



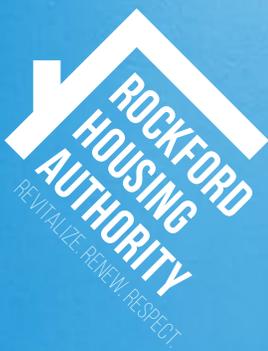
iAM

Advancing the Future Together

Rockford



COMMUNITY REPORT FISCAL YEAR 2015



September 24, 2015

On behalf of our Board, staff and clients, welcome to the Rockford Housing Authority's second annual community celebration! Tonight we reflect on our past, celebrate our present, and continue our look toward the vision of our future.

Since 2009 the agency has been focused on learning from our past and charting an inclusive path to success. In 2013 we defined this path. We created a holistic strategic plan with the Board, staff, residents and community partners at the table. Fundamental to this plan is our core values. These values drive our actions so that we meet our goals and objectives.

In order to deliver on our objectives we have made significant investments in our staff, our real estate and our service platform. These investments are starting to provide valuable returns in all areas, creating substantial value for our community. More capital, equity and redevelopment monies have been invested in our real estate portfolio in the past four years than in many prior years. Continued increases in our average annual real estate assessment scores mean safer, better quality developments with benefit to our residents, staff and the neighborhoods we are in; however, this is not enough to truly "move the needle" for our residents and our community. We must continue to strive to be a better community partner and developer.

This past year produced significant progress for the Choice Neighborhood residents of Ellis Heights... a new Save A Lot grocery store at West State and Central filled a 35 year void, finally bringing an end to this food desert. Truancy in our elementary school continued to decline. Resident income continued to rise. Fairgrounds residents better connected to health initiatives to eat better, exercise more and reduce morbidities associated with obesity i.e. diabetes and heart disease. RHA understands the value of a place to live but is aiming for the greater value a home tied to jobs, education and quality of life can bring - this is housing of opportunity. We are able to deliver housing of opportunity for our residents in Fairgrounds Valley and our scattered sites because of the valuable work the Choice Neighborhoods partners do every day! Thank you for your aligned efforts and investment! Our mutual commitments are really producing results.

In the next five years, RHA will make the largest "bricks and mortar" investment since the early 1970s. We aim to provide new deconcentrated, quality, affordable housing for our community as we eliminate archaic housing sites we all agree just don't work. These investments will produce more than four walls and a roof. Newly developed housing will be housing of opportunity to break the cycle of poverty.

Long term, we will secure and grow our role as a leading human service and community development agency for our region, delivering results above your expectation through our valuable partnerships.

Thank you for your support of our agency, work with our clients and your continued presence in our future!

Sincerely,

Gerald Lumpkins
Board Chairman

Ron Clewer
Chief Executive Officer

Special Thanks to our Board of Commissioners:

Gerald Lumpkins,
Chairman

Phyllis Ginestra,
Vice- Chairman

Alice Jenkins
Ric Cervantes
Karen Hoffman

Additional thanks to our Executive Advisory Board:

Todd Cagnoni,
City of Rockford
(Community Development)

David Sidney,
City of Rockford
(Real Estate Design/Development)

Shelly Perkins
DeKalb County
Housing Authority
(Public Finance and Administration)

Ginnie Weckerly,
Goodwill, NI
(Human Resources)

The Executive Advisory Board (EAB) advises the CEO and the Executive team in the activities of the Rockford Housing Authority and its ancillary companies; with particular emphasis on advancing housing, supportive services and human resources so that RHA can meet its mission.

REVITALIZE. RENEW. RESPECT

“ A HERO TAKES PRIDE
IN HOW FAR THEY HAVE COME
& FAITH IN HOW FAR THEY WILL GO.”

THE RHA 2015 AWARDS

The 2015 Annual Awards are accolades bestowed by Rockford Housing Authority. These Awards were instituted to strengthen the community by inspiring, promoting, supporting and recognizing Individual leadership, as well our Strategic Partners who have achieved excellence in the RHA initiative over the past year. The 2015 Annual Awards provide an outstanding opportunity to thank selected recipients and to acknowledge their accomplishments

- The Jane Addams Peace Award goes to an individual or agency who strives to live in the legacy of Jane Addams; exhibiting a passionate commitment to developing and restoring peace and advocating for the oppressed.
- The Good Neighbor Award recognizes an individual or agency going above and beyond the normal efforts to improve a neighborhood, engage residents and build unity.
- The Quality Affordable Housing Advocate award honors an individual or agency that campaigns for quality housing and transfers that advocacy into action.
- The Sustainable Partner Award recognizes an agency or individual that drives RHA to make the most of local resources through exceptional dedication and leadership.
- New Mix Champion Award recognizes an artisan who follows in the legacy of Jim Julin, exhibiting skill, craftsmanship, leadership, caring and mentorship.
- The George Poole Award for Resident Advancement goes to an individual who exhibits an undying passion for, advocacy of and interest in the advancement of RHA residents. This is the first year for this award and it will be presented to the family of George Poole for which the award is named.
- Outstanding Service to the Agency Award - goes to an individual who exhibits exceptional service to RHA, its mission and its goals.

