
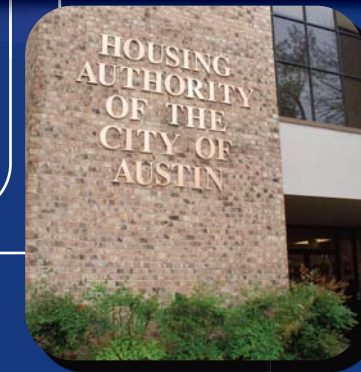


The Housing Authority
of the City of Austin
P.O. Box 6159
Austin, TX 78762

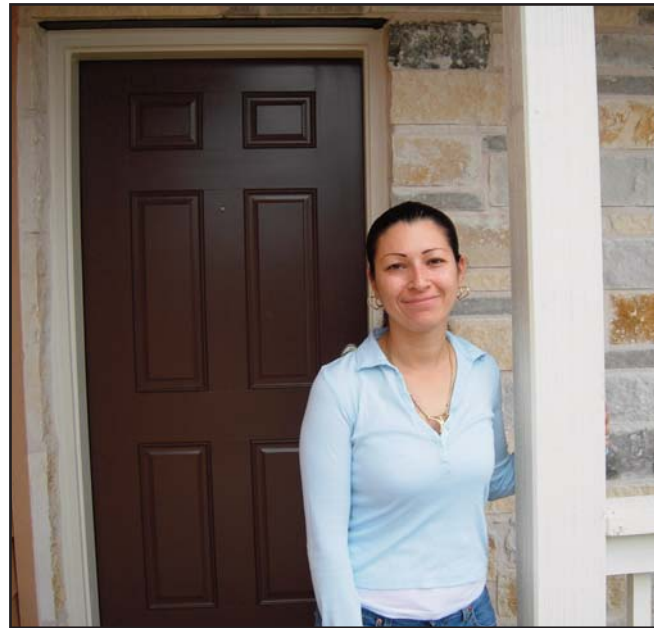


The Housing Authority
of the City of Austin
2007-2008 Annual Report



Ensuring and Preserving Affordable Housing

Contact Information



Triumphantly, she found motivation in her children to keep striving towards her goals, saying, “I don’t want you all to follow after me. It’s time to live a better life.”

When Nancy Mendieta made her New Year’s resolutions, she was determined to make her dream of homeownership come true by the end of 2007. Her story began when she was 14 years old. She bravely moved away from Austin to start a new life in California with two small children. Nancy returned to Austin from San Diego in 1999 with a larger family of five. When she moved to Austin, she had very little and soon that very little became nothing. She says, “I applied for housing assistance while I was homeless and living with my four kids at the Salvation Army. I was working full-time, but I was still unable to provide a place to stay for my kids.” Nancy told stories of waking up her children to bathe at 4 a.m. to ensure their privacy from other residents at the homeless shelter. That’s when she applied for assistance. Triumphantly, she found motivation in her children to keep striving towards her goals, saying, “I don’t want you all to follow after me. It’s time to live a better life.” Nancy now lives in a 4-bedroom, 2.5-bathroom home. She is investing her resources into her home, ensuring a permanent residence for herself and her children.

Housing Authority of the City of Austin

Building Address:
1124 South IH-35
Austin, TX 78704

Mailing Address:
P.O. Box 6159
Austin, TX 78762

Website Address:
www.hacanet.org

Phone Number:
(512) 477-4488

For more information, please contact one of the following housing authority representatives:

President and CEO -- James Hargrove, jimh@hacanet.org
Vice President and CFO -- Thomas Cherian, thomasc@hacanet.org
Vice President of Assisted Housing -- Lisa Garcia, lisag@hacanet.org
Vice President of Housing Development/ Asset Management -- Ron Kowal, ronk@hacanet.org
Vice President of Housing & Community Development Dist. I -- Sylvia Blanco, sylviab@hacanet.org
Vice President of Housing & Community Development Dist. II -- Veronica Macon, veronicam@hacanet.org
Vice President of Southwest Housing Compliance Corporation-- Michael Cummings, michaelc@hacanet.org

