



HOUSING AUTHORITY  
OF THE CITY OF AUSTIN

# ANNUAL REPORT 2023 - 2024

## BUILDING TOMORROW TOGETHER



Chalmers Courts circa 1946 vs **TODAY**



## OUR MISSION

To cultivate sustainable, affordable housing communities and partnerships that inspire self-reliance, growth, and optimism.



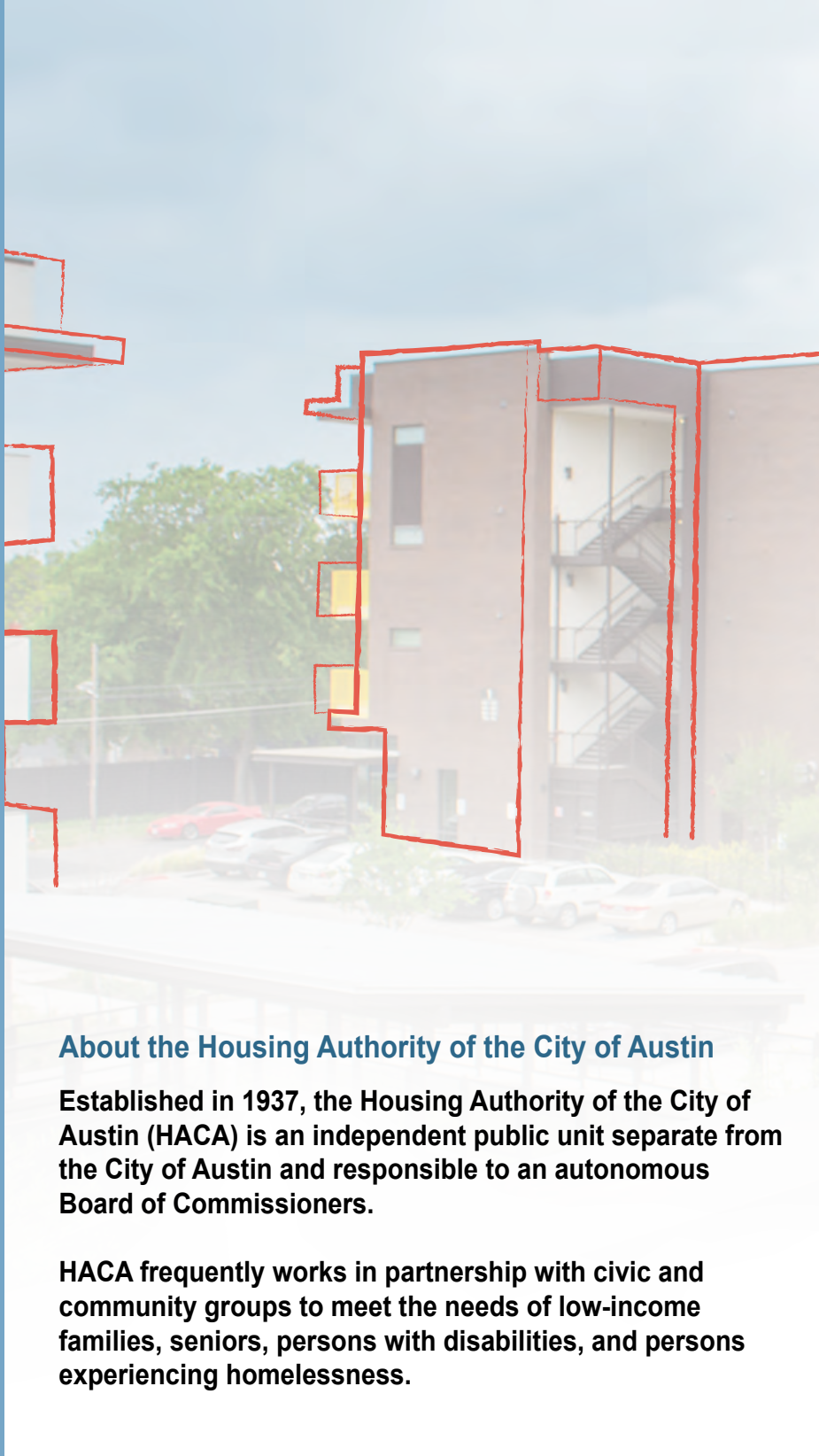
## OUR VISION

We envision neighborhoods where poverty is alleviated, residents are healthy and safe, and all people have the opportunity to achieve their full potential.