2015 -2016 STRATEGIC PLAN GOALS

“Making a positive difference in the lives of our clients”

In order to fully achieve its goals, in 2011 RHA launched a not for profit subsidiary called Bridge Rockford Alliance. Bridge Rockford’s mission is to support the goals and achievements of the Rockford Housing Authority.

Expand Case Management - Over the past 2 years, through operational efficiencies, RHA has redirected funds and increased its non-grant funded Resident Service/Case Management investment to \$338,000/annually bringing its total investment to near \$600,000 annually as promised in 2013. (Goal 6)

It is RHA’s goals to help landlords achieve greater than a 95% 1st time passing rate for HQS inspections; currently at 60%. Quality Section 8 units mean better homes for our residents and neighborhoods. (Goal 7)

Through enforcement of resident lease requirements RHA has been able to reduce discretionary non-payment evictions (YTD) by 64%. Client referrals through resident services have helped to instill improved money management practices amongst those receiving resident interventions. To break free from poverty, training residents to be financially self-sufficient is inherit in RHA’s mission. (Goal 8)

RHA has become diligent in making sure all staff members receive quality and targeted training and education opportunities on an annual basis. Skilled staff, coupled with an entrepreneurial mind-set create opportunities for efficiency, improvement and higher quality customer and community service. (Goal 9)

RHA remains diligent in its zero tolerance of violent activity accounting for a 17.2% increase in lease terminations for violent activity 34 lease terminations vs 29 in FY 2014. 75% of all arrests (166 YTD FY2015) are non-RHA residents. RHA hold its residents accountable for the actions of their guests. RHA will again enhance its orientation and annual recertification process to help residents better understand their obligations to help reduce on or near property violations. (Goal 11)

THE CHANGE IN PERCENTAGE OF HUD INCOME

2014 - 86%

2013 - 87%

2012 - 89%

2011 - 88%

2010 - 90%

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.

Martin Luther King, Jr

GOALS

ORGANIZATIONAL VALUES

Leadership

Respectful

Quality

Accountable

Integrity

Consistent

Resourcefulness

Caring

Collaborative

Professional

MISSION

RHA partners with the community and responsible residents to transform houses into homes while guiding families to self-sufficiency.

1

Develop Non-Hud income streams

Maintain and strengthen financial stability

2

3

Update and modernize the scattered site housing programs

Transition residents into modern, affordable family developments

4

5

Expand case management capabilities

Update and modernize the high rise and low rise buildings

6

7

Achieve greater accountability for public housing residents

Require greater accountability for participants and landlords of all HCV programs

8

9

Focus on the curb appeal of the exterior and interior of all of our developments

Improve efficiency and effectiveness of our work with targeted training programs and hiring practices

10

11

Provide a safe environment for our residents

ADVANCING THE FUTURE TOGETHER

Goal Consistency

Rockford Housing Authority's short and long-term goals are consistent with plans that have been developed with community and resident input.

These plans include:

- The Ellis Heights Choice Neighborhoods Transformation Plan
- RHA's Five Year Strategic Plan
- RHA's Annual Plan
- RMAP's Regional Impediment Analysis and Fair Housing Equity Assessment

Rockford Housing Authority has been deliberate and intentional in making sure each of these plans are consistent with each other and help move the agency forward. It is only with intentional and consistent planning that we will be able to fulfill the goals outlined in these plans, all of which were developed with community and resident input.

The Ellis Heights Choice Neighborhoods Transformation Plan

Develop new mixed income housing, while protecting and upgrading housing stock and advancing stock and advancing people and neighborhoods. The Ellis Heights Choice Neighborhood Transformation Plan contains an overall housing strategy that will guide us as we establish a "New Housing for New Neighborhood" program which advocates housing mix and new development in Ellis Heights. This "New Housing for New Neighborhoods" strategy will be implemented in all neighborhoods throughout our community.

"Imagine what this world would be like if all along the way you had people say to you,

It's good that you're different. Show me your differences so that maybe I can learn from them."

Leo Buscaglia

RHA'S FIVE YEAR STRATEGIC PLAN AND ANNUAL PLAN IDENTIFIED THREE HOUSING GOALS

- Upgrade & Modernize the high and low rise building
- Upgrade the Scattered Sites program
- Transition our residents into modern affordable housing developments

We will accomplish these goals through creative partnerships and new opportunities. One such opportunity was through the Energy Performance Contract that allowed RHA to install \$7.2 million in energy upgrades. The savings realized through these upgrades will not only pay the debt service that allowed us to fund the project but will also help fulfill the three goals stated above.