Mission Statement

The Housing Authority of the City of Austin is a public agency whose business is to ensure that safe, quality affordable housing opportunities exist for families of low income, break the poverty cycle by serving as a catalyst for our residents to become economically self-sufficient, create meaningful partnerships to maximize available community resources for our residents and efficiently and effectively meet federal, state and local mandates. HACA will pursue entrepreneurial opportunities to address emerging trends and respond to the challenges of the future.

WHO WE SERVE

Report of the Housing Choice Voucher Program
and the Public Housing Program

TOTAL NUMBER OF FAMILIES 7,587

TOTAL NUMBER OF INDIVIDUALS 19,945

ETHNICITY (FAMILIES)

	COUNT	PERCENTAGE
HISPANIC	2415	31.8%
NON-HISPANIC	5175	68.2%

RACE (FAMILIES)

WHITE	3482	45.9%
BLACK	3975	52.4%
AM. INDIAN	70	0.9%
ASIAN PACIFIC	63	0.8%

GENDER

FEMALE	12,496	62.7%
MALE	7,449	37.3%

MARRIED 218 2.9%

DISABLED 3180 41.9%

CHILDREN 10,627 53.3%

AVERAGE FAMILY INCOME \$13,774

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Dear Commissioners and Staff of the
Housing Authority of the City of Austin,

I would like to take this opportunity to thank your agency for its dedication to affordable housing in Austin and its commitment to this community. In the year of your 70th Anniversary, the goals of Housing Authority of the City of Austin have piloted the agency to be recognized as a top performer, always exceeding expectations.

HACA works diligently to assist nearly 20,000 Austinites with their housing needs, and empowers economically disadvantaged residents with the tools to become self-sufficient. The agency's growth ensures Austinites will be able to take advantage of future affordable housing opportunities.

HACA stands ahead of the affordable housing industry with the help of the forward thinking ideals and actions of its two non-profit subsidiaries. The agency continues to advance in the affordable housing market because of sound investments and partnerships with homeowners.

This year, I witnessed HACA's continuing success in the community as the agency won "The Greenbelt Award" from the Greater Austin Chamber of Commerce for its efforts in Energy and Water Conservation. Your continuing modernization and beautification efforts have tied HACA properties into their surrounding neighborhoods and instill a sense of pride for those who reside in public housing.

I commend the agency for its outstanding work and support of this great city. The housing authority remains an invaluable resource to Austin.

Regards,



Will Wynn
Mayor



Will Wynn,
Mayor

Financial Report

Combined Statement of Net Assets
as of March 31, 2008

NET ASSETS	
Invested in capital assets, net of related debt	33,213,002
Restricted net Assets	10,533,699
Unrestricted net assets	<u>13,119,714</u>
TOTAL NET ASSETS	\$56,866,415
OPERATING REVENUES	
Tenant revenue	\$6,344,427
Government operating grants	79,184,002
Other revenue	<u>1,542,968</u>
TOTAL OPERATING REVENUES	87,071,397
OPERATING EXPENSES	
Administrative	16,641,487
Tenant services	1,987,337
Utilities	2,752,422
Maintenance	4,431,945
Protective services	618,081
General	1,009,458
Housing assistance payments	45,206,628
Other Operating Expenses	4,771
Depreciation	<u>4,536,579</u>
TOTAL OPERATING EXPENSES	77,188,708
OPERATING INCOME (LOSS)	<u>9,882,689</u>
NONOPERATING REVENUES (EXPENSES)	
Interest and investment revenue	696,751
Interest expense	<u>(1,035,169)</u>
Total nonoperating revenues (expenses)	<u>(338,418)</u>
Income (loss) before contributions and transfers	9,544,271
Capital grants	<u>2,271,308</u>
Change in net assets	11,815,579
Total net assets -- beginning	<u>45,050,836</u>
TOTAL NET ASSETS -- ENDING	\$56,866,415