## OUR COMMITMENTS

- Affordable Housing
- Resident Self-Sufficiency
- Quality of Life
- Exceptional Service
- Employee Engagement
- Diversity, Equity, and Inclusion
- Corporate and Environmental Sustainability



### About the Housing Authority of the City of Austin

Established in 1937, the Housing Authority of the City of Austin (HACA) is an independent public unit separate from the City of Austin and responsible to an autonomous Board of Commissioners.

HACA frequently works in partnership with civic and community groups to meet the needs of low-income families, seniors, persons with disabilities, and persons experiencing homelessness.

## PRESIDENT'S MESSAGE

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As the Housing Authority of the City of Austin quickly approaches its 90th anniversary, our team's commitment to connecting low-income Austinites with quality, affordable housing remains steadfast.

Austin, the place we're all proud to call home, is rapidly growing and changing – and we're committed to keeping pace. Over the past year, modernization efforts at our HACA properties have continued to progress, delivering life-changing results for those we serve: families, senior citizens, disabled persons and victims of domestic violence, among others. But that's just the beginning.

Chalmers Courts has been reborn, creating nearly 400 state-of-the-art homes for our residents.

We'll soon see our vision for Rosewood Courts come to fruition. Work underway will bridge the past and future, rehabilitating some original structures while also adding units that are new from the ground up.

And the excitement is palpable at Santa Rita Courts as we get closer and closer to kicking off this redevelopment effort.

In addition to our existing properties, we're always looking for new opportunities to help those in need. In this past fiscal year, through our subsidiary, Austin Affordable Housing Corporation, we acquired five vibrant properties: Bridge at Tech Crossing, Bridge at Waters Park, Bridge at Delco Flats, Bridge at Paloma and Bridge at Three Hills.

We also closed and broke ground on three new construction projects: The Rhett, Airport Crossing and Cady Lofts.

Combined, these eight projects will add more than 2,000 units to our growing portfolio – and create homes and opportunities for our low-income neighbors and those most in need.

Finally, we're taking action to help those who are unhoused. HACA dedicates 2,450 rental assistance vouchers to serve the homeless each month. In 2024, HACA allocated an additional 292 project-based housing vouchers to serve the unhoused, which brought the number of project-based housing vouchers dedicated to helping break the cycle of homelessness to 981.

Nothing we do would be possible without the support of our partners in the public and private sectors. The ability to work with you, side by side, has already led to many great achievements – with even more in the works. The sky's the limit. Join us on our journey!



A handwritten signature in blue ink, reading "Michael Gerber".

**Michael Gerber**  
HACA President and CEO

# HACA BOARD MEMBERS

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**Carl S. Richie Jr.**



**Charles C. Bailey**



**Mary Apostolou**



**Dr. Tyra Duncan-Hall**



**Edwina Carrington**

## ABOUT OUR BOARD

The Board of Commissioners is HACA's governing body and ensures the agency keeps to the principles of providing safe, sustainable housing for the Austin community.

### **Carl S. Richie Jr. | Chairman**

Raised in public housing, Carl Richie transformed HACA into a high-performing agency, creating a unique scholarship program along the way. He is the founder of his own law firm and specializes in government relations.

### **Charles C. "Chuck" Bailey | Vice-Chair**

Chuck Bailey has over 30 years of experience in government law, serving in key legal roles at the Texas Department of Public Safety and for Lt. Governor Bob Bullock. He has had his own law office since 1995.

### **Mary Apostolou | Second Vice-Chair**

Mary Apostolou, a former Chalmers Courts resident, previously led the Resident Council and continues to advocate for residents, especially Spanish speakers, ensuring they know about resources and events.

