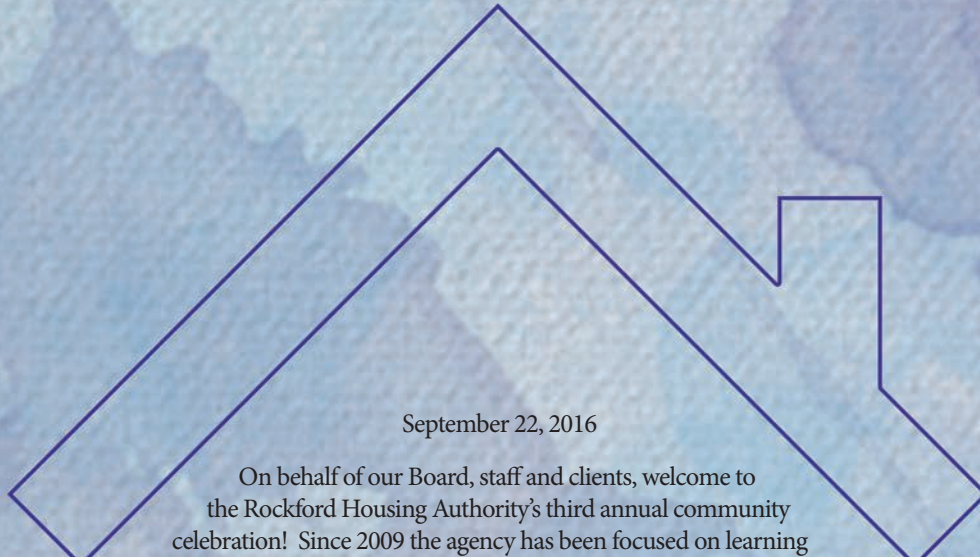




COMMUNITY REPORT FISCAL YEAR 2016



September 22, 2016

On behalf of our Board, staff and clients, welcome to the Rockford Housing Authority's third annual community celebration! 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 are 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 providing valuable returns in all areas, creating substantial value for our residents and community.

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.

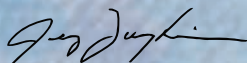
In the next five years, RHA will make the largest "bricks and mortar" investment since the early 1970s. We aim to provide new quality, affordable housing for our community as we eliminate archaic housing sites we all agree just don't work. These investments will produce more than four walls and a roof.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

Executive Leadership Team

Ron Clewer, CEO
Amanda Hamaker, COO
Adrienne Head, Executive Assistant
Ann Johns, Procurement, Contract and
Section 3 Compliance Manager
Bridget Cheek, HR Manager
Cheryl Zwanzig, Housing Choice Voucher
Dept. Supervisor
Chuck Doyle, Physical Asset and Quality
Assurance Manager
Jodi Stromberg, Redevelopment Project Manager
Laura Snyder, Director of Housing Operations
Marcus Hill, Resident Services Manager
Michele Sather, Director of Finance
Sybil Mueller, Housing Policy Manager
Troy Hadie, IAM Representative
Will Thompson, AFSCME Representative

*"True Leadership lies in guiding others to
success. In ensuring that everyone is
performing at their best, doing the work
they are pledged to do and doing it well,"*

Bill Owns

65 YEARS OF COMMUNITY SERVICE



“The good we secure for ourselves is precarious and uncertain until it is secured for all of us and incorporated into our common life,”

Jane Addams

The RHA 2016 Awards

The 2016 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 2016 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. 2014 – Jim and Pam Keeling, 2015 – Rev Edward Copeland
- ✓ 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. 2014 – ORCHiD Association. 2015 – West Gateway Coalition James DeVoe/Robert Esmond
- ✓ The Quality Affordable Housing Advocate award honors an individual or agency that campaigns for quality housing and transfers that advocacy into action. 2014 – Steve Ernst, 2015 – Keri Nelson
- ✓ The Sustainable Partner Award recognizes an agency or individual that drives RHA to make the most of local resources through exceptional dedication and leadership. 2014 Angelic Organics, 2015 – Johnson Controls, Inc.
- ✓ New Mix Champion Award recognizes an artisan who follows in the legacy of Jim Julin, exhibiting skill, craftsmanship, leadership, caring and mentorship. 2014 – Bill Benson, 2015 – Jasmine Belle
- ✓ 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. 2015 Family of George Poole
- ✓ Outstanding Service to the Agency Award – goes to an individual who exhibiting exceptional service to RHA, its mission and its goals. 2015 Sharon Masso