Financial Report

Combined Statement of Net Assets
as of March 31, 2008

ASSETS	
Current Assets	
Cash and cash equivalents	\$9,451,041
Investments	370,200
Receivables -- net	3,736,208
Inventories -- net	101,602
Prepaid expenses and other assets	503,583
Interprogram due from	<u>4,903,460</u>
Total current assets	<u>19,066,094</u>
Noncurrent Assets	
Restricted cash and cash equivalents	12,664,971
Capital assets:	
Land	9,925,693
Building and equipment	126,002,752
Construction in progress	4,503,816
Less accumulated depreciation	(86,036,130)
Capital assets, net	54,396,131
Total noncurrent assets	<u>67,061,102</u>
TOTAL ASSETS	<u>86,127,196</u>
LIABILITIES	
Current Liabilities	
Accounts payable	441,822
Accrued liabilities	802,146
Intergovernmental payables	104,992
Tenant security deposits	521,021
Deferred revenue	63,325
Bonds, notes and loans payable	938,279
Other current liabilities	428,921
Interprogram due to	<u>4,903,460</u>
Total current liabilities	<u>8,203,966</u>
Noncurrent Liabilities	
Bonds, notes and loans payable	20,244,850
Accrued compensated absences non-current	290,091
Noncurrent liabilities -- other	<u>521,874</u>
Total noncurrent liabilities	<u>21,056,815</u>
TOTAL LIABILITIES	<u>29,260,781</u>



**James Hargrove,
President & CEO**

To the Community of Austin,

We, the President and Board of Commissioners for the Housing Authority of the City of Austin, are pleased to present our 2007-2008 annual report.

“Ensuring and Preserving Affordability” displays the efforts the agency has taken to maintain its seventy year-old housing inventory and ensure housing remains affordable. The agency embarks on its mission to provide safe, decent affordable housing to the 19,945 Austinites we serve and the numerous individuals awaiting assistance. Maintaining safe and decent housing structures is the foundation to our many services including resident self-sufficiency, homeownership, education, scholarships and employment.

This year’s report illustrates the fact that the agency has secured worthwhile investments and made unprecedented strides in the realm of affordable housing.

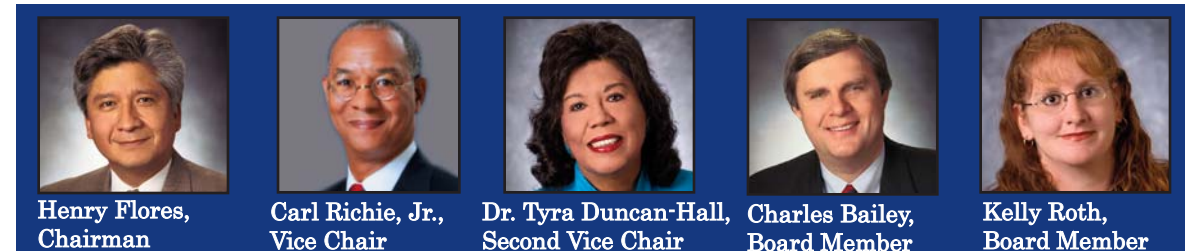
Many of these investments are made possible by the entrepreneurial efforts of Austin Affordable Housing Corporation (AAHC), HACA’s non-profit subsidiary. AAHC owns a fully functioning shopping center and residential properties in Austin. The company’s real estate portfolio continues to expand with a total of four apartment complexes now under our management. The shopping center is filled to maximum occupancy with national business chains that are thriving at the location.

The Southwest Housing Compliance Corporation (SHCC), another non-profit subsidiary of HACA, is recognized by the U.S. Department of Housing and Urban Development (HUD) as one of the top project-based contract administrators in the country and continues to receive excellent compliance reviews.

