

FWHA - ALL ABOARD!
RIDING THIS TRAIN TOGETHER



2011 Annual Report



FORT WORTH HOUSING AUTHORITY
"Investing in the Community"

ON TRACK FOR RESULTS

2011 offered a trainload of challenges and opportunities. The continuing trend of tightening budgets and the growing demand for affordable housing in Fort Worth presented the Fort Worth Housing Authority (FWHA) with opportunities to bring out the best in its programs and staff.

How well the agency's staff and executive leadership responded is a tribute to their resolve, resourcefulness and team spirit.

Moving forward in a steady stream of progress, FWHA's innovative and award-winning housing, resident service and employee programs have produced several awards in Texas and nationally. Some of these programs have served as models for other housing agencies.

FWHA is appreciative of recognition from the housing industry. The City of Fort Worth and local community partners have been supportive of FWHA's activities, expertise and results.

This report highlights some of those achievements and demonstrates the spirit that has turned challenges into opportunities for thousands of families served by FWHA programs.





Barbara Holston
President and CEO

I've been privileged to see how staff has answered the challenges of the past few years. I am proud to say they have responded magnificently.

Due to the weakened economy, staff had to do more with less, assume extra duties, and recognize that our roles change but not our mission. The result has been award-winning programs that use innovative thinking to solve challenges.

FWHA's assistance programs improved the quality of life for families and provided quality, affordable housing options. These efforts included green conversions of materials, cost-saving weatherization, and wrap-around services to the homeless.

FWHA's resident and supportive service programs were just as resourceful. They helped residents to become self-sufficient through programs like nurse's aide certifications, GED programs, computer training and employment assistance.

Staff also gave in personal ways: Donated funds, food and clothing to homeless outreach programs, and collected quarters for the homeless to do laundry.

The quality which I am most proud of displayed by staff is the spirit with which they accepted these challenges. They responded by forming an agency-wide unit that recognizes the value of teamwork and facing adversity together. It has been inspiring to watch.

FWHA staff is on board with our strategic partners, clients and associates to guide the train to the right station. If the past two years are any indication, we are on the right track.

Barbara Holston



Terri Attaway
Chairperson,
FWHA Board of Commissioners

I often smile when I think of the Housing Authority's "ride" in 2011. Continuing to exceed expectations in providing quality, affordable and accessible housing for over 16,000 families in Fort Worth has been accomplished again because the engineer, crew and passengers all worked together to meet challenges and seize opportunities along the way.

FWHA navigated tight turns and major roadblocks to deliver the agency's benefits. As resources tightened, it seemed like the path narrowed and the options slimmed. The agency responded with innovative thinking and bold programs to meet the demand for affordable housing and support services that help families achieve self-sufficiency and homeownership.

In recognition for its innovative responses, FWHA has garnered numerous awards from professional societies and industry organizations. This report celebrates only a few of those program successes.

FWHA has never allowed accolades and honors to be a distraction from providing successful client services and programs. Housing Authority staff consistently go to incredible lengths to ensure that human and fiscal resources provide maximum client benefits.

It has been gratifying to witness everyone's willingness to work together to run the agency smoothly and efficiently. I speak for all of the Commissioners when I say that we could not be prouder of FWHA's leadership and staff because of their dedication, determination and teamwork as we ride this train.

Terri Attaway



Daniel Hernandez
Vice Chairperson



Patsy Lemons
Commissioner



Mark Presswood
Commissioner



Richard Stinson
Commissioner

THESE TRACKS LEAD TO . . .

AWARD-WINNING HOUSING PROGRAMS AND SERVICES

In 2010-2011, FWHA captured national honors for 16 of its client and community service programs from the National Association of Housing and Redevelopment Officials (NAHRO). The award-winning programs served the community through outreach and development; resident and client services; youth programs; senior services; and aid for the disabled and homeless.

In addition to agency programs in NAHRO's Housing Services and Resident Services categories, staff sponsored two all-volunteer, in-house programs that collected money and personal products for homeless citizens that allowed them to wash clothes and improve their personal hygiene.