^ Our Mission

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

^ Our Vision

“Within 5 years the RHA will re-establish 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-the-art resident initiatives.”

^ Our Brand Statement

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

^ Our Organizational Values

Leadership
Quality
Integrity
Resourcefulness
Collaborative

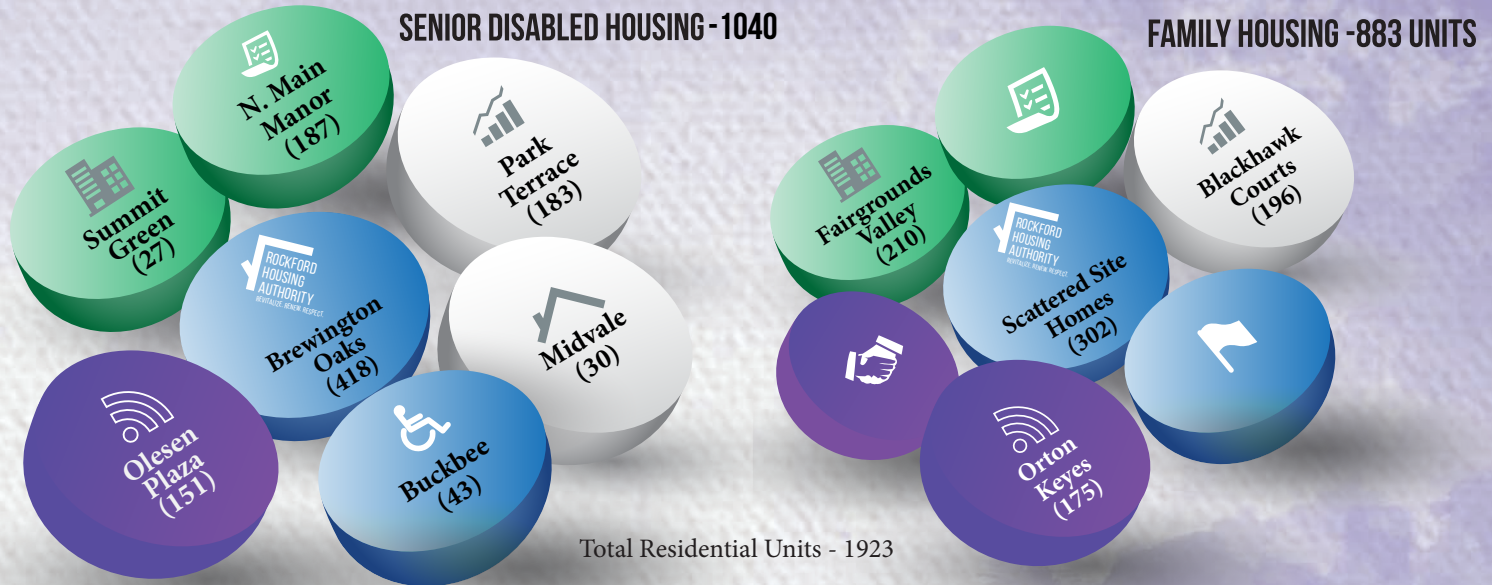
Respectful
Accountable
Consistent
Caring
Professional

Strategically leveraged funding provides supportive programs for our communities’ most vulnerable residents including Veterans, seniors, homeless, chronically homeless and those with special needs.

By providing rental assistance, families can redirect income to education, medical and health care and other household expenses.

By focusing our resources locally and promoting local purchasing we can provide a greater return for our residents, clients, vendors, landlords and community.