With the combined efforts of every staff member, this agency is able to make a significant, positive impact on our residents- helping to break the cycle of dependency. We would like to thank our community partners, resident councils and the Citywide Advisory Board for their contributions and service.

Sincerely,

Henry Flores
Carl Richie, Jr.
Dr. Tyra
Duncan-Hall
Charles Bailey
Kelly Roth
James Hargrove



**Henry Flores,
Chairman**

**Carl Richie, Jr.,
Vice Chair**

**Dr. Tyra Duncan-Hall,
Second Vice Chair**

**Charles Bailey,
Board Member**

**Kelly Roth,
Board Member**

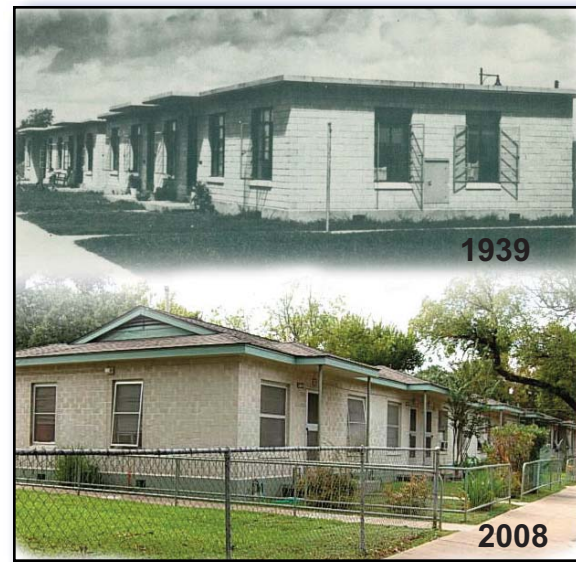
Ensuring and Preserving

Affordability

There is an increased, not decreased, need for affordable housing for low-income families. As stated by the Federal Department of Housing and Urban Development, "The generally accepted definition of affordability is for a household to pay no more than 30 percent of its annual income on housing. Families who pay more than 30 percent of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care."

The Housing Authority of the City of Austin exists to provide the basic need of shelter for many men, women and children in the Austin area. There are nineteen housing developments along the IH-35 corridor and expanding east and west of the city. The housing authority takes vested interest in the upkeep and preservation of this existing housing inventory.

In addition to the preservation of existing housing developments, it is also in our interest to open more doors to Austinites. The purchase and acquisition of additional real estate properties displays our will to ensure affordability continues well into the future.



Senate Proclamation No. 549

Recognizing the Housing Authority of the City of Austin on its 70th Anniversary.

Employee Recognition

The employees of the Housing Authority of the City of Austin are linked to the values of helping one another and assisting others. HACA is consistently recognized as one of the top performing housing agencies in the nation. The agency accomplished all goals set for the year 2007.

The Employee Recognition Committee (ERC) works hard to recognize employees of exemplary work ethic through the Employee of the Quarter and Employee of the Year Awards. The entire staff votes for a nominee of their choice and the recipient wins one paid-day vacation.

"An agency that works hard, plays hard." The ERC coordinates events throughout the year to cheer the agency staff. Those events and activities include a year-end holiday festivity, Thanksgiving luncheon, director's barbeque, and company picnic.

Acknowledgement and support of our staff is of utmost importance to the agency. We value hard work, dedication, and innovative solutions to better serve the individual lives we impact everyday.



Neal O'Mahoney
Employee of the 1st Quarter



Ann Hitner
Employee of the 2nd Quarter



Martin Baca
Employee of the 3rd Quarter and Employee of the Year



Janette Miller
Employee of the 4th Quarter



Housing Departments

Admissions Department

Our work at HACA serves our residents. Our existence thrives on a constant cycle of housing families and helping them to reach self-sufficiency. The entry point of this cycle starts with Admissions, where a department of ten, helps to house thousands of people.