- RMAP's Regional Impediment Analysis and Fair Housing Equity Assessment

This study includes RHA's De-concentration Plan as well as Fair Housing Impediments and Social Equity Recommendations

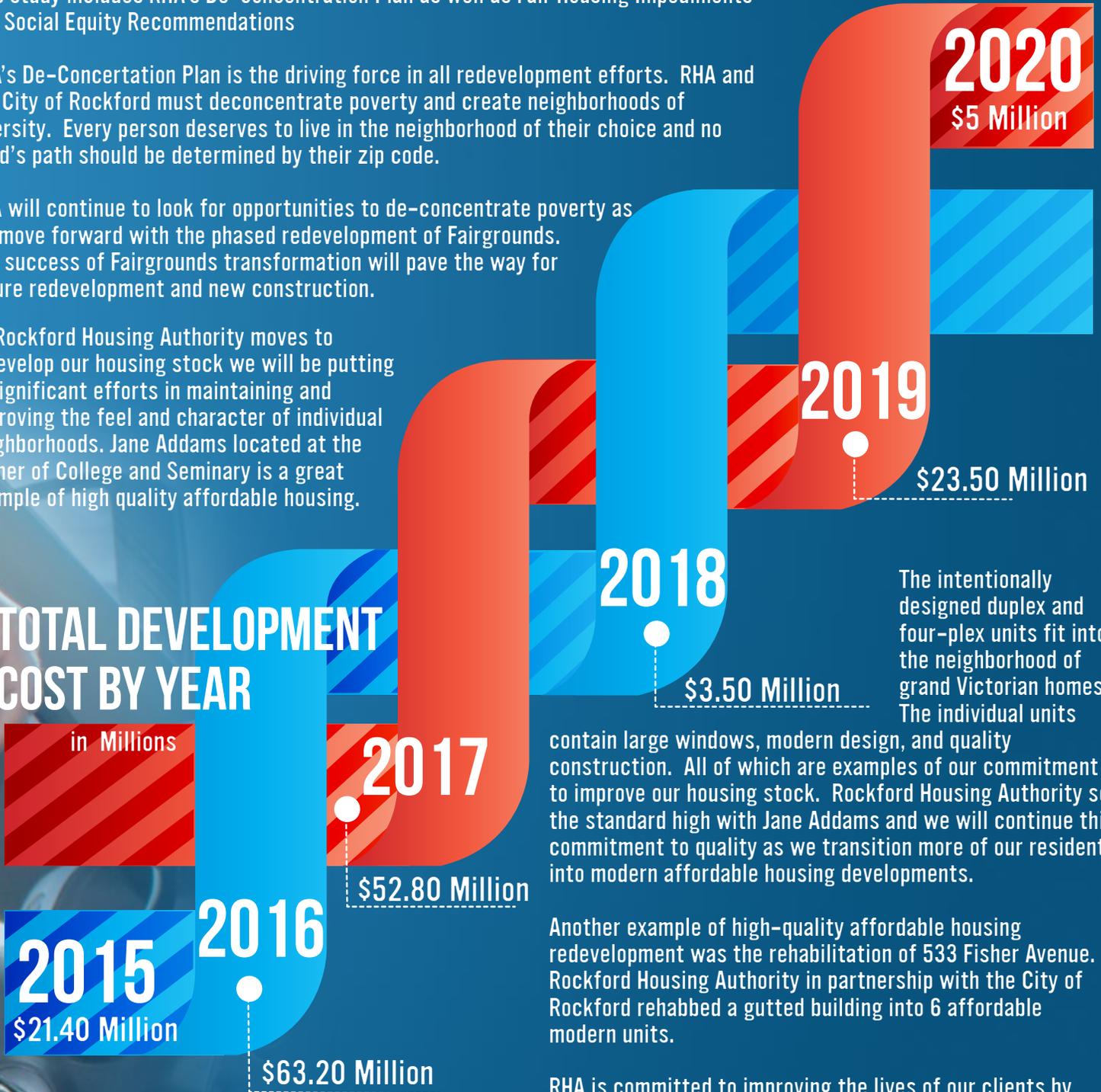
RHA's De-Concentration Plan is the driving force in all redevelopment efforts. RHA and the City of Rockford must deconcentrate poverty and create neighborhoods of diversity. Every person deserves to live in the neighborhood of their choice and no child's path should be determined by their zip code.

RHA will continue to look for opportunities to de-concentrate poverty as we move forward with the phased redevelopment of Fairgrounds. The success of Fairgrounds transformation will pave the way for future redevelopment and new construction.

As Rockford Housing Authority moves to redevelop our housing stock we will be putting in significant efforts in maintaining and improving the feel and character of individual neighborhoods. Jane Addams located at the corner of College and Seminary is a great example of high quality affordable housing.

TOTAL DEVELOPMENT COST BY YEAR

in Millions



The intentionally designed duplex and four-plex units fit into the neighborhood of grand Victorian homes. The individual units

contain large windows, modern design, and quality construction. All of which are examples of our commitment to improve our housing stock. Rockford Housing Authority set the standard high with Jane Addams and we will continue this commitment to quality as we transition more of our residents into modern affordable housing developments.

Another example of high-quality affordable housing redevelopment was the rehabilitation of 533 Fisher Avenue. Rockford Housing Authority in partnership with the City of Rockford rehabbed a gutted building into 6 affordable modern units.

RHA is committed to improving the lives of our clients by transitioning residents into modern affordable housing developments.



"I am tomorrow, or some future day, what I establish today. I am today what I established yesterday, or some previous day."