### **Tyra L. Duncan-Hall, Ph.D.**

Dr. Tyra Duncan-Hall, a retired Austin Community College provost, holds degrees from Michigan and The University of California, Berkeley. She has taught at various institutions and has received numerous recognitions for her educational and community contributions.

### **Edwina Carrington**

Edwina Carrington, former executive director of the Texas Department of Housing and Community Affairs, improved the agency's operations, and now leads CHK Enterprises LLC.

# HACA STAFF

With 251 employees, HACA's staff works tirelessly to fulfill our mission to cultivate sustainable, affordable housing communities.





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HOUSING AUTHORITY OF THE CITY OF AUSTIN 1124

# VISION 2028

## BUILDING BEYOND BOUNDARIES

Our strategic plan serves as the blueprint for sustainable growth and community enhancement over the next five years. By laying down robust foundations today, we're building resilient communities ready for the challenges of tomorrow.

These **six foundations** are **bigger** than any single project; they are the groundwork for a future that reaches beyond the present, ensuring accessible, affordable, and vibrant living spaces for everyone.

- 1.** Expand affordable housing opportunities and preserve existing assets to ensure long-term sustainability.
- 2.** Optimize the reach and impact of opportunities for residents and clients to improve their quality of life, achieve self-sufficiency, and reach their full potential.
- 3.** Attract, support, develop and retain a talented, and diverse workforce that prioritizes HACA's values.
- 4.** Support organizational efficiency that prioritizes agency resilience, climate sustainability, and the safety of residents and staff.
- 5.** Foster exceptional customer service and enhance communications with stakeholders to nurture strong partnerships and increase community awareness.
- 6.** Create and implement a plan to advance inclusion, diversity and racial, economic, and social equity throughout the organization, our programs, and partnerships.

# WHO WE SERVE

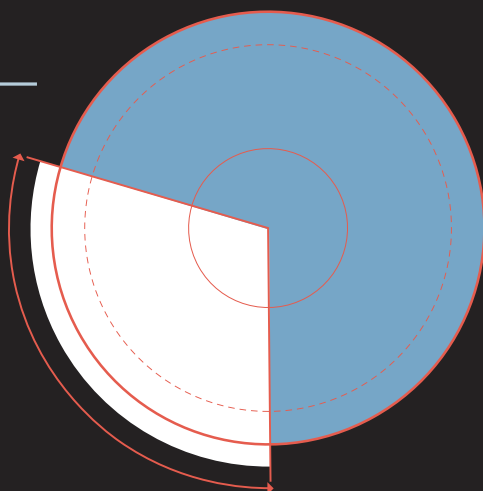
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**36,389 PEOPLE** served through 21 Project-Based Rental Assistance Properties, Voucher Programs, and the Austin Affordable Housing Corporation.