THE RHA UNIVERSE: WHO WE SERVE



- RHA residents earn more than \$4.9 million/year
- RHA residents pay more than \$2.2 million annually in rent
- 54.3% of RHA residents are senior or disabled
- Our senior and disabled residents live on an average Income of \$10,889.00 per year
- RHA serves more than 3400 children annually
- RHA residents provide more than 97,000 hours of community service per year
- RHA provides \$9.6 million annually in rental support to privately owned rental units
- RHA owns more than 300 scattered site units throughout the City of Rockford
- Since 2012 RHA has reinvested more than \$120 million back into Rockford area community
- Since 2012 RHA has invested more than \$25 million in new affordable housing development

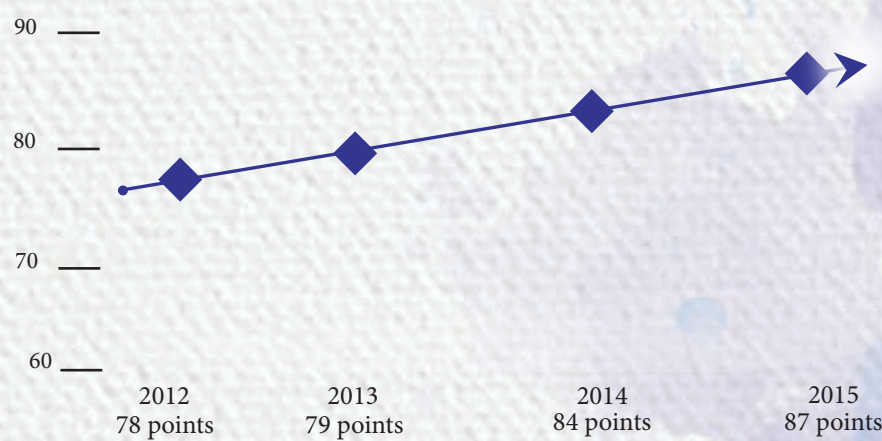
Research into the economic benefits of public housing in 10 large metropolitan areas finds that for every dollar of direct federal spending on capital and maintenance, an additional \$1.12 in indirect and induced expenditures is generated by suppliers, vendors, and wage-earners. (Econsult). Based on this study, RHA provides an economic benefit of \$8 million annually to the Rockford Region under our public housing program alone. (Amount excludes new construction activity.)

RHA holds \$130 million in real estate assets
(less accumulated depreciation, includes Bridge Rockford.)



Standard High Performer; On Target for “High Performer”

RHA has been on an upward trend for PHAS public housing operations since 2012. HUD’s Real Estate Assessment Center effectively and fairly measures the performance of a public housing agency using the Public Housing Assessment System. The centralized system electronically collects individual subsystem scores, produces a composite PHAS score and communicates the results that represent a PHA’s management performance. 90 points is high performer.



Having a safe, decent and affordable place to live is considered a standard condition, or basic need. Providing high quality affordable housing is the RHA goal. We are setting the bar high for the benefit of our clients and our community.

Over the past four years RHA has been progressively delivering higher quality housing by improving its existing housing options and by focusing on redevelopment opportunities.



Chuck Doyle (32)



Joe Spinello (31)



Michael Murray (30)

Special thanks to our colleagues who have provided RHA more than 30 years of service!
Thank you gentlemen for your commitment!

Forging a Path to Opportunity Through a Healthy Homes Approach

Over the coming months, RHA will forge ahead with its very focused efforts to replace and/or rebuild antiquated public housing units. Through the rental assistance demonstration (RAD) program, RHA will transfer nearly 700 units of public family housing to Bridge Rockford Alliance, under a public-private partnership, for redevelopment. This transformation will produce healthy homes of opportunity.

As we celebrate tonight construction continues on 49 units of housing poised to provide equitable access to new opportunities for residents of Fairgrounds Valley. The Grove at Keith Creek exemplifies RHA's and Bridge Rockford Alliance's commitments to social justice, equity, energy efficiency, and high quality affordable housing that serves as an opportunity for greater quality of life. Many thanks to our partner Gorman and Company for staying the course and providing the leadership necessary to advance this important work.