Jack Joyce

ADVANCING THE FUTURE TOGETHER

The notion of community that is dynamic and diverse in every aspect: class, religion, age, gender, language, and ethnicity. The concept of I Am Rockford is a community living, breathing organism signified by the words 'human being.' There are several neighborhoods, each with some special attributes: ethnicity, religion, rich and poor. In addition, within a neighborhood, there may have a diverse population with individuals and groups occupying different physical space.

To understand some of the complexities, complications, and confusions within the life of just one member of a community is to gain insights into the collective community... So I am a physical body and an emotional and (or spiritual) being.

The two together make me I Am.

Being a person means that I have virtues and flaws, gifts and needs, possibilities and defeats. Being a person also means, that I am a social animal, needing connection, recognition and acceptance from others, while simultaneously knowing myself, as isolated and solitary, with many experiences which are never fully shareable with others.

I am a kaleidoscope of feelings, thoughts, beliefs and desires with which only I am directly acquainted, and as a social role in the community, relating to other human beings. This means that I am a self plus a story. The situation is comparable to that of a book. Books have similar physical elements, like paper, binding, and ink. What makes them unique is the story that they contain. #IamRockford

THE POWER OF COMMUNITY

RHA is a gathering place of resources in our community. Building community through trust, which states “All are welcome here” is a foundation of our shared values. We can only achieve this through our community partnerships. With over thirty eight active and engaged strategic community partners and another hundred plus ‘based on need supporters’, RHA is able to identify, direct, and connect valuable community resources that are of paramount importance to the lives of our residents. Here is a small sampling of the RHA partner’s efforts:



ALIGNMENT ROCKFORD
FRESHMAN ACADEMY
EXPO - COMMUNITY
DEVELOPMENT FEATURE



AUBURN HS SITE VISIT
FAIGROUNDS/JANE
ADDAMS
POPULATION
ECOLOGY STUDIES



WEST GATEWAY
COALITION/CHOICE
TASK FORCE MEMBERS
AT SAVE A LOT GRAND
OPENING



TEAM ANGELIC
ORGANICS AT
BLACKHAWK



ORCHID NEIGHBORHOOD
ASSOCIATION MEMBERS



ILLINOIS CLEAN ENERGY
FOUNDATION
BLACKHAWK COURTS
SOLAR GROUND
BREAKING



YOUTH SERVICES
NETWORK
FAIRGROUNDS



ROCKFORD AREA ARTS
COUNCIL AND COREY
HAGBERG - ARTSPACE
TEAM JEFFERSON
STREET MURAL PROJECT



UNIVERSITY OF ILLINOIS
COLLEGE OF MEDICINE
STUDENTS -
BLACKHAWK COURTS
LANDSCAPING



GREAT AMERICAN
CLEAN UP 2015
FAIRGROUNDS TEENS
ASSIST IN ELLIS
HEIGHTS



REBUILD 2015 CLASS
SPEED INTERVIEWS



GOD BELONGS IN MY CITY
WALK - BLACKHAWK
COURTS AND FAIRGROUNDS
WITH GATHERING AT THE
PUBLIC SAFETY BUILDING

“Sincere thanks and appreciation to every agency that supports and improves RHA clients’ quality of life!”

Rockford Housing Authority



PUBLIC HOUSING

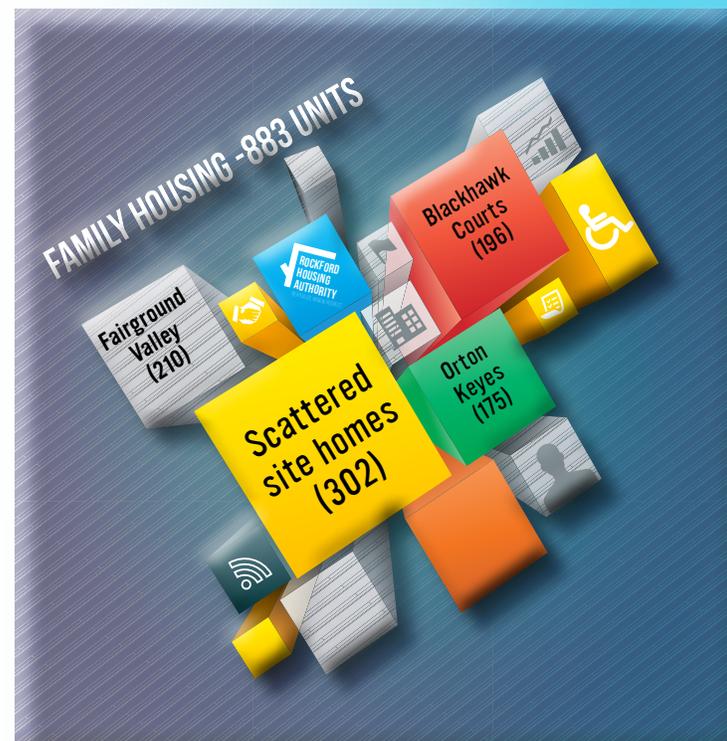
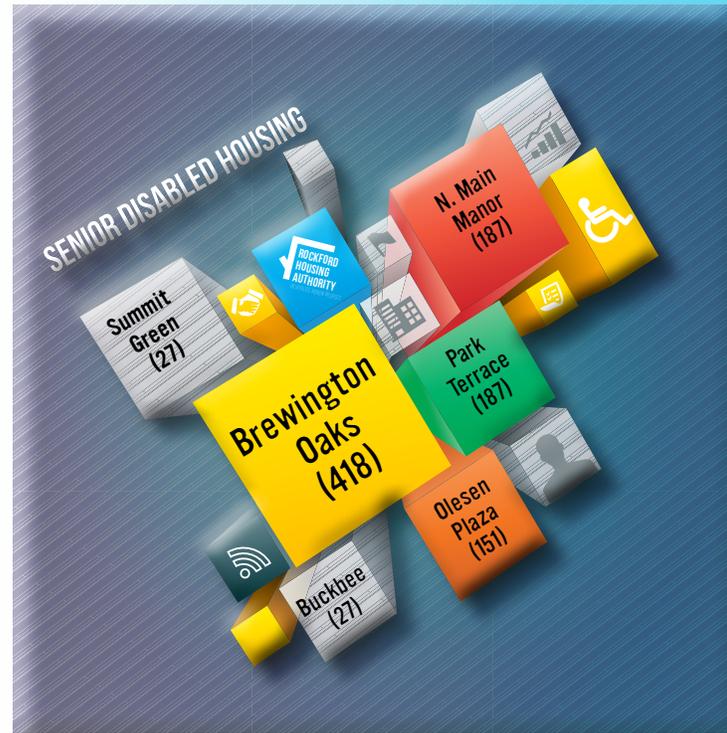
Rockford Housing Authority owns and maintains 1,923 units of Public Housing. These units serve families, elderly and disabled populations. Currently RHA serves 3,555 residents.

