



Building Community for 35 years



**Housing Authority
of the City of Arlington
2010 Annual Report**



com-mu-ni-ty [kuh-myoo-ni-tee]

–noun, plural -ties.

A social group of any size whose members reside in a specific locality, share government, and often have a common cultural and historical heritage.

Mission

The mission of the Arlington Housing Authority (AHA) is to advocate for and pursue affordable housing opportunities for the maximum number of low income individuals and families in Arlington by:

- Establishing partnerships with public and private community service providers
- Effectively communicating with internal and external constituencies
- Attracting and retaining knowledgeable staff and Board members by supporting their professional development
- Maintaining and improving fiscal accountability and operational efficiency



Core Values

The Arlington Housing Authority follows three important Core Values:

Compassion

Understanding unique client needs; seeking to make a difference; treating clients with respect, empathy, and dignity

Commitment

Helping others through urgency, thoroughness, and dedication; providing flexibility of choices

Credibility

Demonstrating honesty, integrity, knowledge, reliability, and fairness while maintaining the highest ethical standards; fostering accountability, excellence, financial stability and efficiency

Board of Commissioners



Executive Director and Board of Commissioners



Front row: Robert Gamblin, Vice-Chair; David Zappasodi, Executive Director; James Cribbs, Attorney; Michelle Fernandes, Commissioner. **Back row:** Kathy Crusto-Way, Commissioner; Victor Weir, Chair; Jason Paredes, Commissioner

The Arlington Housing Authority Board of Commissioners is comprised of five dedicated community leaders who serve to ensure that an adequate supply of quality affordable housing is available for low income citizens in Arlington. The AHA Board of Commissioners serve without compensation. They regularly review the performance of AHA programs and set policy utilizing key strategies and high ethical standards, resulting in successful AHA programs and staff.

The important key strategies are:

- Maximize integration of public and private resources
- Effectively and efficiently increase client opportunities and choices
- Actively and effectively communicate the successful outcomes of AHA programs and services
- Leverage resources and maintain sound financial practices



Victor Weir
Chair



Robert Gamblin
Vice-Chair



Kathy Crusto-Way
Commissioner



Jason Paredes
Commissioner



Michelle Fernandes
Resident Commissioner



A Message from the Executive Director

The Housing Authority of the City of Arlington was created on August 5, 1975. Since inception the Arlington Housing Authority has worked diligently to provide safe, decent, affordable housing and related services to the citizens of the City of Arlington, Texas. The occasion of the Arlington Housing Authority's thirty-fifth birthday is a wonderful opportunity to reflect on the successes of the past and to look forward to the challenges and opportunities of tomorrow. Thanks to a wonderful partnership with the United States Department of Housing



and Urban Development (HUD) and the City of Arlington, the Arlington Housing Authority is privileged to have provided critical housing assistance to thousands of needy

residents through rental housing assistance, housing for the homeless, and to have brought substandard owner-occupied housing up to local standards, and to help first time homebuyers realize the American Dream of homeownership. More recently, the Arlington Housing Authority has helped families reduce

their utility bills through weatherization assistance and helped to revitalize neighborhoods hardest hit by foreclosures through HUD's Neighborhood Stabilization Program.

The foundation laid thirty-five years ago is not of bricks and mortar, it is a foundation of people who have given their time, talent and resources to serve the City of Arlington as Commissioners, staff, and agency partners. We are grateful to Charles Clawson; the Arlington Housing Authority's founding Executive Director, for his courage and vision. We are also grateful to the many civic leaders that have served as members of the Housing Authority Board of Commissioners and to the Mayor, City Council members, and numerous City of Arlington Administrations that have provided critical support for its initiatives and programs.

While the Arlington Housing Authority has established itself as a high performing public housing agency with demonstrated success there is much more work to do. We look forward to the opportunity to continue to serve the citizens of Arlington. It gives me great pleasure to share with you the FY2010 Annual Report.

David Zappasodi



David Zappasodi named a NAHRO Fellow for his many years of experience, mastery, and knowledge in the field of housing and community development.

