering quality customer service on behalf of our clients, we are making our communities stronger. We look forward to continually innovating and incorporating process improvements into our daily operations to develop more inclusive, sustainable housing solutions for many years to come.

Through the motivation of our team members, commitment from our community partners and most importantly, the ambition and hard work of our clients in retaining self sufficiency, we are confident in our continued mission of providing affordable quality housing and access to supportive resources across North Texas.

2021 Highlights + Our Impact

Some of the key initiatives DHA implemented in 2021 to help improve the communities we serve include disbursing rental assistance for Dallas families affected during the COVID-19 pandemic and supporting our youth residing in DHA-supportive housing to pursue higher education and lifelong learning.

INITIATIVE	IMPACT
Continued Adoption of Artificial Intelligence Technology	Introduced an artificial intelligence-based service via a smartphone application to streamline various Housing Choice Voucher (HCV) program operations, including inspection scheduling, inspector route optimization, tracking virtual inspections, live chat and more.
DHA's Educational Scholarship Foundation	Awarded 30 North Texas students with college scholarships to support their pursuit of higher education and lifelong learning in the amounts of \$1,000 to \$4,000. The foundation has awarded 1,149 high school graduates with more than \$1.6 million in scholarships over 24 years.
Sheltering Dallas County's Homeless with DRTRR	Partnered with the City of Dallas, Dallas County and the Metro Dallas Homeless Alliance as part of the Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) Initiative with the goal to rehouse over 2,600 individuals experiencing homelessness by October 2023.
City of Dallas Emergency Rental Assistance Program (ERAP)	Partnered with the City of Dallas to disburse rental assistance through the Emergency Rental Assistance Program (ERAP). <ul style="list-style-type: none"> • 2020: \$4 million in temporary rental assistance issued to 1,207 families • 2021: \$7.3 million in temporary rental assistance issued to more than 1,000 families • 2022: \$19 million in funding issued serving over 1,779 families through the American Rescue Plan of 2021

Our Impact - By The Numbers

 55,700 people housed each day	 15,540 seniors and persons with disabilities housed
 4,300 formerly homeless housed	 692 veterans housed
 5,000 landlords in our network	 8th Largest HCV program in the nation
 2,678 DHA-owned affordable housing units	 3,604 DHA-owned public housing units
 10th Largest Public Housing Agency in the nation	 235 DHA teammates
 \$22,250,000 contributed to the local economy each month	 4,056 evictions prevented through CARES Act Rent Relief initiatives
 16,000 households (40,000 people) provided with rental housing assistance in the private rental market through Housing Choice Vouchers	

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 FY2021, DHA practiced paperless tenant files for about 19,000 tenants resulting in over 1.4 million pages of paper saved from being used annually
- DHA is transitioning its fleet of small cars to hybrid vehicles to reduce carbon emission as well as use of synthetic lubricants rather than petroleum; so far, it has accomplished half of the fleet and has ordered the other half expected to be received during early FY2023
- DHA uses energy efficient appliances when constructing new apartments or replacing existing appliances
- DHA provides its maintenance team with an allowance to purchase safety equipment

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
- 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 0.3%. Here is a snapshot of DHA’s employee composition:

All Employee Demographics					
Age		Race		Gender	
16-29	16	Asian	17	Female	152
30-39	45	Black	146	Male	83
40-49	53	Hispanic	50		
50-59	63	White	21		
60-69	54	Two+	1		
70+	4				
Total	235	Total	235		235

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

Governance:

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

Demographics for Top 25 Employees					
Age		Race		Gender	
16-29	1	Asian	3	Female	19
30-39	5	Black	11	Male	6
40-49	4	Hispanic	3		
50-59	9	White	7		
60+	6	Two+	1		
Total	25	Total	25	Total	25

Demographics for Direct Reports to President & CEO:

Demographics for President & CEO Direct Reports					
Age		Race		Gender	
30-39	1	Asian	1	Female	4
40-49	1	Black	1	Male	2
50-59	1	White	3		
60+	3	Hispanic			
		Two+	1		
Total	6		6		6



Strategic Focus

1

Increase Affordable Housing Options in Healthy, Inclusive Communities

Partner With Leading Organizations for Redevelopment Projects to Create Additional Affordable Quality Housing Options

DHA is a mission-driven organization that provides affordable housing solutions for more than 55,700 low- to moderate-income families. To further that mission, DHA has developed strategies to produce additional revenue that is then reinvested in affordable housing and supportive services for its public housing residents and HCV program families.

DHA has pursued strategic public and private real estate transactions with a network of 18 private market developers to build more affordable housing units in the region and generate additional resources for the agency. Through these partnerships, DHA is in the process of adding 1,264 affordable housing options in North Texas, which will be supported by Project-based Vouchers (PBVs).

Create Opportunities for Participating Families

DHA has led many successful programs aimed at fostering upward mobility for communities chronically under-resourced in North Texas. In 2019, DHA's Policy Development & Research (PD&R) team designed and launched a pioneer program named Children First North Texas (CFNTX). The program, designed to combat segregation, focuses on the provision of mobility counseling and support services for voucher families with children living in racially or ethnically concentrated areas of poverty.

DHA has invested three years of research and operations design in the 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.

2

Support Individuals Adversely Affected by COVID-19 and Chronic Homelessness

Emergency Rental Assistance Program (ERAP) Initiative

In 2021, the PD&R department was asked to disburse \$24 million in COVID-19 rental assistance. To distribute funds quickly and equitably, DHA developed a unique automation-driven system based around an innovative equity-focused model, covered by the Wall Street Journal, to successfully provide funds to Dallas residents in less than two years.

Within the first six weeks of the initiative, DHA approved more than 1,000 eligible Dallas families for assistance through the Emergency Rental Assistance Program (ERAP), which equates to a commitment of over \$7.3 million in rent payments.

DHA developed an efficient process for people to apply with some applicants receiving approval for assistance within one week.

Sheltering Dallas County's Homeless with the Dallas R.E.A.L. Time Rapid Rehousing (DRTRR) Initiative

In 2021, the City of Dallas and Dallas County announced a partnership with Metro Dallas Homeless Alliance (MDHA), the Homeless Collaborative, DHA and more to provide temporary housing to Dallas County's most vulnerable homeless population. With over 4,000 homeless people in Dallas County, the initiative aims to shelter more than 2,700 individuals experiencing homelessness by October 2023.