Program: Green Conversion

Award: National Merit, NAHRO Award of Excellence Nominee

FWHA succeeded in "going green" by using a \$1.3 million HUD grant to adopt environmentally friendly equipment, building materials and maintenance techniques to lower carbon emissions; remove over 300 pounds of ozone-depleting hydrochloroflourocarbons from inventory; lower annual gas usage by 2,000 therms; and cut annual energy consumption by 200,000 kilowatt hours. FWHA accomplished these goals by making capital improvements to over 1,000 housing units that were built between the 1940s and 1960s. Plus, the program's financial savings will be

combined with other funds to continue minimizing FWHA's environmental footprint.

Program: Public Housing Graffiti Abatement

Award: National Merit

Based on residents' concerns about graffiti vandalism at two of its public housing communities, FWHA worked with local housing associations and neighborhood police officers to create a quick response team that responds in two ways: Increased surveillance and higher maintenance. Once vandalism is identified, the goal is to completely remove the graffiti and repair the property within 48 hours. As a result, graffiti has been eliminated at FWHA properties





and residents have a higher sense of security and community pride.

Program: Landlord Education and Outreach
Award: National Merit

Facing difficulty finding housing for hard-to-place clients with criminal records and unstable backgrounds, FWHA, the Corporation for Supportive Housing and the Tarrant County Reentry Office co-sponsored a luncheon that combined a Landlord Appreciation ceremony with a discussion of the issue. The purpose was to educate the agency's existing landlords about Permanent Supportive Housing Models that support the re-entry of ex-offenders and others into society and to use peer endorsement to make the program acceptable.

Over 100 landlords attended the program and approximately 10 landlords agreed to either build or rehabilitate properties to use in the program, or to accept FWHA clients in hard-to-place categories.

Program: Working With Local Government to Serve the Homeless
Award: National Merit

Addressing chronic homelessness, the City of Fort Worth asked FWHA to serve homeless persons in high-maintenance categories like mental illness, physical disabilities and drug addictions through Directions Home, the city's ten-year plan to end homelessness. FWHA, which operates one of Texas' largest Shelter Plus Care programs, partnered with the City, HUD and the United Way to provide housing and supportive

services. The original client target of 100 individuals was quickly surpassed and within 9 months, FWHA had a clientele of 160 residents. The program was successful in housing 160 hard-to-place homeless residents and has gained attention as an effective funding strategy by other housing organizations.

Program: Affordable Housing Weatherization
Award: National Merit

High energy bills at two of FWHA's affordable housing sites put residents in danger of losing their housing. Unable to meet their bills, residents missed rent payments, had utilities disconnected and faced evictions. FWHA, in partnership with the City of Fort Worth, responded by utilizing a \$1.75 million weatherization program that combined measures like



weather stripping, compact fluorescent light bulbs, and energy-efficient attic insulation. Heating and air-conditioning units were replaced to reduce energy costs. During a six-month period, 98 housing units that served 432 residents were weatherized. The changes saved an estimated \$2 million in energy costs in the first year and significantly reduced FWHA's carbon footprint.

Program: Bedbug Emergency Response
Award: National Merit



After battling bedbug infestation for over a year in 40 units in the Hunter Plaza Apartments, FWHA decided to relocate the building's 219 elderly and disabled residents and to seal and fumigate it. FWHA formed an internal team and an external community partner network to facilitate the project. Working closely with officials from HUD and Fort Worth's elected and administrative leaders, FWHA developed a relocation plan that included operations scenarios, public information and education, treatment plans, logistical details and follow-up activities. The relocation process, which had been projected to last up to six months, was completed within three weeks. As a result, a major health threat was eliminated and FWHA strengthened its public image and ties with strategic partners.

Program: Housing Online Search Tool
Award: National Merit



To tame monstrous loads of paperwork and data, FWHA partnered with the City of Fort Worth and the Tarrant County Homeless Coalition (TCHC) to create an online database. Mountains of hard copy data had become impossible to keep current of available affordable housing units. FWHA dedicated a full-time Housing Specialist to develop an online database that provides accurate,



real-time information to staff, landlords and residents about housing availability. As a result, FWHA surpassed its recruiting goals for "All-Bills Paid" properties by 13 percent; served more than 1,400 clients; and is receiving 200-500 hits/views per month on the database. The online search tool has become a successful resource for identifying and locating quality affordable housing options, particularly for homeless individuals and families.

