



HOUSING AUTHORITY SWOT ANALYSIS

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Fredericksburg Texas
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GOAL:

- The goal of this exercise is to document and communicate the strengths, weakness, opportunities and threats (SWOT) regarding the viability of a housing authority for the City of Fredericksburg Tx.
- Input for this effort was collected through in person meetings, phone interviews as well as citizen input during the city council sessions.

HOUSING AUTHORITY STRENGTHS

- The housing authority's (H. A.) exclusive mission is to address the shortage of affordable housing for lower-income individuals.
- The targeted demographic would be \$25k-\$60k annual income individuals/families.
- The H. A. receives federal funds to support individual/family subsidized rent.
- Local preference – H. A may set safe harbor non-discriminatory criteria that are merit-based to support a local preference for tenants.
- An annual federal tax credit ensures that the apartments stay affordable.

HOUSING AUTHORITY WEAKNESS

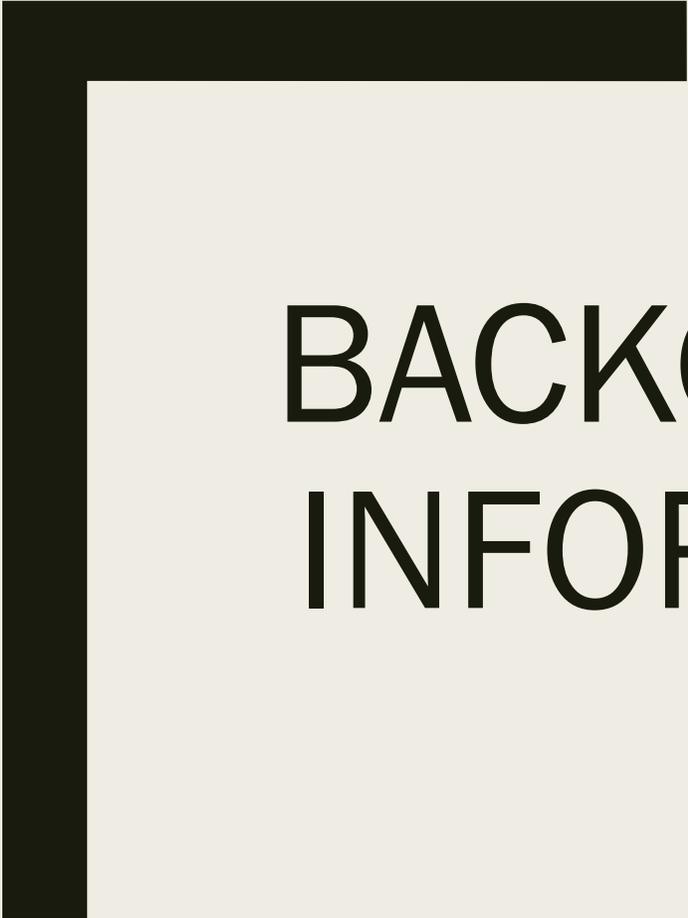
- The product would consist of multi-family apartments.
- No path to individual ownership under this model.
- Based upon interviews, this will create high occupancy/low turnover developments.
- It may require a start-up loan from the city to form and install an executive director.
- Estimated city loan of <\$100k for the first year.
- Start-up may take up to 2 years+ until H. A. is funded through a 501.C3 partnership.
- H. A. would require land grants, donations, and leases from private, City, FISD, HCM, and other sources.
- Non-elected board members – success depends upon City support.