The DRTRR initiative helps support those experiencing homelessness, including families and survivors of domestic violence. MDHA is spearheading the effort and has engaged 15 partner agencies to provide outreach, intake, housing navigation and case management services for applicants. The collaborative assists clients with the comprehensive services they need to identify and move into secure housing, address health issues, stabilize their lives and find employment.

Strategic Focus (continued)

In this initiative, DHA's role is limited as an administrative intermediary. The Dallas Continuum of Care identifies the homeless, helps to prepare them for housing, helps them locate housing and assists in providing all the essential wrap-around services needed to maintain the homeless in the affordable quality housing they have found.

DHA committed to the partnership in two ways:

- Contributing 490 Emergency Housing Vouchers (EHVs) that were granted by the U.S. Department of Housing and Urban Development
- Serving as an administrative intermediary to process applications from the Continuum of Care partners and disperse rent payments to landlords and housing providers



3

Increase Accessibility to Housing Services

Remaining at the Forefront of Customer Service By Advancing Our Use of Technology

When the COVID-19 pandemic hit, DHA, like all other organizations, had to quickly pivot its operations to meet the challenges of managing its programs virtually. DHA is at the forefront of utilizing technology that is unique for the public housing sector, including a highly customized Customer Relationship Management (CRM) system and Artificial Intelligence (AI) platforms to enhance the client application process and eligibility determination, while also helping DHA optimize team performance.

For the last four years, DHA has secured the services of a Dallas-based IT firm with expertise in AI. Working with firm BoodsKapper Inc., DHA facilitated the development of new technology solutions that 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 to provide 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

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.

Vision

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

Accountability

take pride and responsibility

Motivation

work hard to drive change

Learning

listen, care and advance

Relationships

value and care for one another

Honesty

communicate with full transparency

Respect

serve others with honor and respect

Inclusion

foster racially and economically diverse communities

Financial Report

ASSETS →

Statement of Net Position

as of December 31, 2021

	FY 2021	FY 2020
CURRENT ASSETS		
Cash and cash equivalents - unrestricted	\$ 135,337,529	\$ 122,002,925
Accounts receivable - HUD	1,373,621	279,180
Accounts receivable - tenants	798,827	589,159
Accounts receivable - other	3,421,503	6,842,534
Prepaid expenses	277,277	371,064
Total Current Assets	141,208,757	130,084,862
RESTRICTED ASSETS		
Cash and cash equivalents	43,191,401	47,269,459
Total Restricted Assets	43,191,401	47,269,459
CAPITAL ASSETS		
Land	20,641,909	21,647,125
Buildings	356,336,627	350,568,745
Furniture, equipment and machinery	11,771,860	11,407,615
Construction in progress	23,859,342	22,643,966
	412,609,738	406,267,451
Accumulated depreciation	(242,897,017)	(235,039,180)
Total Capital Assets	169,712,721	171,228,271
NONCURRENT ASSETS		
Notes and Accrued Interest Receivable		
Other assets	162,419	164,087
Total Noncurrent Assets	162,419	164,087
Total Assets	\$ 354,275,298	\$ 348,746,679

Financial Report

LIABILITIES AND NET POSITION →

Statement of Net Position

as of December 31, 2021

	FY 2021	FY 2020
CURRENT LIABILITIES		
Accounts payable	\$ 1,508,575	\$ 2,015,289
Accounts payable - HUD	2,530,527	19,849
Accrued interest payable	179,900	173,205
Current portion of long term debt - capital projects	1,197,595	1,157,366
Accrued wages and payroll taxes payable	300,140	281,780
Tenant security deposits	997,451	1,026,087
Accrued compensated absences - current portion	1,271,082	1,235,915
Deferred revenues	3,000,370	7,533,605
Other current liabilities	2,945,148	2,671,056
Accrued liabilities - other	3,178,359	2,498,379
Total Current Liabilities	17,109,147	18,612,531
NONCURRENT LIABILITIES		
Other long term debt	2,453,222	2,480,495
Long term debt, net of current - capital projects	30,084,254	31,171,627
Total Noncurrent Liabilities	32,537,476	33,652,122
Total Liabilities	49,646,623	52,264,653
NET POSITION		
Net investment in capital assets	138,429,872	138,899,278
Restricted	31,871,357	34,148,700
Unrestricted	134,327,446	123,434,048
Total Net Position	304,628,675	296,482,026
Total Liabilities and Net Assets	\$ 354,275,298	\$ 348,746,679

Financial Report

REVENUES, EXPENSES AND CHANGES IN NET POSITION →

Statement of Net Position

as of December 31, 2021

OPERATING REVENUE

	FY 2021	FY 2020
Net rental revenue	\$ 20,804,653	\$ 21,296,434
HUD operating grants	234,018,742	225,807,129
Other governmental grants	19,944,678	4,500,000
Other revenue	6,747,752	7,082,847
Total Operating Revenue	281,515,825	258,686,410

OPERATING EXPENSES

	FY 2021	FY 2020
Administrative	19,631,555	21,185,321
Tenant services	3,098,018	4,816,904
Utilities	6,332,190	6,087,430
Maintenance and operations	13,964,804	15,778,148
Protective services	712,787	2,268,571
Insurance	1,750,725	1,830,386
General	1,199,619	1,950,022
Housing assistance payments	222,558,304	192,655,759
Depreciation/Amortization	9,716,912	12,649,923
Total Operating Expense	278,964,914	259,222,464
Operating Income / (Loss)	2,550,911	(536,054)