The Admissions department manages waitlist applicants for both the Public Housing and Housing Choice Voucher programs. Applicants transition through the orientation process then go on to fill another happy home.

Both the Public Housing and Housing Choice Voucher waitlists consist of nearly 5,000 applicants in need of housing assistance. The Admissions staff efficiently processes files and assigns public housing units based on availability. The average public housing unit turnaround time has decreased from last year to a new average of 10 days!

Housing and Community Development

The foundation of Public Housing is made up of the Housing and Community Development (HCD) department. The department continues to ensure safe unit structures and safe community environments. HCD encourages residents to become involved in their community through various outreach activities including the On-Time Rent Drawing, Yard/Porch of the Month, Good Housekeeping Awards, and New Resident Move-In packets.

Many public housing properties employ certified peace officers for neighborhood security. HACA has a no tolerance policy for illegal activity. The purpose of this directive is to effectively remove any criminal or drug activity and to suspend the negative stereotype of public housing. Residents are highly active in safety watch meetings and are regularly informed about their rights as a tenant.

Housing Choice Voucher Program

Parallel to the HCD department, the Housing Choice Voucher Program (HCVP) works to ensure families live in quality housing. HCVP works strictly with Section 8 tenants and landlords in the private rental market funded by the U.S. Department of Housing and Urban Development (HUD). HCVP assists residents with their rent and oversees participants through extensive case management.

Since February 1997, the program has increased in size from 2,203 vouchers to 5,023 vouchers. This increase is due to HUD entrusting the Austin housing authority to be able to diligently manage a larger case load and still remain a high performing agency.

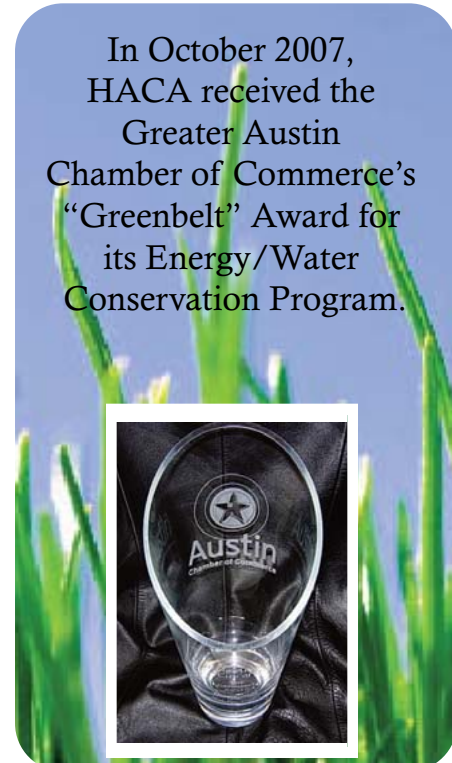
The HCVP has successfully earned high markings in HUD's Section 8 Management Assessment Program's (SEMAP) annual evaluation remaining a high performer for the seventh consecutive year.

Capital Fund Improvement

HACA embarked as the first public housing authority in Texas to enter into an Energy Performance Contract

The public housing inventory of the Housing Authority of the City of Austin is the oldest stock in the nation. The agency was created by resolution in December of 1937. The first three family sites were constructed in 1939 and continue to be in operation today along with 16 additional properties built from the 1950's-1980's.

However to preserve an antiquated housing stock, the agency is faced with many challenges that range from the size of the units, dilapidation of original construction materials, structural limitations and continuous upkeep. The Capital Fund Program abates many of these issues through annual and projected planning. The Capital



In October 2007, HACA received the Greater Austin Chamber of Commerce's "Greenbelt" Award for its Energy/Water Conservation Program.

HACA embarked as the first public housing authority in Texas to enter into an Energy Performance Contract to reduce agency-wide water consumption. By the year 2012, the program is expected to save the agency nearly 145,000,000 gallons of water and approximately \$5,500,000 in water and energy savings.