HOUSING AUTHORITY OPPORTUNITIES

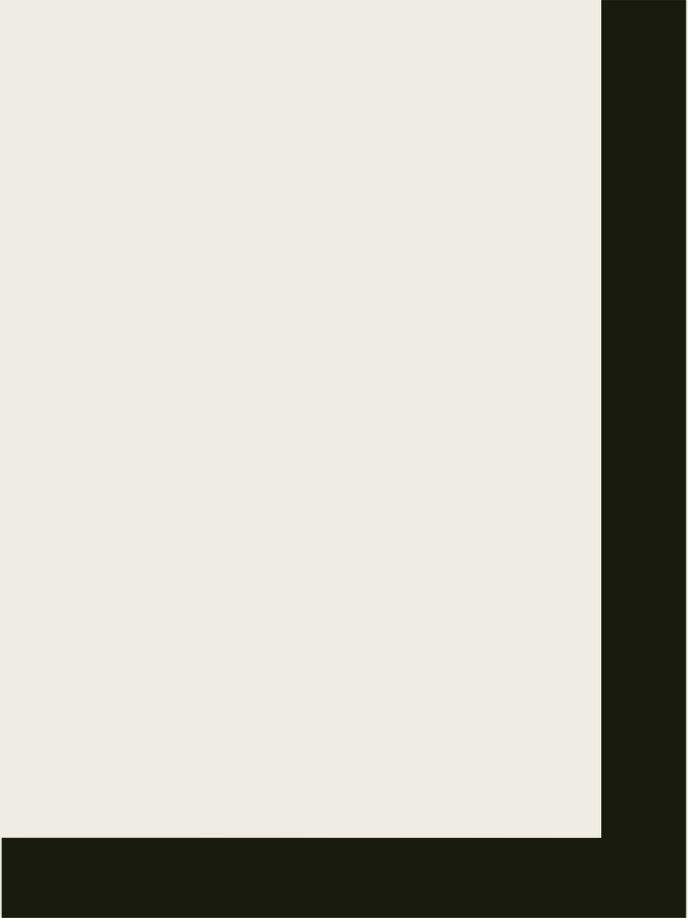
- Local preference – H. A. may set safe harbor non-discriminatory criteria that are merit-based to support local preference for tenants.
- The appointed board may consist of all volunteers.
- H. A. strategy would require an incorporate 501.C3 partnership – H. A. Investors, and private developers.

HOUSING AUTHORITY THREATS

- H. A. may be in direct competition with private development of 1,897 currently planned or proposed units.
- Undefined city utility infrastructure cost to city/citizens.
- Repayment and timing of startup funds would be subject to the H. A. board.
- A citizen petition of 100 signatures can force the creation of a housing authority.
- The local preference merit program would be delegated to the investment owners to manage, and H. A. would have audit authority.



BACKGROUND
INFORMATION
PAGES



Fredericksburg Apartment 5 to 10 Year Projection*

Existing units 827 – 98% occupancy

Under construction 491 units

Pending 598 units

Proposed 808 units

Total 2,724

*(EDC Data)

Burnett/Marble Falls County Housing Authority Interview

- Billie Sherburn – Housing Authority Executive Director
- Administrative staff of 7 individuals focused solely on managing federal voucher programs.
- Funding: Funded by Federal Govt/Housing and Urban Dev.
- Number of Units: 40 (older) low rent units.
- No path to ownership.
- Tenants: Retirees – No police/nursing/teachers.
- Voucher based: 350 vouchers allocated and funded by federal govt.
- 3 year waiting list to receive voucher for rent based support.
- Tenant Prioritization: Income based criteria.
- No development planned or in process.

Mason Housing Authority Interview

- Tommy Bierschwala - Director
- Federally funded – founded in 2001.
- Fifty managed units – 98% occupied.
- Tenants are retired and disabled clients.
- Mason owns the land and is subject to bi-annual federal on-site inspections and audits.
- Specifically precluded by the government from building new inventory.
- No path to ownership.
- Mason has approximately 15 Habitat for Humanity homes.
- Privately owned for-profit retirement facility (Silver Leaf).

Jackson Hole/Teton County Wyoming Housing Director Interview

- April Norton - Executive Director. National Work Force Housing Member.
- Number of Employees: 6
- County Investment \$5mm average family home.
- Apartments: \$2,000 per bedroom on average.
- Number of H.A Units: 1,000 Units, 60% ownership, 40% rental, deed-restricted properties
- Community Land Trust: 150 Units
- Habitat for Humanity: 50 Units
- Path to Ownership: Yes
- Weighted drawing process tenet prioritization (Police/Teachers/Nurses)
- The school district is currently in the process of developing rental properties.
- April will be in Austin on July 24th – working on scheduling time with Fredericksburg City Council.