Financial Report

REVENUES, EXPENSES AND CHANGES IN NET POSITION →

Statement of Net Position

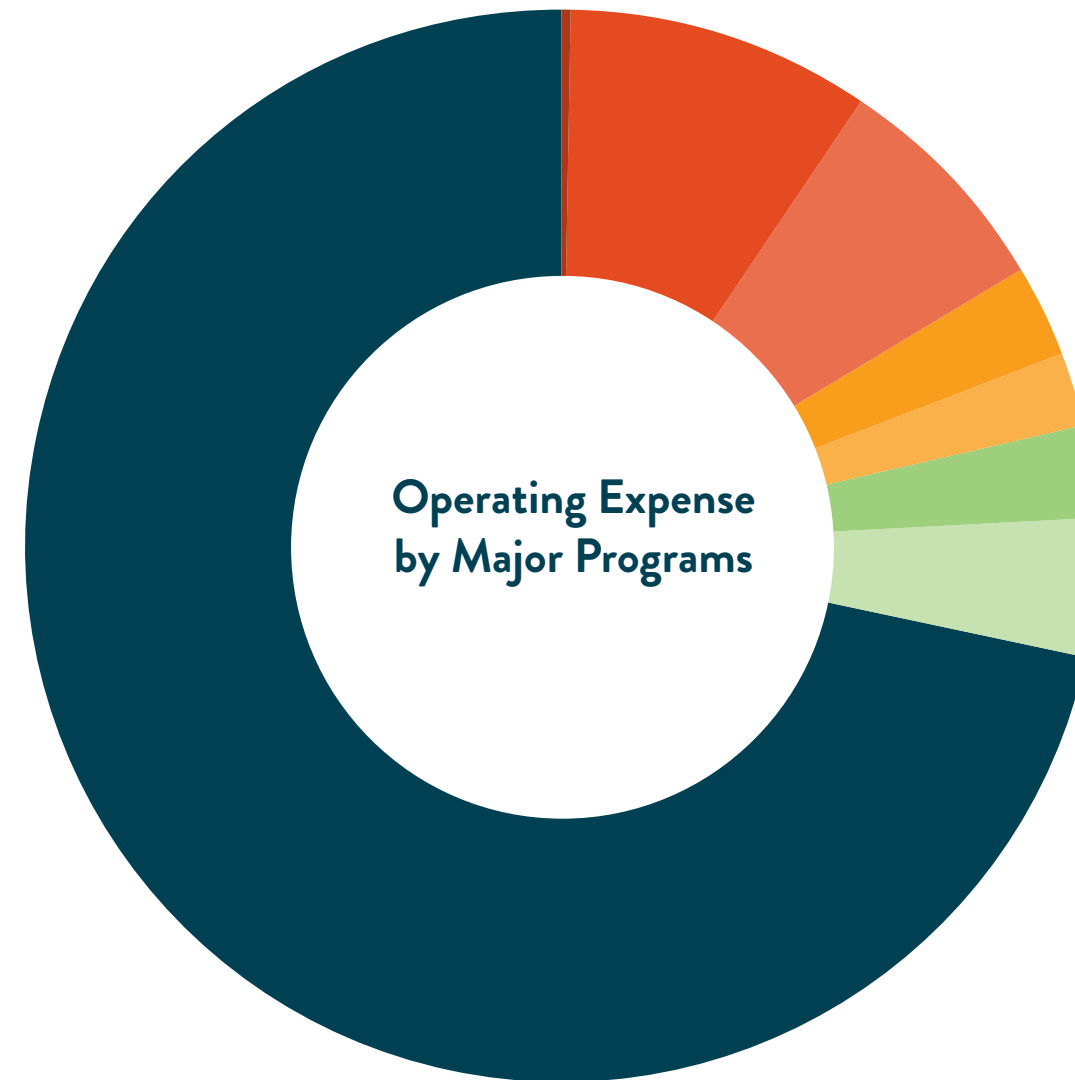
as of December 31, 2021

NON-OPERATING REVENUE (EXPENSES)

	FY 2021	FY 2020
Other		
Interest expense	(1,267,519)	(1,344,408)
Gain/(Loss) on disposition of capital assets	1,398,855	35,627,193
Interest income - unrestricted	329,914	814,027
Interest income - restricted	37,856	218,037
Total Non-Operating Revenue (Expenses)	499,106	35,314,849
Income / (Loss) Before Capital Grants	3,050,017	34,778,795
HUD Capital Grants	5,096,632	3,805,149
Change in Net Position	8,146,649	38,583,944
Net Position - Beginning	296,482,026	257,898,082
Other adjustments	-	-
Net Position - Beginning	296,482,026	257,898,082
Net Position - Ending	\$ 304,628,675	\$296,482,026

Financial Report

Statement of Net Position
as of December 31, 2021

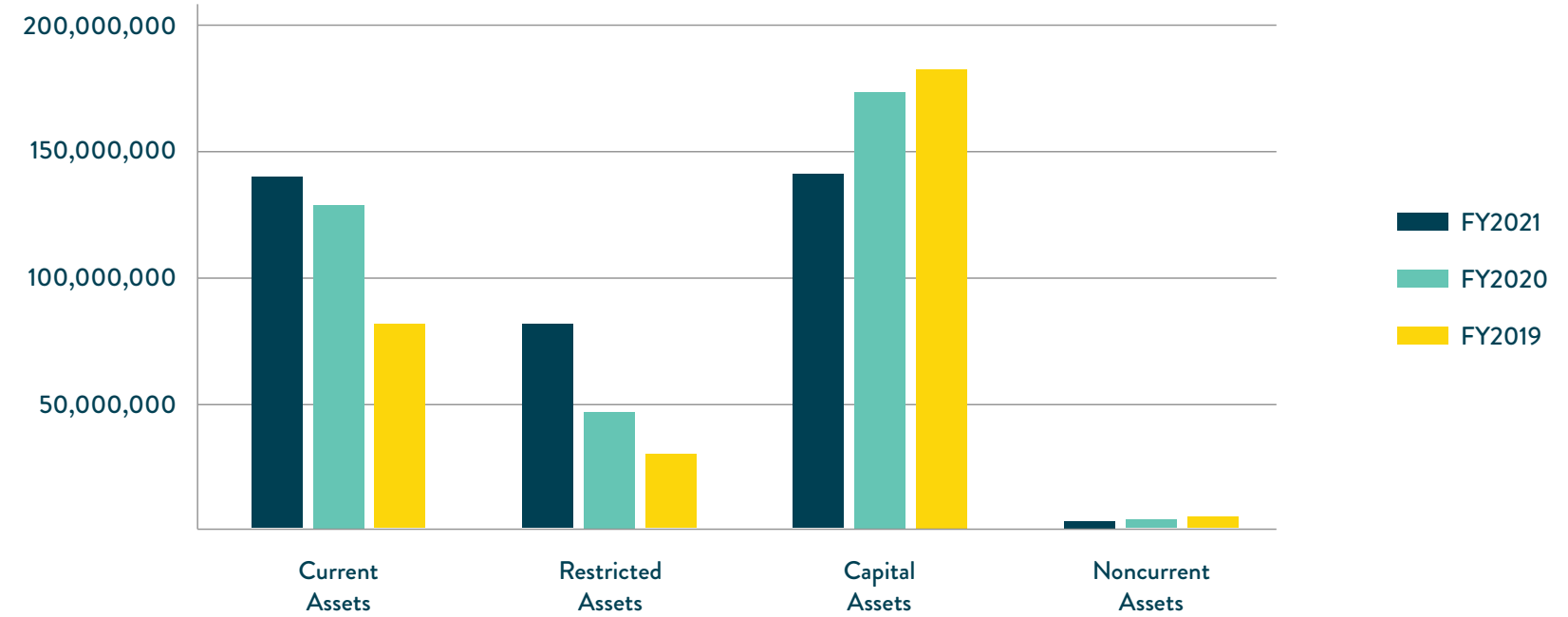


- 72% SECTION 8 - HAP
- 0% MULTI FAMILY
- 9% LOW RENT
- 7% CITY RENTAL ASST
- 3% CENTRAL OFFICE
- 2% BUSINESS ACTIVITY
- 3% COMPONENT UNITS
- 4% SECTION 8 - ADMINISTRATION