Housing as a Platform for Opportunity

"By providing rental assistance families can redirect income to education, medical and health care and other household expenses."

Sustainable Best Practices Arise from a “Challenge”

RHA loves a great challenge and loves when a challenge aligns with one of its goals – sustainability. The U.S. Department of Energy (DOE) offered one such challenge. Through the Better Buildings Challenge, DOE partners with leaders in the public and private sectors to make the nation's homes, commercial buildings and industrial plants more energy efficient by accelerating investment and sharing of successful best practices. There are now 310 Better Buildings Challenge partners who are set to achieve goals of at least 20 percent energy reduction within 10 years.

Today RHA is recognized as an industry leader for implementing energy savings measures and focus. In 2015, under the Better Buildings Challenge RHA exceed its goal of 20% energy reduction, years ahead of its challenge cohort. Saving energy costs allows RHA to reinvest these monies into its property and services for continued improvement. Many thanks to Johnson Controls, Illinois Clean Energy Foundation, Illinois Department of Commerce and Economic Opportunity, University of Illinois – Champaign/Urbana and many more! Special thanks to the residents of RHA who are also committed as partners in reducing energy costs and consumption!

STEM/SEED



Solar Field located
at Blackhawk Courts

“I’d put my money on the sun and solar energy. What a source of power! I hope we don’t have to wait until oil and coal run out before we tackle that.”

Thomas Edison, 1931

The U.S. Department of Energy and Department of Housing and Urban Development have partnered with the U.S. Department of Education (ED) and are developing an innovative place-based initiative to create economic opportunity and energy-literate communities: STEM, Energy, and Economic Development (SEED): Coalitions for Community Growth. SEED’s focus is on inspiring public housing residents.

SEED

STEM Energy Economic Development



at Blackhawk Courts



Science Technology Engineering Math

RHA is enthusiastic about joining the SEED coalition and build local coalitions to increase energy-literacy, facilitate STEM opportunities, and promote job-driven skills for our residents. RHA will leverage its investments in solar energy and urban agriculture to launch the SEED initiative! Many thanks to SEED partners who have leveraged relationships to give us greater opportunity to unite with Rockford Public Schools, Rock Valley College, Northern Illinois University, Rockford University, and Rockford Career College.



ConnectHome

Closing the Digital Divide

Once a luxury, but now a necessity, broadband access has changed the way we do business, the way we interact with each other, and the way we learn and grow. Not all residents of our community have access to broadband and computers, leaving them at a significant disadvantage when trying to attain educational and job seeking goals. ConnectHome is a public-private collaboration to narrow the digital divide for families with school-age children who live in HUD-assisted housing. RHA is excited to have been chosen as one of 28 communities in our nation to launch the pilot, ConnectHome collaboration. To date, more than 245 families have connected to the internet. Over the coming months RHA, with the aid of ConnectHome partners will work to provide broadband access, digital literacy training and computing devices to 900 RHA families. Many thanks to our ConnectHome Partners.

Special thanks locally to Joan Sage and Danial Petrie both of Comcast for their undying commitment to RHA and our residents.

Values in Action

“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.

These words have been a constant over the past year. These words and their deepest meaning also serve to measure an agency. They guide the Rockford Housing Authority. Where have we flourished amidst the concern, anger, and frustration, expressed by our community? Are we forging in the right direction? Does the research and data hold true? Are we not only valiant in our efforts, but focused on the right reasons for doing what we do? When we searched the soul of our agency for each of these answers, we found the answers to be more than yes. We found the answers to be absolutely yes. RHA is a houser and an advocate for those we serve. We are united in our goals and focused on a future where every client has a safe, decent and affordable home. A future where social justice and equity prevail and judgement is a past and fading memory. We are the Rockford Housing Authority and we are thankful for all partners whose measure is shown daily in our work!