Program: Go Section 8 Enhancement Project
Award: National Merit

FWHA adopted HUD's GO Section 8 program to assist families in identifying affordable housing in low-poverty areas. GO Section 8 is a self-updating online property listing service that allows landlords to post their available rental units with brief descriptions. Potential tenants can search the listings using criteria like bedroom size, rent cost, school district, amenities and availability of bus service. Through system enhancements, FWHA now has the ability to identify low poverty areas and rental rates and clients can also reach out to landlords with units in those areas. Since FWHA administers more than 6,000 rental vouchers, the new system means quicker, better service for both landlords and residents and more efficient operations for the Housing Authority.

THESE TRACKS LEAD TO . . .

AWARD-WINNING CLIENT OUTREACH AND EMPLOYEE INITIATIVES

Program: Summer Youth Music Camp
Award: National Merit, NAHRO Award of Excellence Winner

Seeing the need for constructive summer activities for youth in public housing, FWHA led the efforts to partner with I.M. Terrell Elementary School, retired teachers and school administrators, and the Black Musicians Association of Tarrant County (BMATC) to create a summer youth music camp. Seventy-six students participated in workshops in reading music, singing, choir, and playing the piano and recorder. The camp closed with the students performing a public program as individuals and as a choir. In addition to learning a strong work ethic and teamwork, students cultivated their musical talents and mastered the fundamentals of instruments. The students in the choir have been so talented and successful that they regularly perform at meetings and events around Fort Worth.



Program: Certified Nurse's Aide Program
Award: National Merit, NAHRO Award of Excellence Nominee

To foster housing residents' economic independence by providing vocational training in high-demand job fields, FWHA partnered with Tarrant County College and other local education service providers to train residents to become Certified Nurse's Aides (CNA). After the first semester, which saw 12 residents graduate from the program and receive state certifications, the program was eliminated because of budget cuts. FWHA kept the service alive by conducting its own program for public housing residents. After being designated by the State of Texas as a CNA center, FWHA combined grants from ROSS and the City of Fort Worth to stage classes and provide subsidized child care for students. As a result, 46 program graduates are pursuing their careers and economic independence.



Program: Summer Youth Employment
Award: National Merit

FWHA partnered with educational, public and private partners to create a summer youth employment program that assisted 299 youth, ages 14-24, to achieve economic independence through better employment. These youth were from families who either lived in public housing or received some form of housing assistance. The goal was to gain valuable hands-on job experience and tutoring from public and private employers throughout the region. Using only four staffers on a limited basis, FWHA created and administered the program, recruited participants and strategic partners, and ran teen career camps. As a result, almost 300 teens gained valuable on-the-job experience, increased their job skills, learned details of the job search process, and developed a sense of responsibility.





Program: Resident Achievement Ceremony
Award: National Merit

FWHA and Bank of America (BOA) partnered to remove barriers to homeownership. Using a BOA grant, FWHA's Housing Choice Voucher Homeownership team helped homebuyers meet purchase-related expenses, and taught them basic budgeting and cash management skills. FWHA helped 35 first-time homebuyers with pre- and post-purchase expenses, while gaining financial management experience. FWHA and BOA created individual accounts that provided a 2-to-1 match from BOA for a family's savings account, up to \$1,000. These funds defrayed fees and closing costs, and supported pre- and post-purchase counseling.



Program: Moving Home – Homeless Outreach
Award: National Merit

As homeless families were being housed by FWHA's Directions Home Program, residents needed furniture and a way to move the furniture to their homes. The Moving Home project, launched by the Tarrant Area Community of Churches (TACC), came to the rescue and quickly coordinated local churches that would help move furniture for FWHA Clients. Numerous volunteers signed up and graciously gave of their time and resources. As a result, 75 clients now enjoy home amenities that this program helped to provide. This partnership represents the perfect combination of trucks, muscle and heart that go a long way to help formerly homeless individuals move towards self-sufficiency.