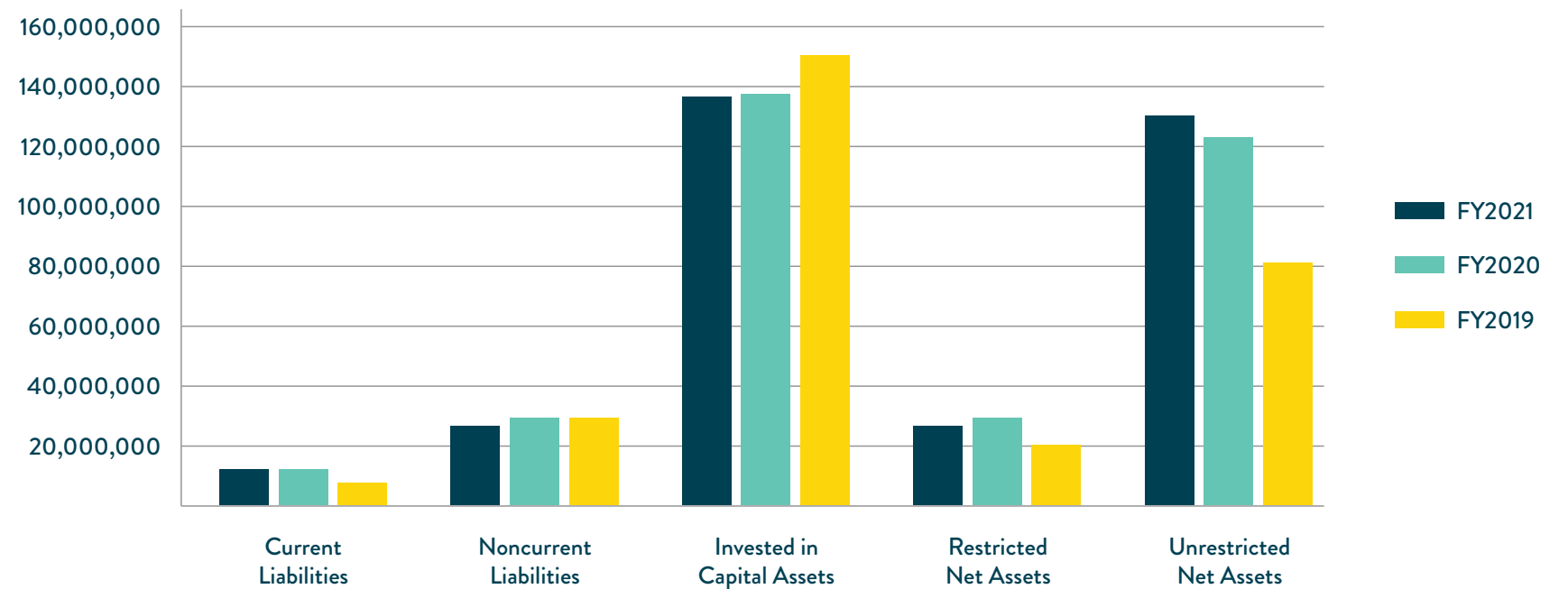
Financial Report

Statement of Net Position
as of December 31, 2021

Assets

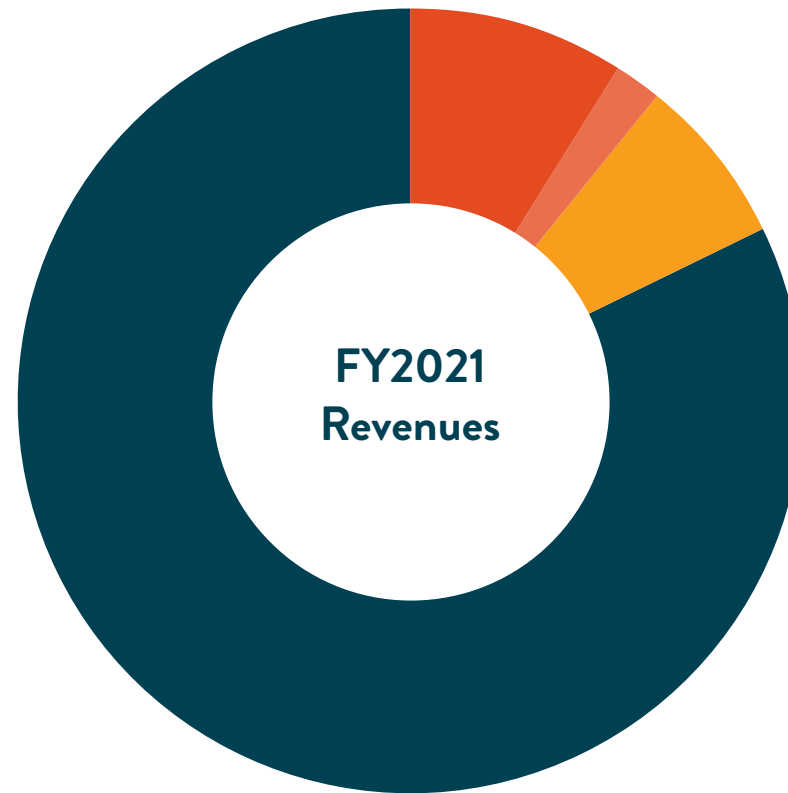


Liabilities & Net Assets

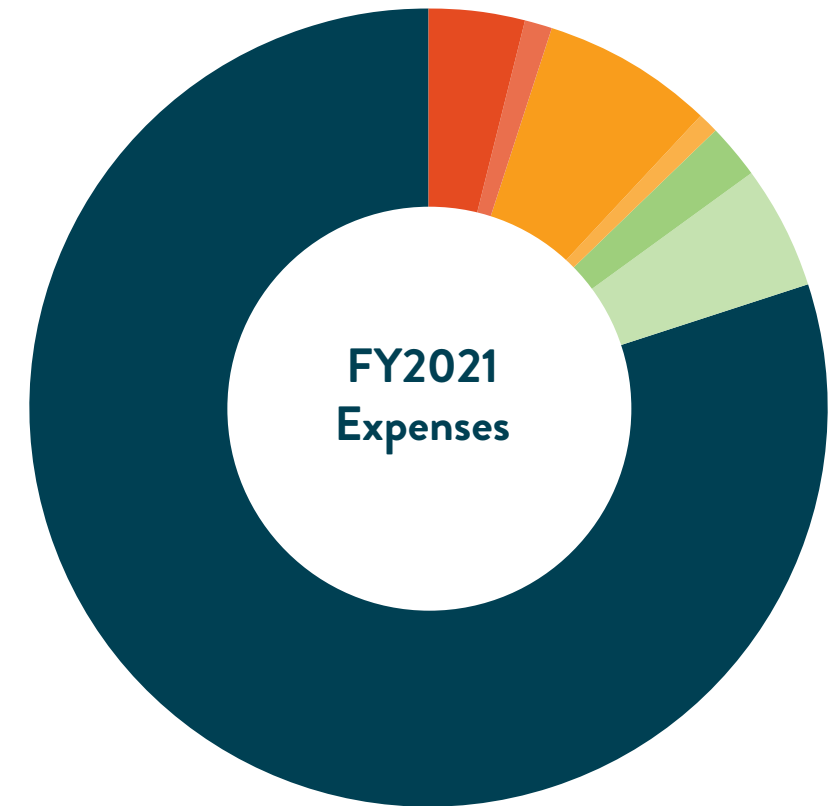


Financial Report

Statement of Net Position
as of December 31, 2021



- 82% HUD OPERATING GRANTS
- 9% OTHER REVENUE
- 2% HUD CAPITAL GRANTS
- 7% NET TENANT REVENUE
- 0% INTEREST INCOME
- 0% CAPITAL CONTRIBUTIONS



- 80% HOUSING ASSISTANCE PAYMENTS
- 4% DEPRECIATION
- 1% INTEREST EXPENSE
- 7% ADMINISTRATIVE
- 1% TENANT SERVICES
- 2% UTILITIES
- 5% MAINTENANCE
- 0% GENERAL
- 0% PROTECTIVE SERVICES

Board of Commissioners

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



BETTY CULBREATH
Board Chair

Read bio [→](#)



MICHAEL PEGUES
Vice Chair

Read bio [→](#)



ALMAS MUSCATWALLA
Commissioner

Read bio [→](#)



LINDSAY BILLINGSLEY
Commissioner

Read bio [→](#)



SABRINA STEWARD
Commissioner

Read bio [→](#)



Betty Culbreath

Board Chair

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, Dallas County Health and Human Services 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.

“The DHA board of commissioners is committed to advancing the mission of the organization, and as the board chair I look forward to strengthening the next generation,” says Ms. Culbreath.

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 board chair 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.

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Michael Pegues

Vice Chair

Michael D. Pegues, chair of the Intellectual Property Litigation practice and board member at Polsinelli, draws upon over 30 years of patent litigation and federal circuit experience to advocate on behalf of his clients. Michael's expertise ensures that his clients' intellectual property portfolios and technology assets – core assets to any industry – are protected as they achieve their business objectives. His extensive litigation experience includes advocating on behalf of both domestic (from California to New York, Illinois to Texas) and foreign clients.

Michael 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." The course examines the relationship between race and intellectual property law, policy and principles through a critical race theory lens. 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 first appointed as commissioner 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. Currently serving as vice chair, he's motivated to be part of the solution that brings opportunity and success – as well as mental and physical well-being – to his neighbors, with DHA providing critical support that all citizens deserve.

"During my term, I want to help provide and expose DHA residents to additional options as they discover the opportunities that help them move beyond DHA properties," he says.

The work of DHA, Housing Solutions for North Texas, supports our citizenry's continued positive contribution to society, Michael emphasizes. 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, both individually and collectively. Michael is proud to be a part of an organization whose goal is to make us all better.