RESIDENT STATISTICS:

- 41% of RHA's residents are disabled
- 13.3% of RHA's residents are elderly
- 43% of residents are children under the age of 18
- Median Annual Income \$7363

1039 apartments consisting of studio, one and two bedroom units for the elderly and disabled are located in four high rises and three low rise (3 floors or less) in Rockford. With RHA's committed effort to improve the lives of our clients, resident outreach and supportive services are located in all seven high and low rise buildings and space is made available for partners who provide services and opportunities for our clients. As we look to the future, RHA will continue to upgrade and modernize these high and low rise buildings affording our most vulnerable citizens (the elderly & disabled) a home that they can be proud of.

Rockford Housing Authority's family sites include single family and duplex units scattered throughout the community as well as three large multi-family sites. To meet the needs of all families, apartments at the family sites vary in size, from 2 - 6 bedrooms. Residents have the opportunity to participate in self-sufficiency programs and children can participate in various programs offered through our community partners.



America's future will be determined by the home and the school. The child becomes largely what he is taught; hence we must watch what we teach, and how we live.

Jane Addams



“RHA takes our role as Section 8 administrator very seriously. We work daily to assure the quality of rental housing in Rockford for our residents, our neighborhood, our community”

Laura Snyder, Director of Housing Operation

DEVELOPMENT FOR TOMORROW

The purpose of the Housing Choice Voucher (HCV) program is to provide rental assistance to eligible families. The rules and regulations of the HCV program are determined by the U.S. Department of Housing and Urban Development. The HCV program offers mobility to eligible families because they may search for suitable housing anywhere in the PHA's jurisdiction and may also be eligible to move under portability to other PHAs' jurisdictions.

PERCENTAGE OF SECTION 8 LOCATIONS 2011 VS 2015



Annually RHA inspects more than 2800 privately owned housing units under our HCV program that delivers more than \$9.5 million to private owners representing about \$38 million worth of rental property. In our effort to improve our communities' affordable rental stock and our neighborhoods we take these inspections very seriously.

We want to insure government investments in rental housing are supporting safe and quality rental housing units. Last year RHA inspectors denied almost 40% of inspections in the HCV program.



ROCKFORD HOUSING AUTHORITY PROGRAM ACCOMPLISHMENTS

Program	Number Of Participants
Number of FSS Graduates Since 10/21/1998	164
Total Active Participant (cumulative)	937
Total Active Participant with Escrow (cumulative)	439
Total Number of Graduates	191
Total Number of Graduates that Moved Off Housing Subsidy since 2010	127

(TOTAL PUBLIC HOUSING AND HOUSING CHOICE VOUCHERS)

RESIDENT PROGRAMS

RHA has coordinated, developed and delivered many high quality self sufficiency initiatives. These initiatives include: HUD HCV Family Self-sufficiency program, ROSS Public Housing Family Self-Sufficiency program, ReBuild and Ross Service Coordination programs at high and low rise properties. The Resident Program Division has also partnered with over 40 community partners to provide services and resources in areas such as: youth programming, summer food programs, onsite GED & ESL classes, literacy assessment and tutoring, and resident leadership & community engagement. The success and strength of the department comes from a professional and effective staff, service provider partnerships and the support of our agency.