Rental Assistance Programs

The Arlington Housing Authority provides rental assistance to eligible Arlington residents through the following federal and state funded programs administered and operated by the AHA. These programs include the:

- Housing Choice Voucher (HCV)
- Family Self Sufficiency Program (FSS)
- Disaster Housing Assistance Program (DHAP)
- Eviction Prevention Program (EPP)
- Supportive Housing Program (SHP)
- Shelter Plus Care (SPC)
- Tenant Based Rental Assistance (TBRA)
- Homeless Housing Services Program (HHSP)



Compliance: Beverly Coate, James Weddle, Rosalinda Alvarez
Not pictured: Linda Kiani



Inspections: Clarence Hursey, Aaron Williams, Jessica Parry, Vicky Hernandez, Jeanette Culwell, Tony Martin



Rental Assistance:

Front row: Dapheni Allen, Krisinda Woolen, Marie Reed, Nikki Hemphill, Pedro Martinez, Steven Brown, Nickolas Gaffney

Back row: Misty Ellis, Joan Hill-Love, Shaylon Scott, Lanesha Linzy, Jackie Williams, Julie Hall, Markist Franklin, Jesse Lopez, Samuel Herrera

Not pictured: LeTisa Francisco, Eleene Choate, Lydia Fierro



Rental Assistance, continued

Family Self Sufficiency (FSS)

This program provides support to the Housing Choice Voucher participants who strive to achieve self sufficiency and become a vital part of their community. The AHA staff works with the participants to develop individual goals, and collaborates with government, non-profit and for profit organizations, and local businesses to provide continued support and guidance to help them achieve their goals within the five year program timeframe. Upon completion of the program, the successful participants experience a graduation ceremony to celebrate and many are asked to present their success story to the Board of Commissioners. In fiscal year 2010, 140 clients participated in the program and 2 graduated, acquiring a total of \$25,800 in accumulated escrow payments.

140 clients participated in the program

FSS Training Opportunities



FSS education fair



FSS resume writing class



Family Self Sufficiency: Julie Hall, Nickolas Gaffney



FSS graduation ceremony



FSS successful graduate Jennifer Richardson

Rental Assistance, continued



Finance: Elvira Freeman, Amy Trevino, Nina von Falkenstein, Meaghan Phillips
Not pictured: Bruce Beard

Housing Choice Voucher (HCV)

This program is the largest program managed by the AHA and provides eligible persons with safe, decent, affordable rental housing in the city of Arlington. In fiscal year 2010, the waiting list was opened for a two month period and the AHA received over 11,000 applications. In fiscal year 2010, staff conducted 5,707 interviews to determine eligibility for new and continuing participants, 3,790 participant households received HCV rental housing assistance, and 98% of allocated funding was utilized.

3,790 participant households received HCV rental housing assistance



Disaster Housing Assistance Program (DHAP)

In November 2007 and 2008, the U.S. Department of Housing and Urban Development (HUD) implemented DHAP and DHAP-IKE to provide rental assistance for eligible families displaced by Hurricanes Katrina, Rita, Ike and Gustov. Many communities were damaged or destroyed during these storms. Both programs are funded by the



Disaster Housing Assistance: Cindy Weddle, Mindy Cochran

Federal Emergency Management Agency (FEMA) and are administered through local housing authorities. In addition to funding, participants also receive individualized case management services to facilitate their return to independence, to gain self sufficiency, and once again become part of a community. In fiscal year 2010, the AHA program assisted 40 families and was recognized by the U.S. Department of Housing and Urban Development for exceptional service and commitment to the implementation of this program in response to Hurricanes Katrina and Rita.

40 families assisted



Rental Assistance, continued

Eviction/Homeless Prevention Program (EPP)

Homelessness has an adverse effect on an individual and the community. This program assists eligible, low income residents who are faced with the imminent danger of eviction or homelessness. The AHA administers this program and works directly with landlords to provide past due rent payment which enables the resident to get back on their feet and once again be self sufficient. The grant is funded by the U.S. Department of Housing and Urban Development's Homeless Prevention and Rapid Re-Housing Program (HPRP), the Emergency Shelter Grant (ESG), and the Community Development Block Grant (CDBG) provided to the City of Arlington. In fiscal year 2010, 101 evictions were prevented and grant funds of \$190,246 were utilized.

101 evictions prevented



Homeless Programs: Laneshia Linzy, Marie Reed, Shaylon Scott

Supportive Housing Program (SHP)

This program serves eligible, homeless persons in Arlington by providing transitional housing assistance for up to 24 months. The program is complimented by supportive services



from the Arlington Life Shelter to enable homeless persons to live as independently as possible. The program requires participants

to work toward achieving residential stability, increased skill level and/or income, and greater self determination. In fiscal year 2010, the program assisted 37 households.

37 households assisted



Rental Assistance, continued

Shelter Plus Care (SPC)

This program provides permanent housing for homeless persons with disabilities in connection with supportive services from Mental Health and Mental Retardation and Recovery Resource Council. In fiscal year 2010, 34 households were assisted.