Prior to starting his legal career, Michael was a stress analyst in the aerospace industry. Upon graduating from law school, Michael was a judicial law clerk for the Honorable Richard A. Schell of the United States District Court for the Eastern District of Texas.

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Almas Muscatwalla

Commissioner

Almas Muscatwalla is a community leader in the city of Dallas and across the North Texas region. In 2015, Muscatwalla co-founded Faith Forward Dallas at Thanks-Giving Square to unite faith leaders from across religions to stand together for social justice issues, including migrant and refugee matters, homelessness, gun violence and racial equity. She served as executive director of Thanks-Giving Square from 2016 to 2022.

Muscatwalla serves in many leadership roles across educational, cultural and arts sectors of the community. In her volunteer capacity, Muscatwalla serves as a workshop leader for the Islamic Art Revival Series and as an advisor to Compassionate DFW. She serves the Texas Muslim Women's Foundation, acting as chair beginning in January 2023. She is co-founder and director of the Faiths in Conversation Initiative and participates in the DFW Muslim Jewish Advisory Council. Muscatwalla has served on the board of the United Nations Association Dallas Chapter and currently serves on the board of the Center for Asian Studies at the University of Texas at Dallas. Because of her engagement in interfaith and justice work, Muscatwalla was also invited to join the board of directors of Project Unity to facilitate race relations across the city of Dallas.

Muscatwalla was first appointed as Commissioner to DHA's board of commissioners in October 2022. She believes that affordable housing is vital to address issues of homelessness across our community.

Muscatwalla aligns with the mission and vision of DHA to increase quality, affordable housing for low-income families and individuals. "During my tenure, I strive to continue to remove the negative connotation behind housing assistance. I want community partners to understand that voucher holders have strong goals and aspirations—just like them." Muscatwalla is passionate about alleviating poverty across North Texas and believes housing should be accessible for all people.

In addition to her work with DHA, Muscatwalla is a member of Family Gateway where she works to empower families with children experiencing homelessness. In her free time, Muscatwalla enjoys travel, reading, singing and spending time with her two sons and husband.

Muscatwalla holds a Bachelor of Arts degree in psychology and a Master of Science in childhood development from Bombay University. She is a graduate of Leadership Plano as part of the Plano Chamber of Commerce, as well as Leadership Arts Institute (LAI). Muscatwalla also holds a graduate certificate in dispute resolution from Southern Methodist University.