**\$16,520 AVERAGE** net income for families in the Housing Choice Voucher Program.

**70.5% FEMALE**  
HEAD OF HOUSEHOLD

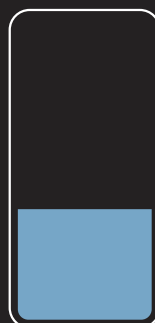
**29.5% MALE**  
HEAD OF HOUSEHOLD



**31% OF RESIDENTS ARE PERSONS WITH DISABILITIES**



**11% OF RESIDENTS ARE 62+ YEARS OLD**

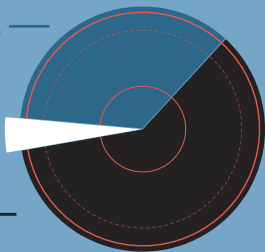


**20% OF RESIDENTS ARE CHILDREN**

**36.34% HISPANIC**

**.78% OTHER**

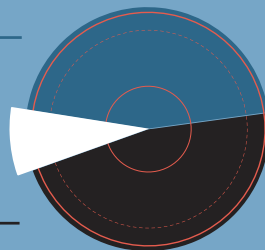
**62.88%  
NON HISPANIC**



**44.49% WHITE**

**5.52% OTHER**

**49.99% BLACK**



## HACA'S PAMI PROPERTIES

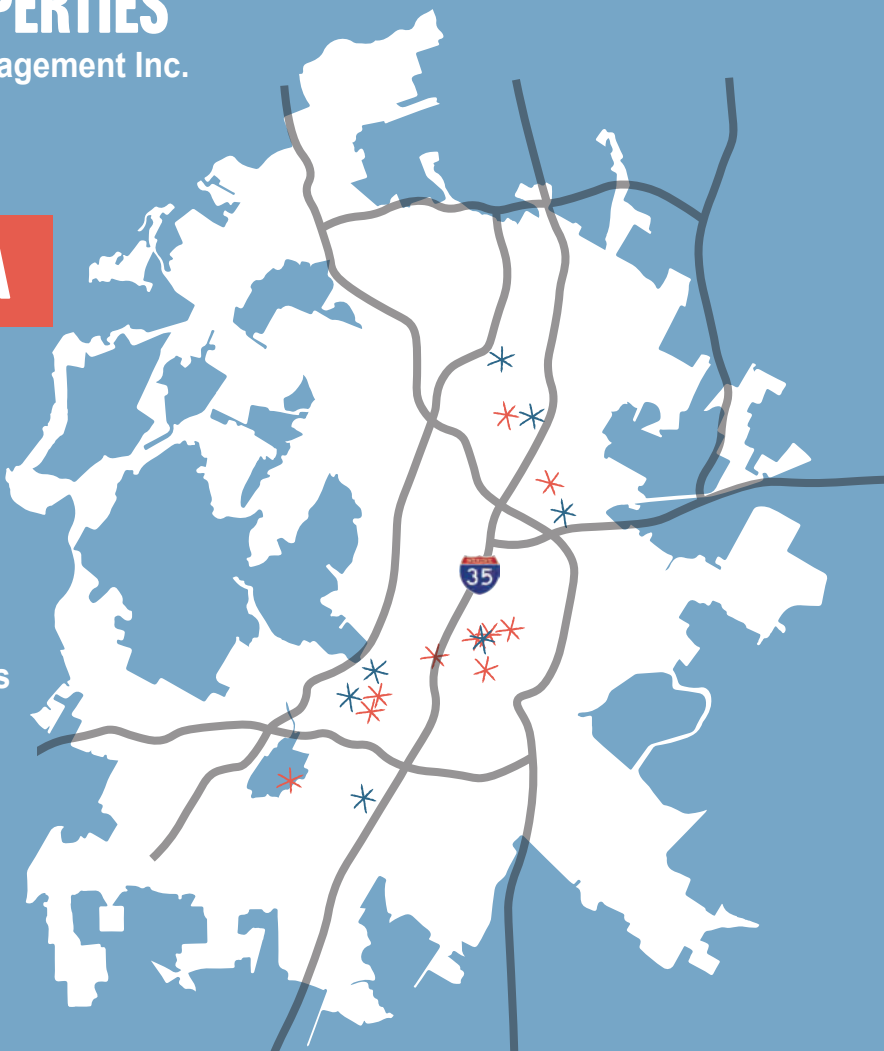
PAMI: Pathways Asset Management Inc.

**PBRA**

PBRA: Project-Based Rental  
Assistance Properties

**PBRA/LIHTC**

PBRA/LIHTC: Low-Income  
Housing Tax Credit Properties



# ASSISTED HOUSING

The Assisted Housing Department provides rental assistance to over 7,000 households, and 14,000 individuals, and works with over 1,000 property owners who make their units available to families.

The department annually distributes approximately \$88 million in rental assistance payments, making homes affordable for families to live in the Austin Metro area.

## FAMILY SELF-SUFFICIENCY PROGRAM (FSS)

The Family Self-Sufficiency Program links voucher recipients to job training, childcare, financial literacy classes, and health services. It also helps participants establish escrows to fund education or home ownership. It currently serves 237 families.