Thinking towards the future and considering how our actions of today will impact the needs of tomorrow, HACA has for many years taken the initiative to create measures to protect our natural resources and enhance the services provided to our residents.

Fund is a grant provided by the U.S. Department of Housing and Urban Development for physical improvements, emergency repairs, regulatory compliance and improvements that are outside the scope of routine maintenance and other special projects.

In addition to the Capital Fund, in May of 2000,

HACA has been able to reap the rewards of this program not only financially, but also through community recognition. In 2007, HACA was awarded at the Greater Austin Chamber of Commerce Business Awards as the Non-Profit winner for "The Greenbelt Award."

Family Self-Sufficiency



She is most excited to announce, with a smile, “Welcome to my home.”

Kizzy Simmons’ success story started many years ago with her determination and willingness to succeed. The right attitude partnered with planning for the future equals progression. Kizzy and her family recently moved into their home in Manor, Texas. It was not easy, but she did it. “I couldn’t even believe I’d gotten approved for the house! I was on eggshells.” Kizzy wanted to buy a home since she was 21 years-old and her new home was her 30th birthday present to herself. Finding permanent employment was one of her most trying obstacles on the road to homeownership. Kizzy now works for the Department of Health and Human Services working to help other families receive basic needs assistance. She understands their plight in the struggle to live, saying, “I’ve been on their side, I can write the book.” Kizzy lives in a 3-bedroom, 2-bathroom home and she is most excited to announce with a smile, “Welcome to my home.”

Each honoree has an unique life story to tell, with a common denominator of economic independence.

Established in 1993, the Family Self-Sufficiency (FSS) Program links members to supportive services so they can support their family without public assistance. Family Self-Sufficiency Specialists work with the members to identify a

five-year plan documenting their personal and professional goals. As the resident’s rent increases, due to earning higher wages, a portion of the rent is matched by the FSS Program and credited monthly to an escrow account, which they will receive upon graduation.

The agency honors the FSS graduates’ achievements with an elegant ballroom banquet. The goals and accomplishments of each FSS member is announced and recognition is given to their future aspirations such as homeownership,

education, or career. Over 70 individuals have graduated from the program with over \$580,000 in combined escrow account payouts. The highest escrow payment earned while in the program was \$28,000.

This year’s graduates received a total amount of \$122,114 in escrow account payouts and \$107,000 toward homeownership. Each honoree has an unique life story to tell with a common denominator of economic independence.

Youth Educational Success

There are 10, 627 youth receiving assistance through the housing authority and each are valued individuals. Providing a safe and comfortable shelter is only the start of the commitment HACA takes to ensure the children have a bright future. Investing in our youth, HACA hopes to break the poverty cycle at a young age.

The Youth Educational Success (YES) Program exists to keep kids in school and to support city-wide programs for

minors during school hours, after-school and in the summer.

Success of the YES program comes from the dedication of our program partners; Communities in Schools- SMART Kids Tutoring Program, Youth Academic Incentive Program, Boys and Girls Club, Boy Scouts and Girl Scouts, school supply distribution, HACA School Volunteer Mentoring Program and many other programs bond with the youth for their successes.



HACA’s Annual Youth Incentive Trip salutes students with Perfect Attendance and/or A/B Honor Roll.

Photographs taken at the 10th Annual Family Self-Sufficiency/ Homeownership Banquet "A Decade of Success"



Austin Affordable Housing Corporation

Homeownership Program

First-time homebuyers who are residents of the Public Housing or the Housing Choice Voucher programs, have the opportunity to be awarded \$10,000 towards the down-payment of a home. The loan is awarded on a first-come, first-serve basis as funding for the program continues. Loan applicants must first be qualified for homeownership and contribute a minimum of \$2,500 towards the purchase of the home. Additionally, the applicant must complete a home-buyers training course and qualify for first mortgage financing from a private financial institution.