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DURING MY TENURE, I STRIVE TO CONTINUE TO REMOVE THE NEGATIVE CONNOTATION BEHIND HOUSING ASSISTANCE. I WANT COMMUNITY PARTNERS TO UNDERSTAND THAT VOUCHER HOLDERS HAVE STRONG GOALS AND ASPIRATIONS—JUST LIKE THEM.”



Lindsay Billingsley

Commissioner

Lindsay Billingsley is the founder of LAB Strategies, where she works with organizations to develop strategic initiatives designed to enhance financial and philanthropic outcomes. Lindsay's expertise originated from her deep civic involvement, her passion for philanthropic and political causes and from chairing multiple record-breaking events. Her expert skills in this realm include elevating brands, identifying and engaging donors, securing funding and expanding the organizations' networks.

Prior to founding LAB Strategies, Lindsay had a noteworthy 15-year career in the Dallas real estate industry. Her professional recognition includes D CEO's "30 Under 30" and Dallas Business Journal's "Heavy Hitter" award. In 2018, as a developer at Alliance Residential, Lindsay partnered with DHA, Housing Solutions for North Texas to incorporate a voucher program at Broadstone Knox District, a high-end residential project off Knox Street along Cole Avenue.

"I see affordable housing as a necessity for any community to thrive, as it allows for upward mobility and combats the poverty cycle. I believe in DHA's essential mission of creating economic, educational and social growth opportunities for the North Texas community." Lindsay plans to focus on expanding the affordable housing inventory in North Texas and offering low-income individuals wraparound services to provide pathways to a better quality of life.

Lindsay is a graduate of the Dallas Regional Chamber's Leadership Dallas program and The Real Estate Council's Associate Leadership Council. She currently serves on various boards, including the Dallas 24 Hour Club, Planned Parenthood of Greater Texas Community Board, Teach for America and United to Learn. She previously served on the boards of KIPP Texas, Nexus Recovery Center, The da Vinci School and The Real Estate Council Foundation.

Lindsay is a graduate of Southern Methodist University where she received her BBA and MBA from the Cox School of Business.

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I SEE AFFORDABLE HOUSING AS A NECESSITY FOR ANY COMMUNITY TO THRIVE, AS IT ALLOWS FOR UPWARD MOBILITY AND COMBATS THE POVERTY CYCLE. I BELIEVE IN DHA'S ESSENTIAL MISSION OF CREATING ECONOMIC, EDUCATIONAL AND SOCIAL GROWTH OPPORTUNITIES FOR THE NORTH TEXAS COMMUNITY.”



Sabrina Steward

Commissioner

Sabrina Steward, administrator and program coordinator of Missions & Outreach at Church of the Incarnation in Dallas, oversees administrative operations and events for Incarnation's Missions & Outreach department, including coordinating volunteers, purchasing and financial management, communications and managing inventory.

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. Yet she's most visible as a leader in her people-focused roles, where she approaches her work with the mindset of service. 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 in 2019, which included seven DHA properties; board member of the Roseland Community Partners; and trustee of Incarnation Place.

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, two sons and two daughters. "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 our 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 is determined to help residents better navigate the system to get the best kind of care for their families. That includes filling in the communication gap between what DHA provides and how many residents are aware of those opportunities. She 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. She also volunteers as assistant director and administrator for the Roseland youth choir, and "I put God at the top in whatever I do!"

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Management Team



TROY BROUSSARD
President, Chief Executive Officer
and Board Secretary

Read bio [→](#)



DAVID ZAPPASODI
Senior Vice President and
Chief Operating Officer

Read bio [→](#)



CHETANA CHAPHEKAR
Chief Financial Officer

Read bio [→](#)



LETETIA PATIN
General Counsel

Read bio [→](#)



TIM LOTT
Vice President of Capital
Programs

Read bio [→](#)



BROOKE ETIE
Vice President of the Housing
Choice Voucher Program

Read bio [→](#)



DR. MYRIAM IGOUFE
Chief Research and
Innovation Officer

Read bio [→](#)



DR. MAGGIE DEICHERT
Vice President of Policy
Development & Research

Read bio [→](#)



Troy Broussard

President, Chief Executive Officer and Board Secretary

Troy Broussard started his career in affordable housing with DHA in 1993 in the intake department and has served the North Texas community through DHA ever since. He is incredibly passionate about the agency's work to provide affordable housing solutions and cultivate economic advancement for its clients.

DHA, Housing Solutions for North Texas is the tenth largest public housing authority in the nation. The agency provides affordable housing opportunities for over 55,700 people through public housing developments and Housing Choice Voucher (HCV) programs across seven counties in North Texas: Collin, Dallas, Denton, Ellis, Kaufman, Rockwall and Tarrant. In addition to the Housing Choice Voucher program, DHA owns and operates 6,282 rental housing units across 40 developments. Half of these are public housing units and the other half are mixed-income communities.

Troy's passion for assisting people achieve self-sufficiency makes him a valuable asset to DHA. In 2019, Troy, with help from the board of commissioners and DHA's management team, embarked upon a strategic public-private partnership initiative to redevelop eight properties that encompass 650 housing units and nearly 146 acres of land. The agency selected 12 firms to join its roster of qualified private developers – with an emphasis on minority-owned businesses – as partners to create more affordable housing opportunities across North Texas.

Under Troy's guidance, DHA continues to evolve as a progressive industry leader. "With the assistance of our top tier talent, our agency fosters new, innovative affordable housing policies that can be replicated at a national scale," says Troy. "DHA's best practices are evidence-based on how we can best help families break the debilitating effects of poverty." With Troy's leadership, DHA manages affordable housing programs with a high standard of excellence and goes a step further through its various programs and resources available for families to achieve economic independence.

During Troy's time in leadership, he led the 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 and producing 3,300 new rental and homeownership affordable units in North Texas. These investments have been a catalyst for change, transforming entire neighborhoods across the state.

In 2021, DHA received "High Performer" status from the U.S. Department of Housing and Urban Development (HUD) following an annual performance assessment of its Housing Choice Voucher program. This marks the seventh consecutive year that the agency has achieved a "High Performer" ranking for its Housing Choice Voucher program under Troy's leadership.

Troy directs the agency's education programs and also serves as the secretary for DHA's board of commissioners. He is a firm believer in education and its ability to act 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 nonprofit 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.

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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. DHA, Housing Solutions for North Texas provides quality, affordable housing and supportive services to low-income families and individuals through the effective and efficient administration of housing assistance programs across seven North Texas counties: Collin, Dallas, Denton, Ellis, Kaufman, Rockwall and Tarrant.