“We hold these truths to be self-evident: that all men are created equal; that they are endowed by their Creator with certain unalienable rights; that among these are life, liberty, and the pursuit of happiness,”
Thomas Jefferson

The Value of Home

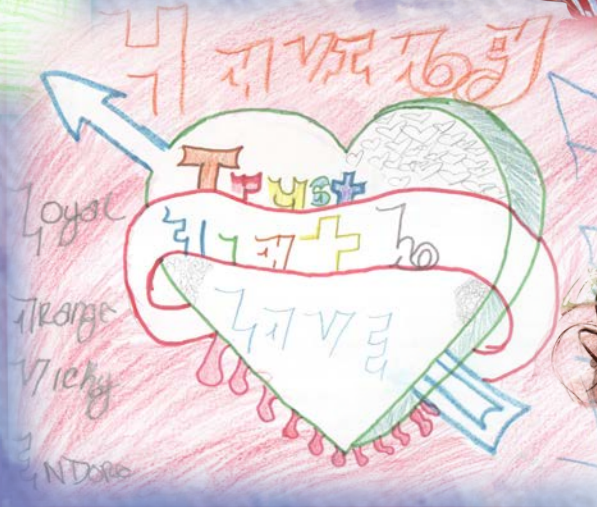
Having a home is something many of us take for granted. But of the nearly 3,400 children we serve annually, having a home means so much more! According to our kids, having a home is love, trust, safety, freedom, and a place to dream.

The artwork below are just a few examples RHA children have made under the “What Home Means to Me” art competition.



“True love cannot be found where it does not exist, nor can it be denied where it does,”
Anonymous

“Trust is the glue of life. It’s the most essential ingredient in effective communication. It’s the foundational principle that holds all relationships,”
Stephen Covey



A place to dream, a place to have fun with my brothers.
I like to have fun with my sister.
I like to go home and play with my baby sister.
I like to spend time with my mom.
I like my home because I can spend time with my whole family.

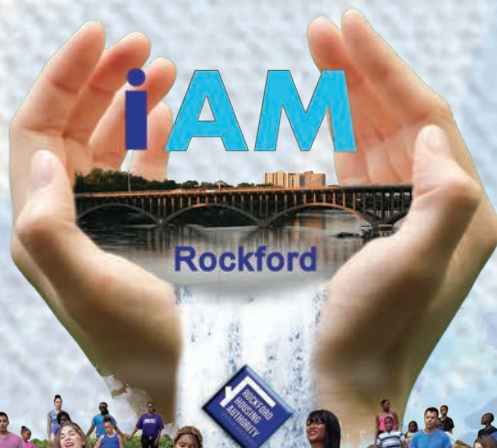
– Romeo, Age 6



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. Each of us have our own unique characteristics. Being a person means that I have virtues and flaws, gifts and needs, possibilities and defeats. I am a kaleidoscope of feelings, thoughts, beliefs and desires with which only I am directly acquainted.

This means that I am an individual with a story. What makes me unique is the story that I contain. The I Am Rockford platform shares community stories through videos, blogs, email blasts and social media. Many thanks to all of our partners who participated and continue to participate in the I Am Rockford story platform.

Special thanks to Gregory Yokley,
Maurice West and Carandus Brown
for their support!
#IAMRockford



*I am in essence...someone worth knowing
I am all about a world....worth showing
I am...where I live
I am the hand of offering...
in the step to forgive
I am the good...over the bad
I am the future ...overcoming an image of sad
I am the embrace...of what's all around
I am the city...that won't lay down
Some see...who I am
While others waste...who I am
I refuse...to pay tribute to the violence
not to tear who I am apart
I accept...that I am a citizen ...of a new start*

Advancing the Future Together

Having amazing partners is essential in the work RHA does. When we think of partners we have a very broad definition of the partner relationship. Partners are vendors, community agencies, colleagues and staff, clients and families, and more. Applying this concept of partnership means that together, we are all a part of the work and solutions to help make a positive difference in the lives of RHA clients.