RESIDENT OPPORTUNITIES FOR SELF-SUFFICIENCY

The ROSS program is a public housing resident self-sufficiency program funded through HUD to assist residents with supportive services and service coordination. The purpose of the program is to work with our public housing residents to create individual work plans related to employment, education, and strategies to reduce and eliminate subsidy assistance. Our team of ROSS Case Managers work closely with our residents to develop work plans to help them meet their individual goals and connect them with local agencies and services that provide additional supportive services and resources needed to achieve success.

Our ROSS staff is able to provide transportation for job training and job interviews, child care reimbursement and supplemental educational materials needed while participating in the program. ROSS can also provide residents with weekly job listings to connect them to local job opportunities and provide community service hour options for those required to complete mandatory community service hours. While participating in ROSS, residents receive monthly resources related to pre-employment skills, interviewing tips, child care referrals, community resources and much more.



RESIDENT PROGRAMS FOR CLIENT DEVELOPMENT

REBUILD

ReBuild consists of two different components, ReStart and ReThink. Each week, participants are able to compare progress against their Individual Work Plan & Goals developed during their intake and apply lessons to their everyday lives. Participants not only meet as a group throughout eight weeks, but meet individually with their life coach to refine focus on their goals. All workshops are held in RHA's new Resident Resource & Training Studio.

RESTART – FOCUSES ON PERSONAL EMPOWERMENT & LIFE SKILLS

Programs include topics such as Self-Respect & Empowerment, Team Building, Stress & Wellness, and Boundaries & Relationships. Healthy personal boundaries are necessary for maintaining a positive self-concept, or self-image. Life Skills & Soft Skills focus on housekeeping and the importance of staying organized.

RETHINK - WORKFORCE READINESS, NETWORKING & PROFESSIONAL DEVELOPMENT

Programs include topics such as Time Management & Organization, Financial Readiness & Planning, Professional Networking & Development and Workforce Readiness & Education. All participants graduating from the program gain an understanding of Microsoft Word to create cover letters, craft resumes and thank you letters and are ready to seek employment. All participants graduate with a clear understanding of the importance of follow up and follow through, seeking work online, logging jobs, networking and marketing themselves.

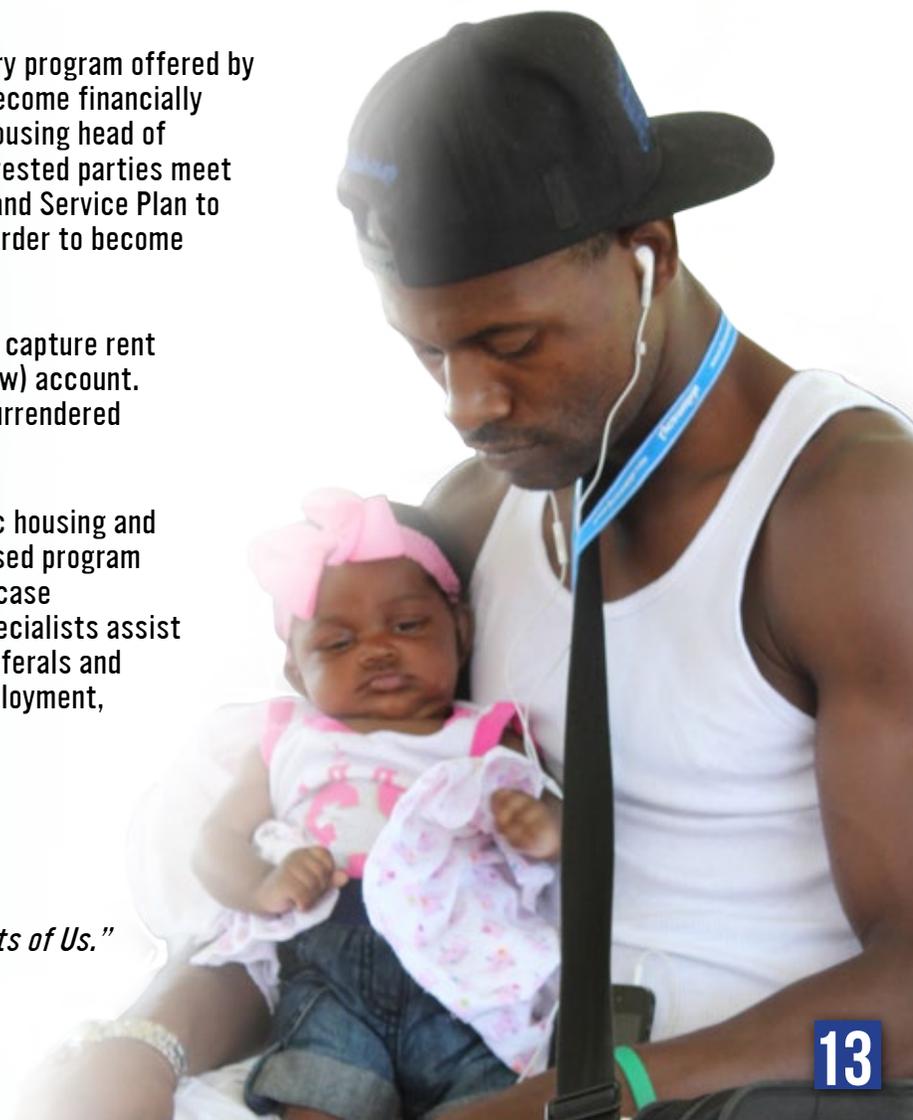
FAMILY SELF-SUFFICIENCY PROGRAM

The Family Self-Sufficiency program is a HUD voluntary program offered by the agency to help tenants achieve various goals to become financially independent. All Housing Choice Voucher and Public Housing head of Household members are eligible for the program. Interested parties meet with a FSS Specialist to create an individual training and Service Plan to develop education, training and employment goals in order to become financially independent.