Chante Wright-Haywood (pictured below) is one of many FSS success stories. The mother of 6 works for HACA as a community healthcare worker while pursuing a registered nurse degree from Austin Community College. She recently completed the birthing doula program at Huston-Tillotson University.

Chante found out about FSS from another program participant.

“Being in the FSS Program has benefited both myself and my family in so many ways,” she said. “FSS has assisted me in funding many of my continuing education courses, plus paying for my course books and supplies.”

“My FSS coordinator connected me to community resources to help educate me in financial literacy. Through the guidance of my FSS coordinator, I was able to raise my credit score by over 50 points, start a savings account, and start an emergency fund.”



# PATHWAYS ASSET MANAGEMENT INC. (PAMI)

Residents receive service and support from the management and maintenance professionals of HACA's property management subsidiary, Pathways Asset Management Inc. (PAMI).

HACA and PAMI are committed to continuously improving the quality of life for our residents. One way we achieve this is through investing in ongoing property upgrades.

## MODERNIZATION EFFORTS

With several severe weather events occurring in recent years, HACA is taking steps to ensure residents are safe and secure when Mother Nature throws us a curve ball.

Emergency generators have been installed so far at 6 property community buildings, starting with Georgian Manor.

These generators can help create temporary warming and cooling centers in severe weather events.



But new generators are just the start. Here are some of the other significant projects that have been completed:

- \* Northgate was one of 3 properties that had exteriors repainted.
- \* At Meadowbrook, landscaping challenges were addressed by installing new turf.
- \* Water conservation improvements were completed at 3 properties, addressing toilets, showerheads and aerators.
- \* Roofing projects happened at 5 properties.
- \* Parking lots were repaired/repaved at 2 properties.

These projects – and more – are just some of the many reasons that

**9 HACA PROPERTIES** earned high marks following state and federal inspections in 2023-24.

# RENTAL ASSISTANCE DEMONSTRATION PROGRAM (RAD)

HUD's Rental Assistance Demonstration Program (RAD) has allowed HACA to make significant improvements to its aging properties.

With the Chalmers Courts redevelopment having wrapped up, HACA teams are in the midst of reinvigorating Rosewood Courts while also working with residents on planning future upgrades at Santa Rita Courts.

## PATHWAYS AT ROSEWOOD COURTS Under Construction



HACA broke ground on the redevelopment of Rosewood Courts, the first African American public housing project in the United States, in December 2022. The first move-ins are set for mid-2025, with full completion by late 2025.

A total of 8 original buildings are being preserved – restored to their original glory – with rooftops returned to their initial appearance and years of paint gently stripped away from the exterior brick walls. 164 new units are being constructed, as well.

The Rosewood makeover also includes a unique partnership with Austin Habitat for Humanity that will offer on-site opportunities for home ownership.



A revamp of Santa Rita Courts is up next. Robust engagement efforts are ongoing, giving residents and neighbors a strong voice in the process. A timeline for this project is currently being established.

# VISION 2028

## CLIMBING TO NEW HEIGHTS IN COMMUNITY DEVELOPMENT

We're not just constructing buildings; we're building communities. Our strategic objectives highlight our dual commitment:

- 1. Expanding Housing:** Increasing access to affordable homes while ensuring their long-term viability.
- 2. Empowering Residents:** Enhancing opportunities for self-sufficiency through comprehensive support programs.
- 3. Developing Talent:** We are actively recruiting and retaining a workforce that champions our core values and drives innovation.

Together, these initiatives establish the groundwork for vibrant, sustainable communities



# AUSTIN AFFORDABLE HOUSING CORPORATION (AAHC)

Austin Affordable Housing Corporation (AAHC), a subsidiary of HACA, develops and preserves high-quality, affordable housing with an emphasis on high-opportunity areas throughout Austin. In the past year, AAHC continued to launch innovative partnerships, adding 1,496 units. Additional units – 571 – are under construction.