David has faithfully provided public service at six public housing agencies (PHAs) for over 40 years. From 2005 to 2016, 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. Mr. Zappasodi has held leadership roles at housing agencies in Houston, Texas and Baltimore, Maryland.

David's current responsibilities include the delivery of safe, affordable housing and related services to eligible families across the North Texas counties DHA serves. DHA is the eighth largest Housing Choice Voucher program in the nation and the tenth largest public housing agency in the nation. DHA provides housing opportunities to 55,700 people through its housing programs.

In 2021, DHA received "High Performer" status from the U.S. Department of Housing and Urban Development (HUD) following an annual performance assessment of its Housing Choice Voucher program. This marks the seventh consecutive year that the agency has achieved a "High Performer" ranking for its Housing Choice Voucher program under David's leadership.

David is committed to aiding the CEO in comprehensively transforming 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.

"I consider it a privilege to see the personal growth of clients as they access DHA's critical empowerment programs and resources that lead to economic, educational and social growth opportunities," says Zappasodi. "Healthy and inclusive communities act as a launching pad to economic independence and individuals use the time on DHA programs to attain a living wage. I believe that DHA's various empowerment programs set our agency apart as a housing provider and provide palpable tools for clients to attain self-sufficiency and enhance their quality of life."

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

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Chetana Chaphekar

Chief Financial Officer

As chief financial officer for DHA, Housing Solutions for North Texas, Chetana's leadership is essential to the success of the agency's mission to provide quality, affordable housing and supportive services to low-income families and individuals across the seven North Texas counties DHA serves, including Collin, Dallas, Denton, Ellis, Kaufman, Rockwall and Tarrant.

Chetana is a hands-on, results-driven, high-energy professional, which is integral to her high performance and successful record of accomplishments in public and affordable housing, tax credit financial accounting and compliance management and nonprofit financial accounting. Chetana has a strong background in governmental and nonprofit finance and, alongside her team, has successfully managed the rigorous auditing process the agency is required to adhere to year-after-year without deficiencies.

In 2021, DHA received its single audit report from leading advisory, assurance and tax firm, CohnReznick LLP. This marks the agency's eighth consecutive year with zero audit findings, which is a significant accomplishment given the size and complexity of DHA's operations.

Responsible for the supervision of DHA's finance, purchasing and information technology departments, Chetana has carried out new accounting and programmatic software upgrades, revised personnel policies, completed tax credit cost certifications and implemented cash management processes to improve cash flow and controls over the course of her tenure with DHA, which is currently the tenth largest public housing authority (PHA) and the eighth largest Housing Choice Voucher program in the nation.

DHA provides affordable housing opportunities for over 55,700 people through DHA-owned public housing developments and the Housing Choice Voucher program. With an annual operating budget in excess of \$270M and assets valued at more than \$350M, Chetana maintains a strong attention to detail and practices good stewardship of the resources DHA manages each year.

"I believe in DHA's mission and its work as a progressive, leading agency," says Chetana. "I am dedicated to serving the community with care while overseeing DHA's complex operations with a deep level of integrity."

In 2021, DHA received "High Performer" status from the U.S. Department of Housing and Urban Development (HUD) following an annual performance assessment of its Housing Choice Voucher program. This marks the seventh consecutive year that the agency has achieved a "High Performer" ranking for its Housing Choice Voucher program under Chetana's leadership.

Prior to joining DHA as the chief financial officer, Chetana started as a controller for the Houston Housing Authority, supervising the department from 1990 to 2005. Between 2005 and 2006, she 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 and Business Administration.

In addition to her housing experience, Chetana 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.

Chetana is a Certified Public Accountant and earned a Bachelor of Commerce degree in financial accounting and auditing from the University of Bombay. Further, she obtained a post-graduate Bachelor of General Law degree, also from the University of Bombay.

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Letetia Patin

General Counsel

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.

"It has been an incredible privilege to work for one of the largest public housing agencies in the nation," says Letetia. "DHA's mission stretches beyond simply providing affordable housing. The agency intentionally partners with a wide range of agencies and businesses to assist in providing access to supportive resources to our clients each day."

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.

“

DHA'S MISSION STRETCHES BEYOND SIMPLY PROVIDING AFFORDABLE HOUSING. THE AGENCY INTENTIONALLY PARTNERS WITH A WIDE RANGE OF AGENCIES AND BUSINESSES TO ASSIST IN PROVIDING ACCESS TO SUPPORTIVE RESOURCES TO OUR CLIENTS EACH DAY.”



Tim Lott

Vice President of Capital Programs

Over the last 34 years, Tim Lott has been an instrumental part of DHA, Housing Solutions for North Texas, and its mission to provide affordable, quality housing and access to supportive resources across the seven counties it serves: Collin, Dallas, Denton, Ellis, Kaufman, Rockwall and Tarrant.

As the vice president of Capital Programs and a certified developer with the Texas Department of Housing and Community Affairs, Tim is responsible for leading and directing the construction of public and affordable housing for DHA. Tim's comprehensive knowledge and experience strongly reflect his 34-year tenure in affordable housing with the agency.

Tim and the Capital Programs team work closely with developers, contractors, architects and engineers to create, modernize and maintain affordable housing and supportive resources for the communities the agency serves.

Beginning his well-established career with DHA as a construction inspector in 1988, Tim 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 repositioning of nearly 6,000 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.

Tim is focused on delivering housing options on behalf of DHA clients and partners each day. He is incredibly passionate about helping the community, which is evident through his 34-year tenure. Through his role, Tim has the privilege of finding solutions to tackle the affordable housing crisis across North Texas, which is a challenging, but very rewarding task.

"I am committed to adding value to DHA and believe that the agency's initiatives act as a catalyst for change, transforming entire neighborhoods across the state," says Tim. "I'm happy to do this work – from the experience of watching a new family move into a home and seeing a child run to pick out their new room, to connecting with a parent as they work diligently toward self-sufficiency—I'm committed to adding value to DHA as a mission-driven organization."

Tim has a Bachelor of Science in trades and industrial education from Oklahoma State University.

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Brooke Etie

Vice President of the Housing Choice Voucher Program

Brooke has been the vice president of the Housing Choice Voucher program for DHA, Housing Solutions for North Texas since 2014. Her responsibilities include providing 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 Housing Choice 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.