"Rockford Housing Authority does a tremendous amount in our community that most people don't even know about. They're doing work with the schools, they're doing work with community partners, doing work with the police departments, they're doing work with a tremendous amount of organizations to make sure that this is the best community that we can make it." Keri Nelson, Executive Director, Rockford Area Habitat for Humanity

"It is an exciting time for communities when organizations like the Rockford Housing Authority participate in projects like Second Acts for Stronger Communities in bringing generations together through a human capital strategy can inspire larger social change."

Susan Dreyfus, CEO
Alliance for Strong
Families and Communities

"We can do more together than we can do apart."

Paul Logli, CEO
United Way of
Rock River
Valley

*I am the greatness...of what we can become
I am more...than the ground we grew from
I am a perplex...of mixed emotions
I am a person...with mighty devotions
I am the mistakes...of the past
I am the conqueror...that learned at last
I am the one...who was written off in the end
I am the one...writing a new page to begin
I am the one...with a profound word
As I say..."I am Rockford"*

*I
am*

Rockford

I am Rockford by Carandus T. Brown 2016

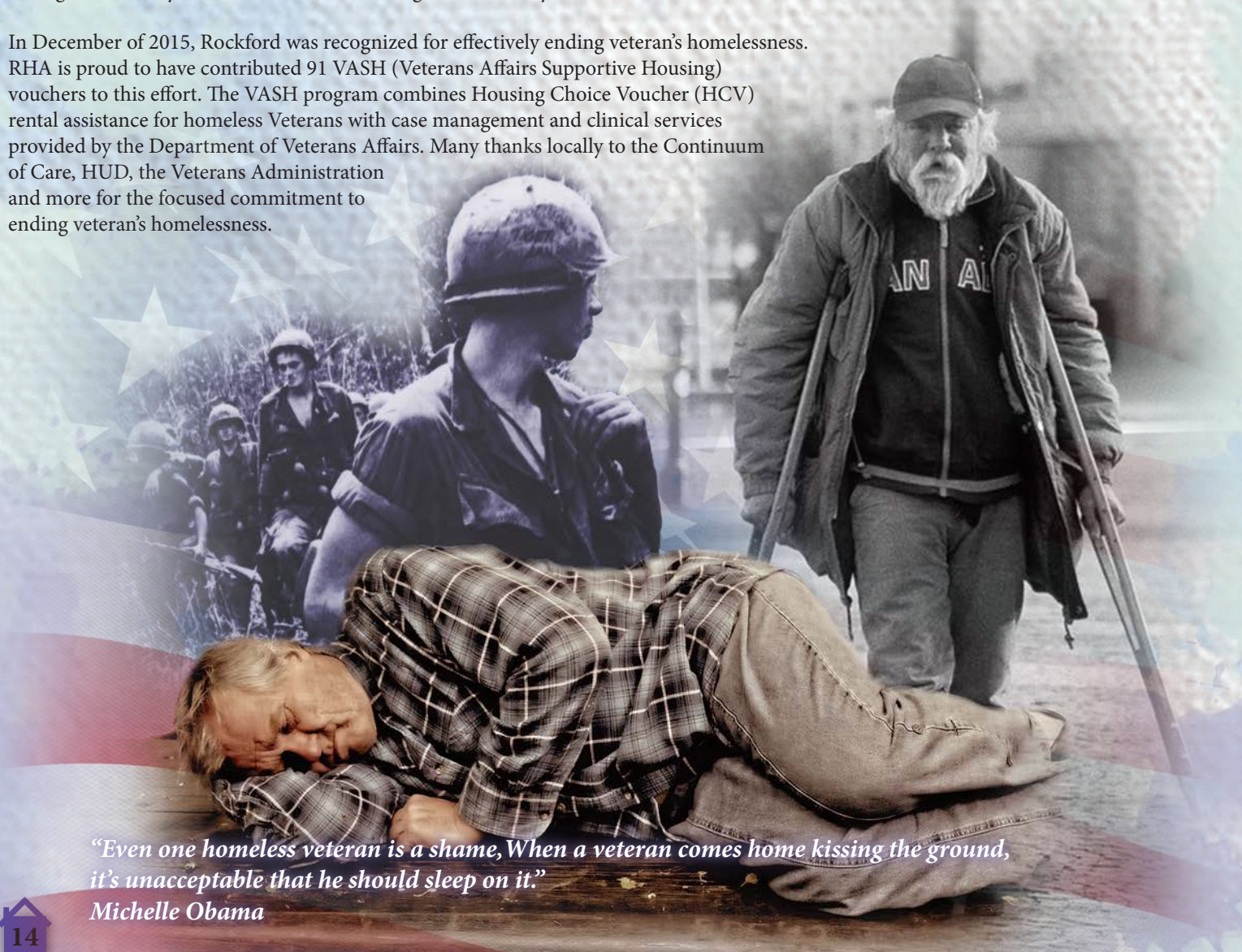
iAM Rockford
Advancing the Future Together