Program: Resident Employment Symposium
Award: National Merit

FWHA sponsors an annual Resident Employment Symposium to help clients find employment, advance their careers, improve their



education, and/or receive job training. During a recent event, more than 40 participants received information on setting education and career goals, obtaining their GED, re-entering trade schools or learning the basics on how to start a business.

EMPLOYEE INITIATIVES

Program: Employee Giving — Homeless Outreach
Award: National Merit, NAHRO Award of Excellence Winner

FWHA's annual "Gift Bags for the Homeless" is an all-volunteer fundraiser that provides homeless residents with personal hygiene, clothing and other basic items. Staff drop loose change in a five-gallon container that is circulated throughout FWHA's administrative offices and is present at all-agency meetings. Volunteers use the funds to buy canvas gift bags and fill them with items like bus passes, clothing, food, personal hygiene products and medical supplies. Staff members donate their time and effort to keep the program visible through e-mails, flyers and special activities. They also pack and deliver the bags.

Program: Clean for Quarters – Homeless Outreach
Award: National Merit, NAHRO Award of Excellence Nominee

A little change made a big difference for 80 homeless individuals and families in FWHA's Directions Home and Shelter Plus Care programs. Though they had food and shelter, they lacked money to clean clothes. FWHA staff and the Tarrant Area Community of Churches organized a fundraiser that asked donors for quarters to operate coin washing machines. The drive generated over \$1,400 in quarters to fund 3,750 loads of laundry that allowed homeless residents to be more presentable while they sought work.

THESE TRACKS LEAD TO . . .

HOMEOWNERSHIP AND SELF-SUFFICIENCY



Isabel Blanco and Juan Alcala

We came to the United States with the dream of making life better for ourselves and our family. We always believed that owning our own home was a big part of that. Working with the Housing Authority, we were able to get our home because they helped us in so many ways. We learned how to raise our credit score and how to qualify for loans and grants to afford the costs involved in buying the home.

Now we have a beautiful home for ourselves and our grandchildren that would not have happened if the Housing Authority had not been there to help us with all of the paperwork and guide us through the process.



Latoya Lyons

I was working and trying to raise a family alone. Plus, I was trying to go to school to get a degree so I could start a career in Health Care Administration. It was a lot of things to do. But I also wanted to get a home because it would give me a stable foundation to raise the kids. I started getting voucher assistance and started moving towards owning a home. The counselors helped me get credit counseling and clean up some things on my credit.

It seems like when you are going through it that you're never going to get to the finish line. But we finally closed on a beautiful home about 10 months later. After I got the keys to the house, I just fell to my knees in the living room and thanked God that I had my own house.

It was working with the Fort Worth Housing Authority that made all of it possible. They put me on a path to homeownership and self-sufficiency.



Roxanne Pye-Brown

I had been working with the Housing Authority to get my GED and prepare to train for a career in cosmetology. They helped me to set my goals and reach them.

They had classes you could attend to qualify for your GED. And if you needed some extra instruction or counseling, they were always there to help with that too. Whatever you needed, they were ready to help and were really encouraging. They even were there at my graduation. That meant a lot.

I encourage all of my friends to enroll in their programs and take their classes. Really, anybody who wants to start a career and become self-sufficient will find the information and encouragement they need to do it at the Housing Authority.



Rodger Lee Sneed

I had been out of work for about four years. During that time, I had been trying to raise my 11-year-old son and to work temporary jobs until I could find something more permanent.

I was a member of the Housing Authority's job readiness training programs. They taught me skills that I could use in a lot of different types of jobs. And they also showed me how to look for a job and how to go through the job process and the interviews. Most important, they encouraged me not to get disappointed, to stay with it. Their belief in me gave me the strength to pursue it when I was feeling down.

Now I have a job. And I can set the right example for my son. I thank God that it's worked out like it has and that He led me to the Housing Authority for help.

THESE TRACKS LEAD TO . . .