The best part about the program is that the downpayment loan is forgiven after five years if the homeowner is not in default. No monthly payments are required on the down-payment assistance loan and repayment is deferred unless the owner sells, transfers, refinances or converts the home to a rental property within five years.

The Family Self-Sufficiency/Homeownership Banquet recognizes all of our homeowners each year at a formal gala. Homeowners receive a plaque and a gift basket with supplies they can use in their new homes. HACA congratulates them for their achievements as they encourage others to obtain the dream of becoming a homeowner.

34 Individuals have become homeowners through the Homeownership /Down Payment Assistance Program

- *5 years in operation
- *10 homeowners in the year 2007 for a total of 34 homeowners
- *4 Austin Multi-Family Properties
- *466 Total Housing Units
- *A non-profit subsidiary of the housing authority



Austin Affordable Housing Corporation

Commercial Real Estate: Eastland Plaza

Commercial real estate ventures have expanded the portfolio of the Austin Affordable Housing Corporation (AAHC), a subsidiary of the housing authority. Eastland Plaza, located East of IH-35 on Airport Boulevard, hosts a full-scale shopping center. Store types range from a grocery market to retail clothing stores. The shopping center is currently 100 percent occupied. The occupants renting the space from the housing authority are mostly **large publicly traded corporations**. These occupants include Wal-greens, Subway, Pizza Hut and Citi-Trends. Shoe Show recently opened its doors to the public providing quality, affordable shoes. The high profile businesses capitalize on the excellent location and drive through traffic the

shopping center provides.

AAHC carefully considers which companies are placed in the shopping center. Particular attention is paid to companies who provide quality products and maintain affordability.

By the end of 2008, the housing authority with AAHC and the Hispanic Chamber of Commerce will debut the **Emerging Entrepreneur Business Development Center** at Eastland Plaza. This newly created center will serve as a business incubator for start-up business entrepreneurs and will provide free technology training, business education, support services and office space to these new business owners.



Eastland Plaza Gives Back

Eastland Plaza's popular retail stores and eateries not only add value and resources to the neighborhood, the shopping center also sponsors events and donations to positively impact the community it serves.

Every holiday season, the big **Christmas Celebration** is hosted in the plaza parking lot with train rides and games. Santa is available for pictures and holiday cheer. Before the school year begins, the **Back-to-School Bash** gives the community students backpacks and supplies for the upcoming school year. The bash also provides food and entertainment.

One of the most important charities sponsored through AAHC is the allotment of **school donations** given to area schools surrounding Eastland Plaza. Every year AAHC awards over \$15,000 to five area schools.

Southwest Housing Compliance Corporation

An additional division to ensure the affordability of housing is the Southwest Housing Compliance Corporation (SHCC). As a subsidiary agency of the housing authority, SHCC produces supplemental revenue and provides service and expertise related above and beyond the housing authority. As a non-profit agency, SHCC specializes in compliance and federal policy of Project Based Section 8 programs for Texas and Arkansas.

Each year SHCC undergoes an extensive audit of the agency's revenue and files. The audit processors generally look for SHCC's adherence to active federal policies and evidence of tasks performed. Auditors, for example, look for consistency in reports given to the U.S. Department of Housing and Urban Development. The auditors will also ensure Housing Assistance Payments are issued to property owners. SHCC is responsible for distributing a staggering \$25-27 million dollars to property owners each month.

The SHCC Call Center provides an outlet for residents and others associated with the 901 properties SHCC manages in Texas and Arkansas to register important matters. Over the past year 1,144 calls have filtered through the system with concerns ranging from maintenance problems to tenant/manager issues. The call center processes each claim and closes the situation in a timely manner.

SHCC's unprecedented Error Tracking Log formally tracks error reports of property managers, thereby improving correction time and training efforts.

Each month \$25-27 million dollars are distributed to property owners for Housing Assistance Payments.