34 households assisted

Tenant Based Rental Assistance (TBRA)

This program is a transitional rental housing program that assists eligible, low income or homeless individuals. A community is built on relationships and partnerships. The AHA has built partnerships with the Mental Health Mental Retardation, Resource Recovery Council, AIDS Outreach, Arlington Independent School District, local shelters, and churches to provide support and assistance to the individuals in this program. The TBRA program provides up to 24 months of rental and security deposit assistance per family. The City of Arlington provides a portion of its annual HOME Investment Partnership Program (HOME) funding from the U.S. Department of Housing and Urban Development (HUD) to support the TBRA program. In fiscal year 2010, 95 households received TBRA rental housing assistance.

95 households assisted

Homeless Housing and Services Program (HHSP)

The AHA's growing concern over homelessness in the community led to the implementation of the City of Arlington's 10 Year Plan to End Chronic Homelessness. New in fiscal year 2010, the Texas Department of Housing and Community Affairs (TDHCA) awarded \$976,295 to the City of Arlington for this two year homeless program. The City of Arlington authorized the AHA to administer the program in support of the recently adopted 10 Year Plan. The AHA designated the program to assist persons that are homeless or at risk of becoming homeless with incomes at or below 50% of area median income and established a preference for persons that are chronically homeless. The program allocates funding to the three services identified in the City's Homeless Plan; outreach, case management, and tenant based rental assistance. The funds also assist the tenant based rental assistance with payments for rent, utilities, security and utility deposits for qualified participants. The AHA anticipates serving approximately 150 homeless households over the two year contract period. In fiscal year 2010, the AHA program assisted 22 persons and \$120,287 funds were utilized.

22 persons assisted



Homeowner Assistance Programs

Housing Rehabilitation Program (HRP)

This program is funded by the Community Development Block Grant (CDBG) program and the HOME Investment Partnership Program (HOME) and enables families to build their community by making necessary upgrades to their home. The HRP is administered and operated by the AHA and provides Arlington residents with the following:

- **Owner Occupied Housing Rehabilitation** provides major home repairs (i.e. roof replacement, foundation repair, and electrical and plumbing repairs) to bring substandard properties into compliance with local codes for qualified homeowners. Eligible homeowners can receive up to \$24,500 in housing rehabilitation assistance. To protect the investment of federal dollars, funding is provided in the form of a zero percent interest rate loan and is forgiven over time.

- **Architectural Barrier Removal** provides modifications to make homes more accessible to a disabled household member. Eligible repairs include the widening of doorways, installing ramps, and installing grab bars. This program is available to both owner occupants and tenants.
- **Emergency Repair** provides help to qualified homeowners to address emergency, life-threatening, deficient conditions in their home.

In program year 2010, the HRP assisted 83 households with quality housing rehabilitation and expended an average of \$7,252 in assistance per household.

83 households assisted



Housing Rehabilitation Program: Jessica Parry, Paul Shaffer, David Zappasodi, Tim Simmons, Mindy Cochran, Jeb Barr **Not pictured:** Marisa Loera



Before / After

Weatherization Assistance Program (WAP)

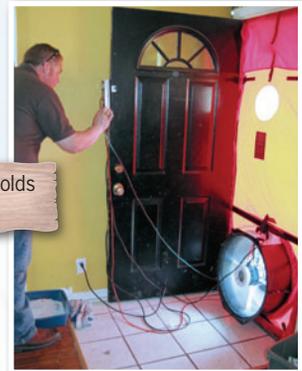
Funding for this program is provided by the U.S. Department of Energy (DOE) and is provided to the City of Arlington through the Texas Department of Housing and Community



Weatherization Assistance Program: Tahseen Khan, Juan Serrano, Brett Clark, Mindy Cochran, Nicolette Arceneaux

Affairs (TDHCA). The program is administered by the AHA. The WAP provides eligible, low income households with consumer education and assistance to control their energy costs through weatherization of homes. The WAP activities include: performing energy audits to review the home's energy efficiency, installation of weatherization measures to reduce air infiltration, and repair or replacement of inefficient heating and cooling systems, windows and other components. In fiscal year 2010, the WAP assisted 142 Arlington households with weatherization and expended an average of \$3,847 in assistance per household.

142 households assisted



Homebuyer Assistance Programs

Homeownership creates a sense of pride and community, The Arlington Housing Authority (AHA) manages a variety of homeownership programs which provide opportunities for low income families to become first time homebuyers and an important part of their community.

Housing Choice Voucher (HCV) Home Ownership Voucher Program

Due to the change in federal regulations, HCV participants that qualify for a mortgage to purchase a home may convert their rental voucher for a home ownership voucher. The HCV program provides a small amount of monthly mortgage payment assistance. In fiscal year 2010, the program assisted 9 participants achieve homeownership.