## ACQUISITIONS

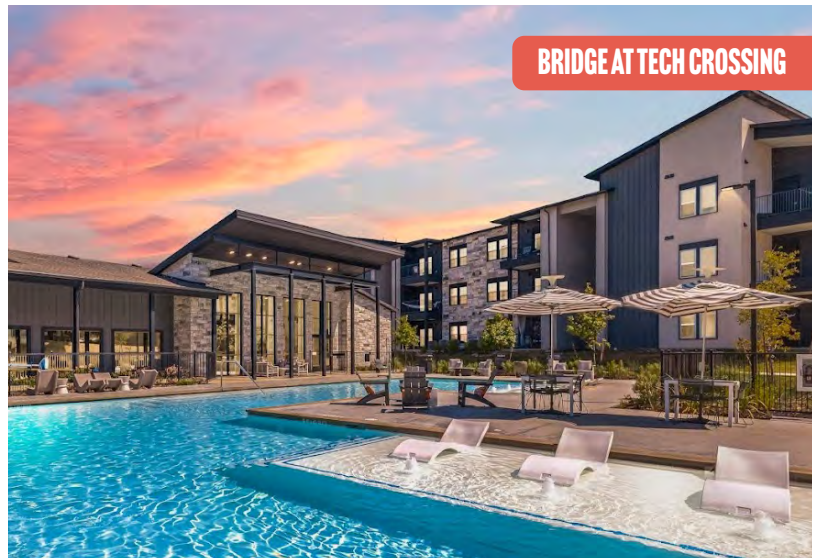
**Bridge at Tech Crossing**  
13624 Dessau Road  
288 units

**Bridge at Waters Park**  
3401 West Parmer Lane  
442 units

**Bridge at Delco Flats**  
7601 Springdale Road  
186 units

**Bridge at Paloma**  
9911 Dessau Road  
300 units

**Bridge at Three Hills**  
12001 Heatherly Road  
280 units



BRIDGE AT TECH CROSSING



## UNDER CONSTRUCTION

**The Rhett**  
1000 East Yager Lane  
215 units

**Airport Crossing**  
6207 Ross Road  
256 units

**Cady Lofts**  
1004-1008 East 39th Street  
100 units



BRIDGE AT THREE HILLS



**RIBBON CUTTING AT BRIDGE AT CANYON VIEW**  
2024

# AUSTIN PATHWAYS

Austin Pathways is a 501(c)(3) nonprofit subsidiary of HACA, offering residents access to education, job training, life skills programs, and health and wellness opportunities.



## BRINGING HEALTH HOME (BHH)

- Through a historic partnership, a CommUnityCare clinic is now in operation at Chalmers Courts.
- The BHH program received a \$80,000 grant from Austin Public Health to train, equip, and deploy community health workers. BHH also received a \$100,000 UnitedHealthCare Community Catalyst Grant to continue health and digital literacy courses.

## YOUTH EDUCATIONAL SUCCESS (YES)

The YES incentive program provides students with a \$15 gift card for making the honor roll or having perfect attendance.

## DIGITAL INCLUSION

- Free high-speed internet service was provided to 350 more HACA families through a continued partnership with Google Fiber.
- Ensured 2,200 HACA PBRA and HCV households were made aware of new FCC Affordable Connectivity Program discounts.
- Nearly 200 donated desktop and laptop computers obtained, refurbished, and deployed to HACA families.

## WORKFORCE DEVELOPMENT

- Contracts secured with leading organizations, including Goodwill Central Texas, United Way's 2-Gen program, Austin Community College, EDOPPS, and Artly World, to enhance workforce development opportunities for our residents.

## AUSTIN PATHWAYS RESIDENT SCHOLARSHIP

The HACA Resident Scholarship, funded by HACA, supports residents' educational goals. Austin Pathways awarded 36 academic scholarships totaling \$82,500 to HACA residents in 2024. These scholarships, recognizing academic excellence and potential, have amounted to over \$1.7 million since 2002. Recipients included high school graduates, college students, and adults pursuing certifications.