DHA is the tenth largest public housing authority (PHA) in the nation. The agency provides affordable housing opportunities for over 55,700 people through public housing developments and the Housing Choice Voucher (HCV) program, which includes \$22M contributed to the local economy each month.

In 2021, DHA received "High Performer" status from the U.S. Department of Housing and Urban Development (HUD) following an annual performance assessment of its Housing Choice Voucher program. This marks the seventh consecutive year that the agency has achieved a "High Performer" ranking for its Housing Choice Voucher program under Brooke's leadership.

"DHA affords families and individuals the opportunity to live in safe, healthy communities," says Brooke. "I view it an honor and privilege to provide community members with access to high-opportunity areas across many different counties spread throughout North Texas," she continues. "DHA's services go beyond rental assistance, and the

agency's work with HCV clients provides families with access to self-sufficiency through various avenues, such as the Family Self-Sufficiency (FSS) program and the Housing Choice Voucher (HCV) Homeownership program that allows first-time homebuyers to use voucher assistance toward the purchase of a home. I recognize that DHA families want to be productive members of our community. They simply need a little bit of help to achieve that," she concludes.

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, 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 time 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.

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AND COMMUNITIES FOR
SUCCESS.”

Dr. Myriam Igoufe

Chief Research and Innovation Officer

Dr. Myriam Igoufe is the chief research and innovation officer (CRIO) for DHA. Dr. Igoufe is responsible for driving and implementing research-based initiatives to advance DHA’s growth, productivity and to expand the organization’s long-term innovative capabilities. She leads and manages the innovation process inside the organization, which includes the pursuit of operational and technological advancement and introducing innovative and practical models and policies. Her work has received coverage from the Wall Street Journal, The Hill, The Pew, CBS, the Texas Tribune, the Dallas Business Journal and others.

Since joining DHA, Dr. Igoufe has led many successful programs aimed at fostering upward mobility for communities chronically under-resourced in North Texas. In 2019, Dr. Igoufe and her Policy Development & Research (PD&R) team designed and launched a pioneer program named Children First North Texas (CFNTX). The program, designed to combat segregation, focuses on the provision of mobility counseling and support services for Voucher families with children living in racially or ethnically concentrated areas of poverty.

In 2021, President Biden’s request for 2022 discretionary funding included funding a nationwide CFNTX-like program, mirroring DHA’s program architecture and intent. More recently, Dr. Igoufe and her team developed an automation-driven system to expeditiously disburse emergency rental assistance to COVID-impacted households in Dallas. The team deployed an innovative equity-focused model, covered by the Wall Street Journal, which allowed for the successful and efficient disbursement of more than \$24M to Dallas residents.

“I’m excited and honored to help lead a department that is seeking innovative ways to address long-persisting inequities and empower individuals and communities for success,” says Dr. Igoufe. “Measuring and understanding the challenges faced by individuals living in poverty is critical to eradicating the issue. For families to become self-sufficient,

we have to be cognizant of the neighborhood quality and challenges in which these families reside, their relative access to supportive resources and correspondingly strategize our initiatives to effectively foster housing choice and altogether upward mobility.”

Prior to joining DHA, Dr. Igoufe led the country’s largest collaborative group to develop the North Texas Fair Housing Assessment (22 local governments, PHAs), which was part of 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. 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.

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. Dr. Igoufe earned a Ph.D. in urban planning and public policy from the University of Texas at Arlington.



“OUR PD&R DEPARTMENT WORKS TO EVALUATE WAYS THAT DHA CAN BE A CATALYST FOR CHANGE BY ENHANCING QUALITY OF LIFE AND DEVELOPING MORE INCLUSIVE, SUSTAINABLE HOUSING SOLUTIONS AS A MEANS OF REDUCING POVERTY.”

Dr. Maggie Deichert

Vice President of Policy Development & Research

Dr. Maggie Deichert is the vice president of Policy Development & Research (PD&R) for DHA. In her position, Dr. Deichert leads DHA’s research initiatives, and the development and implementation of innovative policies to remove barriers to self-sufficiency and foster upward mobility for communities chronically under-resourced in North Texas. She is responsible for the technological design and implementation of many of PD&R’s programs and leverages a customer relations management (CRM) platform to create automation-driven programs for quick, transparent and responsive government operations. Through her expertise in survey and research design, she leads data collection efforts that help inform internal policy recommendations and evolution.

Her past experiences researching and analyzing the attitudes, behaviors and characteristics of different populations enables her to gather and evaluate appropriate data to help all North Texas communities, as she performs research related to patterns of segregation, poverty, access to transportation and opportunities and operationalizes responses to address these issues.

Dr. Deichert is a 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 including the Journal of Politics, Political Behavior and Flaunt Magazine.

Since joining DHA in 2019, Dr. Deichert has been involved in the development of many successful programs aimed at increasing access to housing for North Texans. In 2019, Dr. Deichert helped launch a program named Children First North Texas (CFNTX). The program is designed to combat segregation and focuses on the provision of mobility counseling and support services for voucher families with children living in racially or ethnically concentrated areas of poverty. The program uses technology to facilitate flexible and responsive mobility counseling for residents searching for housing as well as capture data on the housing search process to improve the program.

“It’s extremely important for us to explore how cultural stereotypes, income and of course, access to quality affordable housing all impact the success of people on a community-level,” says Dr. Deichert. “Our PD&R department works to evaluate ways that DHA can be a catalyst for change by enhancing quality of life and developing more inclusive, sustainable housing solutions as a means of reducing poverty.”

In 2021, the PD&R department was asked to disburse \$24 million in COVID-19 rental assistance. To distribute funds quickly and equitably, DHA developed a unique automation-driven system based around an innovative equity-focused model, covered by the Wall Street Journal, to successfully provide funds to Dallas residents in less than two years.

After graduating from the Hofstra University Honors College with a degree in political science and economics, 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 both an M.A. and Ph.D. in political science.



THANK YOU!

DHA is focused on assisting our families reach economic independence and self-sufficiency. We believe that every person is capable of success. As we reflect on our 2021 efforts and propel forward, we are grateful to continue the ongoing effort of providing affordable quality housing and access to supportive resources across the region to the families and individuals that need it most.

We extend our deepest gratitude to our valuable business partners and neighbors for their essential help with achieving our mission and vision. We have an important role to play in helping our families achieve their goals and become independent of assistance so we can invest those resources to help the next family that needs us.

Our efforts throughout 2021 bring us forward to another powerful year of progress. DHA thanks every contributor for joining us in this important work.

You and our clients are the reasons that we serve the community.