The program allows for participants in the program to capture rent increases due to earned income in a savings (or escrow) account. With successful completion of goals, the escrow is surrendered to the participant at the end of the program.

The Family Self-Sufficiency Program serves our public housing and HVC tenants. The program is a 5-year employment based program assisting residents through service coordination and case management in obtaining economic self sufficiency. Specialists assist with identifying needs and barriers, coordination of referrals and developing thier 5 year work plan toward goals of employment, education and financial readiness.

"There is no Them. There are only facets of Us."
John Green



FINANCIAL STATEMENTS

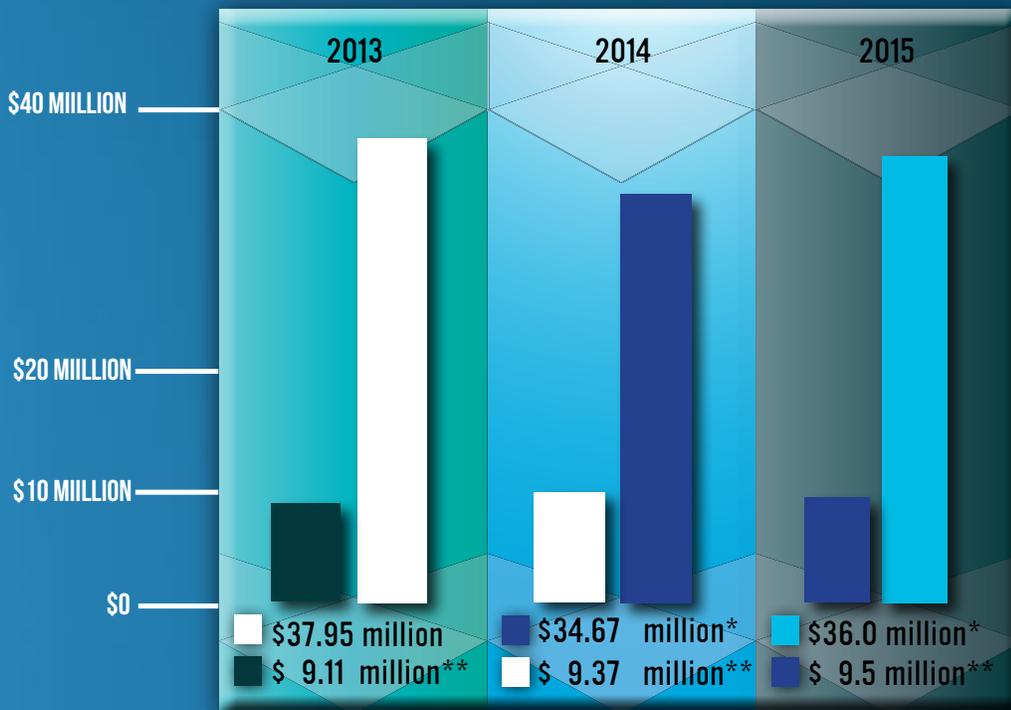
STATEMENTS OF NET ASSETS	ALL NUMBER SHOWN IN MILLIONS	2013	2014
Total Current Assets		\$ 6.425 million	\$ 8.080 million
Total Non-Current Assets		\$ 34.925	\$ 35.901
Total Assets		\$ 41.350	\$ 43.981
Current Liabilities		\$ 1.734	\$ 1.780
Non-Current Liabilities		\$ 1.663	\$ 7.531
Total Liabilities		\$ 3.397	\$ 9.311
Invested in Capital Assets, Net of Related Debt		\$ 32.977	\$ 32.035
Restricted Net Assets		\$ 279	\$ 290
Un-Restricted Net Assets		\$ 4.697	\$ 2.344
Total Equity / Net Assets		\$ 37.953	\$ 34.670
Total Liabilities Equity / Net Assets		\$ 41.350	\$ 43.981

STATEMENTS OF REVENUES AND EXPENSES	ALL NUMBER SHOWN IN MILLIONS	2013	2014
Operating Revenue		\$ 21.122 million	\$ 22.199 million
Non-Operating Revenue		\$ 1.022	\$ 1.289
Total Revenue		\$ 22.144	\$ 23.488
Operating Expenses		\$ 21.947	\$ 24.290
Depreciation		\$ 2.691 156	\$ 2.614
Total Expenses		\$ 24.794	\$ 26.904
Change in Net Position		\$ (2.494)	\$ (3.079)
Total Net Postion, Beginning		\$ 40.447	\$ 37.748
Total Net Postion, Ending		\$ 37.953	\$ 34.670