Opportunities that Make a Difference

In January 2014, communities across America identified 49,933 homeless veterans during point-in-time counts, which represents 8.6 percent of the total homeless population. This represents a substantial decrease (67.4 percent) in the number of homeless veterans counted in 2009. Though veterans continue to remain overrepresented in the homeless population in America, these recent decreases demonstrate the marked progress that has been made in ending veteran homelessness.

In March of 2015, Mayor Morrissey released a plan to effectively end homelessness in Rockford. The plan contained specific goals for our community's homeless veteran population as a commitment to the Mayors Challenge to End Veteran Homelessness; an initiative led by First Lady Michelle Obama. The Mayors Challenge engaged mayors and other leaders across the country in implementing strategies necessary to end homelessness among all veterans by the end of 2015.

In December of 2015, Rockford was recognized for effectively ending veteran's homelessness. RHA is proud to have contributed 91 VASH (Veterans Affairs Supportive Housing) vouchers to this effort. The VASH program combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs. Many thanks locally to the Continuum of Care, HUD, the Veterans Administration and more for the focused commitment to ending veteran's homelessness.



"Even one homeless veteran is a shame, When a veteran comes home kissing the ground, it's unacceptable that he should sleep on it."

Michelle Obama

What Makes Us Different?

Leadership - Leadership is the energetic process of getting people fully and willingly committed to a new and sustainable course of action, to meet commonly agreed objectives whilst having commonly held values. "Organizational and team values are about the culture we should encourage, the standards we should have, and the principles that should underpin the team's efforts."

Commitment is the connection between our values, intentions and our actions. Connection is the coming together of more than one element. The connections we make generate our commitments, just as our commitments generate more profound connections.

"Team RHA" exemplifies leadership and commitment. Our RHA team has committed to an aggressive plan for change and transformation. In 2013, RHA committed to achieving goals outlined in its strategic plan. Since then systemic change implemented under a continuous improvement process has been producing significant organizational improvement!

RHA is a high performing agency under SEMAP in the HCV department. The Section Eight Management Assessment Program (SEMAP) measures the performance of the public housing agencies (PHAs) that administer the Housing Choice Voucher program in 14 key areas.

"I knew there was never opportunities there that RHA is now trying to bring out and bring people to to them, so its been a real eye-opener for me to come work at RHA because I can see everything good and everything bad, but we are really trying to lay the groundwork for good opportunities. So I appreciate everything that RHA represents for the community."

Carandus Brown
RHA Staff



Just off of S. Main a group of men met daily. Amongst these men lies more than 100 years of manufacturing experience. All born and raised Rockfordians, these men were happy to share their stories that took them from having it all to homelessness.

Housing Information

For the past four years RHA has been focused on the redevelopment, redeployment and returns on its housing assets. “Opportunity is not an abstract concept - it’s a path to a more prosperous life, and housing often serves as its foundation,” HUD Secretary Julian Castro. RHA firmly believes that Housing is a platform for opportunity and the benefits of quality affordable housing are huge. Not only does affordable housing change the lives of its residents, the additional benefits are passed along to the community in significant ways. Affordable housing revitalizes distressed neighborhoods and promotes economic and social integration while building community. From affordable homes and developments to pathways for residents to secure homeownership RHA partners with the community for success!