# FINANCIAL REPORT

in \$ Millions

## ASSETS

|                   |                                             |          |
|-------------------|---------------------------------------------|----------|
| Current Assets    | Cash and Cash Equivalents - Unrestricted    | \$29.8   |
|                   | Cash and Cash Equivalents - Restricted      | \$32.6   |
|                   | Investments - Unrestricted                  | \$70.8   |
|                   | Receivables, Net                            | \$16.4   |
|                   | Prepaid Expenses and Other Assets           | \$1.1    |
|                   | Total Current Assets                        | \$150.7  |
| Noncurrent Assets | Land                                        | \$159.0  |
|                   | Buildings, Equipment & Infrastructure       | \$195.9  |
|                   | Construction in Progress                    | \$0.0    |
|                   | Less: Accumulated Depreciation              | -\$131.9 |
|                   | Total Capital Assets, Net                   | \$223.0  |
|                   | Notes and Mortgages Receivable - noncurrent | \$53.6   |
|                   | Investments in Joint Ventures               | \$38.1   |
|                   | Total Noncurrent Assets                     | \$91.7   |
|                   | Total Assets                                | \$465.4  |

# FINANCIAL REPORT

in \$ Millions

## LIABILITIES

|                        |                                               |         |
|------------------------|-----------------------------------------------|---------|
| Current Liabilities    | Accounts Payable                              | \$1.0   |
|                        | Accrued Liabilities                           | \$0.9   |
|                        | Tenant Security Deposits                      | \$0.6   |
|                        | Unearned Revenues                             | \$10.7  |
|                        | Current Portion of Long-term Debt             | \$1.2   |
|                        | Current Portion of Long-term Debt - Operating | \$0.0   |
|                        | Other Current Liabilities                     | \$0.8   |
|                        | Total Current Liabilities                     | \$15.2  |
| Noncurrent Liabilities | Long-term Debt, Net of Current - Capital      | \$81.9  |
|                        | Long-term Debt, Net of Current - Operating    | \$0.0   |
|                        | Non-current Liabilities - Other               | \$143.6 |
|                        | Accrued Compensated Absences - Non Current    | \$3.5   |
|                        | Total Non-Current Liabilities                 | \$229.0 |
| Total Liabilities      |                                               | \$244.2 |

# FINANCIAL REPORT

in \$ Millions

## TOTAL EQUITY / NET ASSETS

|  |                                                      |         |
|--|------------------------------------------------------|---------|
|  | Net Investment in Capital Assets                     | \$135.9 |
|  | Restricted Net Position                              | \$28.9  |
|  | Unrestricted Net Position                            | \$56.4  |
|  | Total Equity - Net Assets / Position                 | \$221.2 |
|  | Total Liabiliites and Equity - Net Assets / Position | \$465.4 |

## REVENUES

|               |                                         |         |
|---------------|-----------------------------------------|---------|
|               | Net Tenant Revenue                      | \$16.3  |
|               | Government Operating and Capital Grants | \$653.8 |
|               | Other Revenue                           | \$37.7  |
|               | Total Equity - Net Assets / Position    | \$221.2 |
| Total Revenue |                                         | \$707.8 |

# FINANCIAL REPORT

in \$ Millions

## EXPENSES

|                                     |                                                  |         |
|-------------------------------------|--------------------------------------------------|---------|
|                                     | Administrative                                   | \$29.6  |
|                                     | Tenant Services                                  | \$3.4   |
|                                     | Utilities                                        | \$2.9   |
|                                     | Maintenance                                      | \$7.9   |
|                                     | Protective Services - Other Contract Costs       | \$0.5   |
|                                     | Total Insurance Premiums                         | \$1.6   |
|                                     | Total Other General Expenses                     | \$1.3   |
|                                     |                                                  |         |
|                                     | Housing Assistance Payments                      | \$620.1 |
|                                     | Depreciation Expense                             | \$6.7   |
| Total Expenses                      |                                                  | \$677.1 |
|                                     | Excess of Revenue Over Expense                   | \$30.7  |
| Change In<br>Equity / Net<br>Assets | Total Equity - Net Assets / Position - Beginning | \$190.5 |
|                                     | Total Equity - Net Assets / Position - Ending    | \$221.2 |