FISCAL AND OPERATIONAL ACCOUNTABILITY

2011 STATEMENT OF NET ASSETS (UNAUDITED)

NON-CURRENT ASSETS	CURRENT ASSETS	Cash & Investments	\$35,160,642
		Accounts Receivable - Net of Allowance	8,608,372
		Notes Receivable	-
		Prepaid Expenses	953,463
		Inventories - Net of Allowance	22,909
		Interprogram Due From	1
		Total Current Assets	<u>44,745,387</u>
		Capital Assets	
		Land	12,454,471
		Buildings & Improvements	173,397,661
Furniture & Equipment	5,314,337		
Construction in Progress	<u>10,397,782</u>		
	201,564,251		
Less: Accumulated Depreciation	<u>(70,194,374)</u>		
Total Capital Assets	<u>131,369,877</u>		
Notes Receivable - Non-Current	8,862,037		
Unamortized Bond Costs - Net	524,996		
Total Other Assets	<u>9,387,033</u>		
	<u>\$185,502,297</u>		
NON-CURRENT LIABILITIES	CURRENT LIABILITIES	Accounts payable	\$1,115,669
		Current Portion - Long-Term Debt	15,668,803
		Accrued Expenses	2,226,640
		Deferred Revenues	63,114
		Tenant Security Deposits	371,135
		Other Liabilities	5,114,703
		Total Current Liabilities	<u>24,560,064</u>
		Long-Term Debt - Net of Current	72,587,656
		Other Non-Current Liabilities	<u>1,502,210</u>
		Total Non-Current Liabilities	<u>74,089,866</u>
	<u>98,649,930</u>		
	NET ASSETS		
Invested in Capital Assets, net of related debt	43,113,416		
Restricted Net Assets	4,490,529		
Unrestricted Net Assets	<u>39,248,422</u>		
TOTAL NET ASSETS	<u>86,852,367</u>		
TOTAL LIABILITIES & NET ASSETS	<u>\$185,502,297</u>		

2011 STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET ASSETS (UNAUDITED)

OPERATING REVENUE	Dwelling Rent	\$16,255,281
	Government Operating Grants & Subsidy	48,035,378
	Other Income	1,170,040
	Total Operating Revenue	<u>65,460,699</u>
	Administrative	12,365,461
	Tenant Services	184,557
	Utilities	3,208,404
	Protective Services	990,478
	Ordinary Maintenance & Operations	4,751,120
	General Expense	1,397,014
Non-Routine Maintenance	788,955	
Housing Assistance Payments	37,642,835	
Depreciation and Amortization	<u>5,824,065</u>	
Total Operating Expense	<u>67,152,889</u>	
Operating Income (Loss)	<u>(1,692,190)</u>	
OPERATING EXPENSES	Government Grants - Capital	531,100
	Investment Income	26,761
	Interest Expense	(2,921,075)
	Gains and Other Revenues	9,468,990
	Total Non-Operating Revenue / (Expense)	<u>7,105,776</u>
	CHANGE IN NET ASSETS	5,413,586
	Net Assets, Beginning	81,438,781
	Prior Period Adjustments	0
	Capital Contributions	0
	Net Assets, Ending	<u>\$86,852,367</u>

BY THE NUMBERS

- **1,140** public housing units
- **2,351** affordable housing units
- **525** market rate units
- **6,206 households** served through FWHA's assisted housing programs
- **16,976 low-to-moderate income individuals** served by FWHA housing programs
- **3,501 customers** received assistance through FWHA community services
- **39 clients** became homeowners
- **123 full-time employees**

THESE TRACKS LEAD TO . . .

TICKETS TO THE FUTURE

As FWHA rolls on, we anticipate a future that is bright. While it is not possible to clearly see everything that is ahead, FWHA's team of professionals will continue to be guided by the mission to provide Fort Worth's citizens with quality, affordable and accessible housing options, and an important pat on the back to strengthen their spirits.

FWHA is grateful to have been recognized locally and nationally by housing industry peers for innovative thinking and a can-do attitude. Each day offers new challenges and opportunities to help a client make the most of his or her life by providing assistance, housing, counseling and support.

As this train rolls along to its destination, FWHA's staff, strategic partners and friends will ride it together.

*Thanks to All of Our Staff, Partners
and Friends Who Have Chosen to
Ride The FWHA Train Together*



FORT WORTH HOUSING AUTHORITY
"Investing in the Community"

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