Research Shows

- Access to affordable housing improves education outcomes by reducing the mobility of low-income families
- Affordable housing improves resident health by reducing exposure to environmental hazards and frees resources to pay for health expenses and food
- Affordable housing saves taxpayer money by reducing demand for other government services, including homeless, health and other social programs
- Affordable housing development is characterized by economies of scale, with each 10% increase in unit count reducing costs by 1.7%
- Local factors raise project costs, including community opposition (5%), local design-review requirements (7%), or funding from a redevelopment agency (7%)
- For-profit developers built affordable housing at lower cost than government or non-profits making partnerships with quality developers essential

“The RHA is so much more than Fairgrounds. So much more than the controversy surrounding New Towne. RHA is about providing opportunity and a place to live. It’s about supporting the families that are in their program, building their confidence and their knowledge.”

Keri Nelson Exec. Dir. Rockford Area Habitat for Humanity

Multiple studies demonstrate that low and moderate-income homeowners who purchase homes they can afford have a lower likelihood of mortgage delinquency and foreclosure than market rate borrowers. Given the substantial costs that local governments incur for each foreclosure, programs — whether subsidized or unsubsidized — that create opportunities for sustainable homeownership represent a smart, fiscally sound mechanism for promoting housing stability. To date, under the RHA Homeownership initiative, more than 105 residents have become homeowners. Thanks to relationships with HomeStart, Habitat for Humanity, Illinois Housing Development Authority, local banks and many more RHA residents have even greater opportunities for home ownership.

“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

FINANCIAL STATEMENTS

STATEMENTS OF NET ASSETS	2014	2015
Total Current Assets	\$ 8.080 million	\$ 6.577 million
Total Non-Current Assets	\$ 35.901	\$ 38.065
Total Assets	\$ 43.981	\$ 44.642
Current Liabilities	\$ 1.780	\$ 2.331
Non-Current Liabilities	\$ 7.531	\$ 8.123
Total Liabilities	\$ 9.311	\$ 10.453
Invested in Capital Assets, Net of Related Debt	\$ 32.035	\$ 31.903
Restricted Net Assets	\$ 290	\$ 21
Un-Restricted Net Assets	\$ 2.344	\$ 2.265
Total Equity / Net Assets	\$ 34.670	\$ 34.189
Total Liabilities Equity / Net Assets	\$ 43.981	\$ 44.642

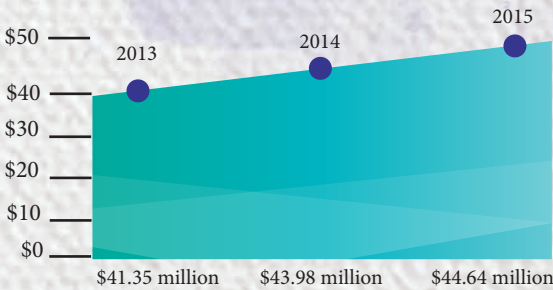
All number shown in millions

STATEMENTS OF REVENUES AND EXPENSES	2014	2015
Operating Revenue	\$ 22.199 million	\$ 22.448 million
Operating Expenses	\$ 24.290	\$ 24.632
Depreciation	\$ 2.614	\$ 3.050
Total Operating Expenses	\$ 24.290	\$ 24.632
Non-Operating Revenues and Expenses	\$ (987)	\$ (1.704)
Change in Net Position	\$ (3.079)	\$ (480)
Total Net Position, Beginning	\$ 37.748	\$ 34.670
Total Net Position, Ending	\$ 34.670	\$ 34.189

All number shown in millions



RHA NET ASSET POSITION



“Love begins at home, and it is not how much we do... but how much love we put in that action,” Mother Teresa

"They rebuilt me.

They brought me back up.

My dreams are coming true."

Carole Cook, ReBuild graduate.



Our Mission

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