# VISION 2028

## BLUEPRINT FOR THE FUTURE OF COMMUNITY LIVING

Our plans are more than lines on a page—they're commitments to community and innovation. We focus on:

- 4. Enhancing Efficiency:** Implementing advanced operational processes and sustainable practices, we ensure our resources are maximized for the greatest community impact.
- 5. Enhancing Communication:** Through new digital tools and platforms, we're improving interactions with residents and partners, ensuring transparency and engagement.
- 6. Fostering Inclusion:** We're deepening our commitment to diversity and equity, embedding these principles into every layer of our operations, from hiring practices to program development.

These plans are not just for construction—they're for nurturing an environment where everyone can thrive, supported by robust infrastructure and inclusive policies.



# SOUTHWEST HOUSING COMPLIANCE CORP. (SHCC)

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HACA founded Southwest Housing Compliance Corporation in 2000 to serve as the U.S. Department of Housing and Urban Development's Performance-Based Contract Administrator in Texas.

SHCC added Arkansas to its portfolio in 2004 and collectively serves over 148,456 residents in meeting HUD's goal of providing decent, safe, and healthy housing.

In this highly complex work, SHCC has built a reputation for excellence, efficiency, and integrity in providing compliance oversight, customer service, and technical assistance to residents, owners, agents, and HUD partners in the project-based Section 8 multi-family housing portfolio.

In 2023, SHCC administered over \$533 million in subsidies in its two-state portfolio. Revenue generated from SHCC operations supports HACA resident services, including renewable academic scholarships, after-school and related youth programs, workforce development, and health and wellness programs.

## BLUEPRINT HOUSING SOLUTIONS

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Blueprint Housing Solutions is a national affordable housing consulting service company. Established in 2014, Blueprint's mission is to assist clients in delivering exceptional affordable housing and community development solutions.

Blueprint provides customized consulting services, trainings, and products with a proven track record of managing and implementing complex housing program requirements.

The organization has provided services to over 180 clients in more than 40 states across the country. Revenue generated from Blueprint operations supports HACA resident services, including school dropout prevention, scholarships, after-school programs, workforce development, and health and wellness programs.



**Blueprint**  
HOUSING SOLUTIONS

# COMMITTED TO OUR RESIDENTS

When we say that HACA is “Bringing Opportunity Home,” we truly mean it.

Today, Kareema Ali, a former HACA resident, works for HACA subsidiary Austin Pathways. But the journey there wasn’t an easy one.

Kareema was ready for a change. Her family needed a place – a permanent place – to call home. With the support of our Family Self-Sufficiency Program, she got that ... and a whole lot more.

“My children, they kept me motivated,” Kareema said. “We needed our own space. We were living in a two-bedroom apartment, and it wasn’t enough space for the three of us. My daughters constantly argued over the bathroom, and we lacked privacy. We needed some peace and quiet.”

FSS guided Kareema to her high school diploma. She enrolled in college. The career opportunity at Austin Pathways arose. And ... she was able to purchase the home she’d longed for.

“She is incredible,” said Becky Summersett, the FSS coach who helped guide Kareema.

“Becky provided me with the resources I needed to change my way of living, but it was up to me to do the work,” Kareema said. “There were challenges that I faced. I had to increase my income, and work on my credit.”

Buying a home using escrow funds she’d earned through the FSS program felt “surreal,” Kareema said. “I’m still trying to process it. I can’t believe I’m really a homeowner. It’s honestly a great feeling.”

That “great feeling” of home ownership is something a number of HACA clients have been fortunate to experience throughout the agency’s history, thanks to our commitment to turning dreams into reality. And there are many more opportunities to come ...



**KAREEMA ALI**

✱ Family Opportunity Specialist  
✱ FSS Graduate



**HOUSING AUTHORITY  
OF THE CITY OF AUSTIN**

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*Bringing Opportunity Home*