9 participants assisted

Due to the change in federal regulations, HCV participants that qualify for a mortgage to purchase a home may convert their rental voucher for a home ownership voucher. The HCV program provides a small amount of monthly mortgage



HCV participant with AHA Commissioners, Executive Director

Neighborhood Stabilization Program (NSP)

The AHA, in collaboration with the City of Arlington, created its version of the NSP program in FY 2009 which addresses the foreclosure problems at the neighborhood level and is funded by the U.S. Department of Housing and Urban Development (HUD). The homebuyer activity helps transform vacant, foreclosed properties into beautiful homes for qualified families by providing up to \$20,000 in principle reduction and down payment plus closing costs, and up to \$24,500 in housing rehabilitation.

Additional activities include the acquisition and rehabilitation of eight foreclosed homes which are sold to income eligible households, and the acquisition and demolition of two substandard properties. Plans are to develop

new, green, single family homes on the cleared sites. In fiscal year 2010, the program assisted 25 households and has utilized 92% of the \$2 million awarded in NSP funds.

25 households assisted



Neighborhood Stabilization Program: Mindy Cochran



Arlington Homebuyers' Assistance Program (AHAP)

The City of Arlington partners with Tarrant County Housing Partnership, Inc. (TCHP), a local non-profit organization, to provide pre-purchase homebuyer education and up to \$10,000 in down payment and closing cost assistance to eligible first time homebuyers when they purchase a qualifying home. The AHA refers clients to this program that is funded through the HOME Investment Partnership Program. In program year 2010, 66 households were assisted to become first time homebuyers through this program.

66 households assisted



NSP Ribbon Cutting Ceremony: Mayor Cluck; homeowner Maria Guzman; Council Members Robert River and Lana Wolff; Deputy City Manager Trey Yelverton

Recognized Achievements

In fiscal year 2010, the Arlington Housing Authority received recognition for accomplishments from industry groups and the U.S. Department of Housing and Urban Development (HUD).

The National Association of Housing and Redevelopment Officials (NAHRO) recognized the achievement of the AHA with the following awards:

- NAHRO Awards of Merit and Nominations for National Awards of Excellence for:
 - Homelessness Plan Implementation Program Innovation-Affordable Housing (Award of Merit and nomination for Award of Excellence)
 - Neighborhood Stabilization Program Program Innovation-Community Revitalization (Award of Merit and nomination for Award of Excellence)
 - Neighborhood Stabilization Program Program Innovation-Affordable Housing (Award of Merit and nomination for Award of Excellence)
 - Neighborhood Stabilization Program Administrative Innovation (Award of Merit)



- Southwest NAHRO Agency Awards for:
 - Best Annual Report for a Large Agency
 - Media Recognition for a Televised Interview Promoting the Neighborhood Stabilization Program
 - Recognition Award for Accomplishments by a Family Self Sufficiency Program Graduate
- Texas NAHRO Agency Award for: Media Recognition for a Televised Interview Promoting the Neighborhood Stabilization Program
- HUD recognition for exceptional service and commitment to the implementation of the Disaster Housing Assistance Program in response to Hurricanes Katrina and Rita
- Designated a HUD "High Performing" housing authority; totaling eight years in a row
- Executive Director named as a NAHRO Fellow for his many years of experience, mastery, and knowledge in the field of housing and community development

Financial Management

In fiscal year 2010, the AHA:

- Secured \$5,475,823 in additional grant funding
- Issued \$24,151,150 in housing assistance payments
- Processed 12,200 payments to 1,350 property owners
- Received a finding free audit



Management: Michele Craven, David Zappasodi, Amy Trevino, Mindy Cochran, Joan Hill-Love

Not pictured: James Stephens



Front Staff: Erlinda Alvarez, LaTrevia Johnson, Carolina Molina



Recognized Achievements

Program Management

In fiscal year 2010, the AHA:

- Conducted 5,707 client eligibility determinations
- Processed 918 new client admissions
- Performed 10,857 housing inspections
- Conducted 2,355 rent reasonableness assessments
- Conducted 146 investigations, clearing 10 clients
- Designated a HUD “High Performing” housing authority
- Utilized 98% of allocated HCV funding
- Provided essential rental housing and other services to 188 homeless families
- Prevented eviction of 101 low-income tenants
- Enabled 100 families to become first time homebuyers
- Enrolled 140 FSS participants and processed 2 graduations, totaling 84 lifetime FSS graduates
- Issued \$25,800 in accumulated escrow payments to eligible FSS graduates
- Rehabilitated 83 homes, expending an average of \$7,252 per household
- Weatherized 142 homes, expending an average of \$3,847 per household

