



# Guiding Principles for Developing and Operating Mixed Income Housing

What It Takes for Successful Affordable Housing Projects

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# Background - FWHA

- ▶ Created in 1938
  - ▶ Ripley Arnold (252 units) built in 1939 for whites only
  - ▶ Butler Place Apartments (250 units) built in 1940 for minority families only
  - ▶ J. A. Cavile Place (244 units) built in 1949
  - ▶ Additional low-income public housing built or acquired through the 1980's
- ▶ Since 2000, FWHA has:
  - ▶ Sold or converted nearly 700 Public Housing units and leveraged them to acquire, rehabilitate, and/or develop over 3,500 units available for all income levels throughout Fort Worth
  - ▶ Currently, FWHA owns twenty-three multi-family properties (public housing, LIHTC, and market rate units)



“

Decent housing as a public necessity must be realized and the combined efforts of all people must be put to the task of finding means of supplying safe and sanitary dwellings for every family in the City.

”



Homer L. Hunter

FWHA Executive Director, 1938



# Definitions

- ▶ Public Housing: Housing provided for people with low incomes, subsidized by public funds provided by HUD and administered by a local PHA; typically houses extremely low-income families
- ▶ Housing Choice Voucher Program (Section 8): Rental subsidies assisting very low-income families in the private rental market
  - ▶ Tenant-based HCV: assistance is portable; can be used anywhere the tenant goes
  - ▶ Project-based HCV: subsidy remains with the unit; does not move with tenant
- ▶ Low Income Housing Tax Credits: indirect Federal subsidy used to finance the development of affordable rental housing for low-income households; results in slightly lower than market rents but no direct tenant subsidy
- ▶ Permanent Supportive Housing: housing that provides links/ supportive services for tenants who need those services to stay housed; typically designated for chronically and otherwise homeless



What You Need...



# Leaders Who...

- ▶ Emphasize the importance of housing diversity in the community
  - ▶ Persistently document and publicize the need
  - ▶ Educate stakeholders to eliminate stereotypes and NIMBY-ism/ NOPE-ism (Not On Planet Earth)
- ▶ Articulate solutions
  - ▶ Inspire elected officials and community leaders
  - ▶ Emphasize diversity, balance, and relevance
  - ▶ Advocate, advocate, advocate!
- ▶ Don't compromise the vision
  - ▶ Justify, defend and sell the plan
  - ▶ Be willing to revise (improve) based on input from stakeholders
  - ▶ Don't ask for permission



# A Community That...

- ▶ Supports and trusts your vision and actions
  - ▶ Has clear, open, quality, direct and proactive communications
  - ▶ Hears about both PROS and CONS about proposals
- ▶ Partners with you
  - ▶ Develop and nurture strategic collaborations with all – including private AND public sector entities, government, and neighborhoods
  - ▶ Understand the role each partner plays, including yourself
- ▶ Shares and includes you in their discussions
  - ▶ Provide benefits of your projects to encourage open dialogue
  - ▶ Listen to all concerns and answer all questions



# Money From...

- ▶ Multiple sources
  - ▶ Know your acronyms - HOME, CDBG, LIHTC, NMTC, LIPH, HCV, RAD, etc.....
  - ▶ Leverage outside resources
  - ▶ Be creative
- ▶ Conservative budgeting
- ▶ Follow the VISION, not the money



# A Market That...

- ▶ Needs your product
  - ▶ Do your homework – Demographics, Market needs, Climates (political, social, and cultural)
  - ▶ Share the wealth – spread it out
- ▶ Maximizes opportunity
  - ▶ Select sites that provide economic and social integration, quality of life amenities, etc...
  - ▶ Bring improvement to a location



# To Plan For...

- ▶ Designing to foster a sense of community
  - ▶ Curb appeal, size and density, and neighborhood integration
- ▶ Value-engineering
  - ▶ Reassess space usage
  - ▶ Spend money efficiently AND effectively
- ▶ Building for sustainability
  - ▶ Minimize infrastructure costs
  - ▶ Invest in quality building materials
  - ▶ Plan for the future resident and community
- ▶ A realistic schedule
  - ▶ Expect delays, change orders, additional costs
  - ▶ Build in a good contingency



# Residents Who...

- ▶ Strive for a socially and economically inclusive development
- ▶ Appreciate being treated equitably and fairly
  - ▶ No "Poor Doors"
  - ▶ "Blind" development
- ▶ Want a sense of ownership and pride
  - ▶ Develop programs that build wealth
  - ▶ Facilitate transitions from rental to ownership if possible
- ▶ INTEGRATE NOT SEGREGATE



# A Business That...

- ▶ Set goals and objectives
  - ▶ Unit mixes
  - ▶ Income stratification
- ▶ Builds on small successes and build alliances as you go
- ▶ Shows appreciation
  - ▶ Thank your partners
  - ▶ Celebrate the positive
- ▶ Sticks to its VISION and MISSION



QUESTIONS?