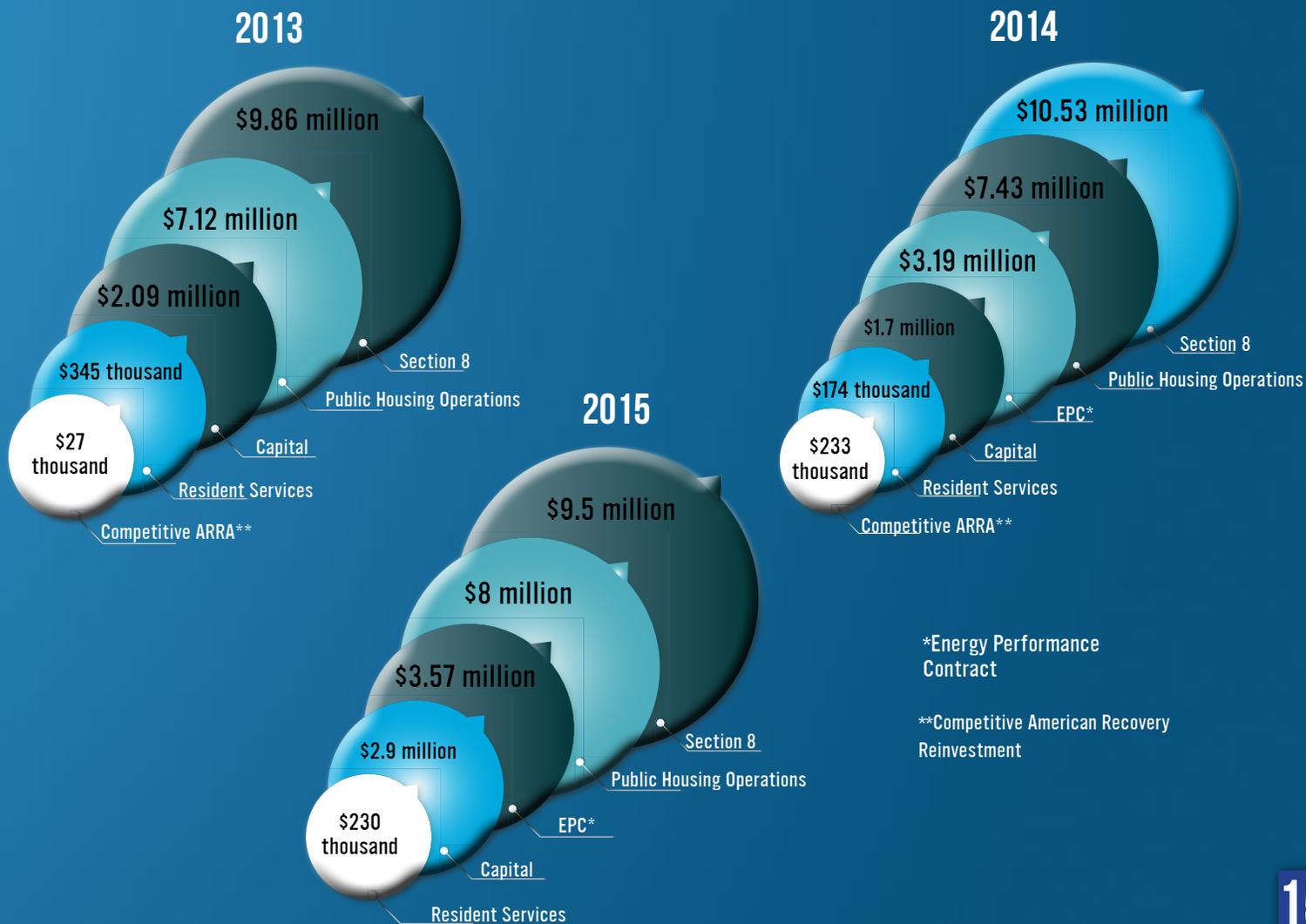
RHA NET ASSET POSITION

*NET ASSET POSITION AFTER GAAP ADJUSTMENT FOR ENERGY PERFORMANCE CONTRACT

** BRIDGE ROCKFORD ALLIANCE IS A WHOLLY OWNED ENTITY OF RHA



GRANT EXPENDITURES BY CATEGORY IN MILLIONS



*Energy Performance Contract

**Competitive American Recovery Reinvestment

A woman with curly hair, wearing a grey hoodie over a light blue shirt, is seated in a wheelchair. She is smiling and looking towards the camera while her hands are on a laptop keyboard. The laptop is open on her lap. The background is a bright office space with large windows and a ceiling decorated with a collage of photos. The overall tone is positive and professional.

Our Vision

“Within four years the RHA will reestablish itself as a high performing agency that is a leader in housing and sustainable communities by developing additional, non-HUD revenue streams, increasing our asset base and offering state-of-art resident initiatives.”

Our Mission

“RHA partners with the community and responsible residents to transform houses into homes while guiding families to self-sufficiency.”