- *8 years in operation
- *667 Texas Properties
- *234 Arkansas Properties
- *62,005 Total Housing Units
- *A non-profit subsidiary of the housing authority





2007 Scholarship Recipient Rhonda Douglas

The Seventh Annual Resident Academic Scholarship Awards Ceremony was held on July 12, 2007.

Forty-two students received a total of \$80,000 in scholarship funding sponsored by Southwest Housing Compliance Corporation.

“The whole idea is to break the poverty cycle.”

**-James Hargrove,
President and
CEO.**

Austin Affordable Housing Corporation *Residential Real Estate Properties*

Austin Affordable Housing Corporation (AAHC) ensures and preserves quality, affordable housing opportunities and continues to pursue entrepreneurial endeavors. The current inventory of apartment complexes are at or near 100 percent occupancy. AAHC continues to search for new multi-family acquisitions to create additional housing and generate revenue to be cycled back into the communities. With each purchase, multiple goals are met: to diligently keep rent affordable, ensure long-term affordability and provide decent and safe dwellings. AAHC has taken another step in assisting those in need by partnering with ADAPT to provide handicap accessibility at the various apartment locations.



Bent Tree Apartment Homes, AAHC's first residential real estate property. Located in West Austin, these units remain affordable under the management of AAHC.



Sterling Village Apartment Homes, located in Central Austin. The complex was acquired by AAHC in 2005.



Sweetwater Apartment Homes, purchased in 2007. Sweetwater is located on Wells Branch Parkway in Austin, Texas.



Leisure Time Village Apartment Homes is the most recent property purchase consisting of ten individual units. AAHC oversees the management of the property's homeowners association.

Lease-to-Own Program



Candace Blaylark, the first participant of the Lease-to-Own Program.

Goals and Objectives

- * Increase the supply of affordable and quality housing for residents living within low to moderate-income levels.
- * Provide an incentive for residents to attain employment and a new vision of their future potential, including being free from welfare assistance and to be a homeowner.
- * Assist those residents who are financially able to qualify for a mortgage, but need extra time to solve any credit issues that would normally cause them not to qualify or rely on sub-prime lending programs.

Six-Star Resident Program

AAHC, under the umbrella of the housing authority, offers a unique opportunity for families who desire to become free from public housing regulations, but are still in need of rental assistance. AAHC's Six-Star Resident Program discounts the fair market rents at several North Austin apartment complexes to an affordable rate. To be eligible for the assistance program, participants must have resided in the public housing program for one year or more and be in good standing. Once the family is placed in the Six-Star Program, their public housing assistance will discontinue. The length of this program is three years with the rent amounts increasing slightly every year. Participants of the program are able to gradually get back on their feet and afford to pay the entire rental rate for the apartment.

Customer Service Survey

In 2004, HACA launched its own Customer Satisfaction Survey to ensure the agency was staying true to its mission, but also ensuring those served by HACA were truly receiving the best service. The Customer Satisfaction Survey was designed to ask questions that staff thought to be the most important and relevant to the services offered by the agency. Focus groups were formed by each department. A unique survey was developed for the following four areas: public housing residents, Housing Choice Voucher (HCV) Section 8 clients, HCV Section 8 landlords, and vendors/contractors utilized by the agency. Additionally, the public housing survey is designed to compliment the Resident Assessment Satisfaction Survey administered by the U. S. Department of Housing and Urban Development. For 2007, HACA distributed 8,500 surveys and had its highest return rate of 27.5% with over 2,300 returned surveys. The overall score for the agency was a 3.26 out of a 4.0 scale.

Consultant for Highest and Best Use

The Housing Authority of the City of Austin has retained a consultant to conduct a market study and feasibility analysis to determine the highest and best use for the redevelopment of the public housing portfolio. This study and analysis of the various public housing properties will provide an understanding of the demographic and economic forces, as well as market opportunities for possible residential and neighborhood commercial mixed-use developments. When development plans are prepared, the agency will ensure there is a one for one replacement of all affected units and develop a comprehensive relocation plan that is sensitive to the needs and concerns of all residents.