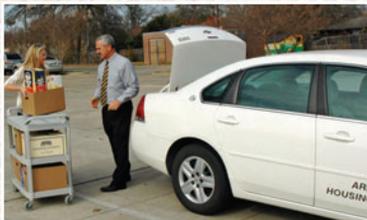
The AHA's dedicated staff engaged in charitable activities to support the community:



Non-perishable food drive for Mission Arlington



Participation in National Night Out activities



Christmas toys and gifts donated to Mission Arlington



Christmas toys and gifts donated for a needy family



Christmas Holiday drive for Arlington Life Shelter



Christmas celebration for Family Self Sufficiency participants



American Heart Association fund raising campaign and team walk



Windows of Hope, a public/private collaboration gifting new windows and doors to a needy homeowner

Financial Statements

Balance Sheets for the years ending September 30, 2010 and 2009

ASSETS	2010	2009
Current Assets		
Cash and cash equivalents - unrestricted	1,736,722	1,047,701
Investments - unrestricted	2,321,909	2,851,026
Accounts receivable - HUD	49,642	-
Accounts receivable - other (net of allowance)	363,778	114,041
Accrued interest receivable	10,299	12,833
Assets held for sale	691,059	-
Prepaid expenses and other assets	12,271	7,153
Total Current Assets	<u>5,185,680</u>	<u>4,032,754</u>
Restricted Assets		
Cash and cash equivalents - restricted	2,537,108	1,645,226
Total Restricted Assets	<u>2,537,108</u>	<u>1,645,226</u>
Capital Assets		
Buildings	562,711	562,711
Furniture, equipment and machinery	354,885	262,697
	917,596	825,408
Accumulated depreciation	(408,099)	(356,189)
Total Capital Assets	<u>509,497</u>	<u>469,219</u>
Total Assets	<u>\$8,232,285</u>	<u>\$6,147,199</u>
LIABILITIES AND NET ASSETS		
Current Liabilities:		
Accounts payable	82,706	83,976
Accounts payable - HUD	17,063	218,442
Accrued wages and payroll taxes payable	76,388	55,010
Accrued compensated absences - current portion	27,420	31,873
Deferred revenues	12,319	-
Other current liabilities	148,751	196,057
Total Current Liabilities	<u>364,647</u>	<u>585,358</u>
Total Long-Term Liabilities	<u>328,814</u>	<u>250,370</u>
Total Liabilities	<u>693,461</u>	<u>835,728</u>
Net assets:		
Invested in capital assets, net of related debt	509,497	469,219
Restricted net assets	2,194,361	892,287
Unrestricted net assets	4,834,966	3,949,965
Total Net Assets	<u>7,538,824</u>	<u>5,311,471</u>
Total Liabilities and Net Assets	<u>\$ 8,232,285</u>	<u>\$ 6,147,199</u>

Financial Statements

Statement of Revenues & Expenses and Changes in Net Assets for the years ending September 30, 2010 and 2009

Operating Revenues	2010	2009
HUD operating grants	26,016,451	20,813,057
Other government grants	1,278,489	1,923,935
Other revenue	2,154,648	2,491,252
Total Operating Revenue	<u>\$ 29,449,588</u>	<u>\$ 25,228,244</u>
Operating Expenses		
Administrative	2,425,587	1,921,301
Tenant services	142,622	222,934
Utilities	127,470	110,066
Ordinary maintenance and operations	13,820	9,714
General	501,454	600,430
Housing assistance payments	23,982,712	24,255,735
Depreciation	63,911	53,492
Total Operating Expense	<u>27,257,576</u>	<u>27,173,672</u>
Operating Income (Loss)	<u>\$ 2,192,012</u>	<u>\$ (1,945,428)</u>
Non-Operating Revenue (Expenses)		
Investment income	61,574	148,807
Loss on sale of assets held for sale	<u>(26,233)</u>	<u>-</u>
Total Non-Operating Income (Expenses)	<u>35,341</u>	<u>148,807</u>
Change in net assets	2,227,353	(1,796,621)
Net Assets - Beginning	<u>5,311,471</u>	<u>7,108,092</u>
Net Assets - Ending	<u>\$ 7,538,824</u>	<u>\$ 5,311,471</u>

Building Community for 35 Years

**Housing Authority
of the City of Arlington
501 W. Sanford Street, Suite 20
Arlington, TX 76011**

**For More Information
Call 817-275-3351
Fax 682-367-1000
www.arlingtonhousing.us**



Office Hours:

**8:00 a.m. - 5:00 p.m.
Monday, Wednesday, Thursday, Friday**

**8:00 a.m. - 7:00 p.m.
Tuesdays**