AGENDA

A Regular Board Meeting for:
SAN ANTONIO HOUSING TRUST FOUNDATION
will be held at Municipal Plaza B Room
114 W Commerce St., San Antonio, TX 78205
and virtually via ZOOM:
https://us02web.zoom.us/j/89089340061?pwd=qxE1bDNhshJvrJFiD94D4GjnRhasYP.1
DIAL-IN NUMBER: 1-346-248-7799 MEETING ID: 890 8934 0061 PASSWORD: 246383
On Friday, October 21, 2022, beginning at 2:00 p.m.

NOTICE: *A quorum of the board of directors will be physically located at 114 W Commerce St., San Antonio, TX 78205 at 2:00 p.m. One or more of the Directors may attend this meeting by video conference pursuant to the requirements set forth in the Texas Open Meetings Act. An electronic copy of the agenda packet may be accessed at the San Antonio Housing Trust website under the CALENDAR/Board Meeting date page prior to the meeting.*

NOTICE: *This meeting of the Board, being held for the reasons listed below, is authorized in accordance with the Texas Government Code, Sections 551.001 - 551.146. Verification of Notice of Meeting and Agenda are on file in the Office of the Executive Director.*

1. Call to Order and Roll Call
2. Discussion and possible action to approve minutes of September 16, 2022
3. Public Comment – Interested speakers will have 3 minutes each to address the Board on agenda items or housing policy related matters.
4. Discussion and possible action to approve a resolution authorizing mortgage forgiveness for one single-family loan owned by the San Antonio Housing Trust Foundation, Inc.
5. Discussion and possible action to consider a resolution amending the FY 2023 Operating Budget and authorize the Executive Director to select, negotiate, and execute an office lease agreement for up to 5 years.
6. Discussion and possible action to approve a resolution to approve the San Antonio Housing Trust 5-year Strategic Plan.
7. Discussion and possible action to consent to the Executive Director serving on the Advisory Board for Preston Hollow Community Capital who has applied to be certified as a new CDFI.
8. Adjournment.

Executive Session. The San Antonio Housing Trust reserves the right to adjourn into Executive Session at any time during the course of this meeting to discuss any of the matters listed on the posted agenda, above, as authorized by the Texas Government Code, Sections 551.071 (consultation with attorney), 551.072 (deliberations about real property), 551.073 (deliberations about gifts and donations), 551.074 (personnel matters), 551.076 (deliberations about security devices), and 551.087 (economic development). *ANY ITEM DISCUSSED IN EXECUTIVE SESSION MAY BE ACTED ON IN OPEN SESSION*

Attendance by Other Elected or Appointed Officials: It is possible that members City boards, commissions and/or committees may attend the open meeting in numbers that may constitute a quorum. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a meeting of any other boards, commissions and/or

committees of the City, whose members may be in attendance in numbers constituting a quorum. These members of other City boards, commissions, and/or committees may not deliberate or take action on items listed on the agenda. [Attorney General Opinion – No. GA-0957 (2012)].

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretative services must be made 48 hours prior to this meeting. Please contact Nicole Collazo, for concerns or requests, at (210) 735-2772 or FAX (210) 735-2112.

San Antonio Housing Trust Foundation
Agenda Item 2

This item includes the approval of minutes from the **September 16, 2022**, meeting.

SAN ANTONIO HOUSING TRUST FOUNDATION

2022 OFFICIAL MEETING MINUTES

DATE: Friday, September 16, 2022

TIME AND PLACE: The San Antonio Housing Trust Foundation met in session at 2:07 p.m., via Zoom and in person at 114 W Commerce St, San Antonio, TX 78205.

PRESENT: Antoinette Brumfield, Mark Carmona, Councilwoman Teri Castillo, Eric Cooper, Councilman John Courage, Jordan Ghawi, Rachell Hathaway, Councilman Jalen McKee-Rodriguez, Marinella Murillo, Jane Pacione, and Councilwoman Phyllis Viagran.

ABSENT: Councilwoman Adriana Rocha Garcia

STAFF/VISITORS PRESENT:
Pedro Alanis- Executive Director San Antonio Housing Trust Foundation INC.; Nicole Collazo- Director of Operations San Antonio Housing Trust Foundation INC.; John Hernandez- Senior Asset Manager; Lauren Bejaran- Sr. Administrative Assistant San Antonio Housing Trust Foundation INC.; Ruben Lizalde- D3; Edward Muniga- D4; Ileana Sandoval- D9; Avis Chaisson- Palladium USA; Lee Garrison- Frazer Lanier; Jason Grubbs- Frazer Lanier; Steve Poppoon- LPDC; Jean Latsha- Pedcor Investments; Summer Greathouse- Attorney Bracewell; Clarissa Rodriguez- Attorney DNRBZ.

1. **CALL TO ORDER AND ROLL CALL**: The meeting was called to order by Vice President Jane Paccione and the roll was called by Lauren Bejaran.

   Councilman John Courage joins the meeting at 2:10 PM.

2. **APPROVAL OF BOARD MEETING MINUTES FOR AUGUST 19, 2022.**
   Eric Cooper motioned, and Rachell Hathaway seconded for approval of the August 19, 2022, minutes with the noted corrections.
   AYES: 10
   NAYS:
   ABSTAINED:
   THE MOTION PASSED.

3. **CITIZENS TO BE HEARD-INTERESTED SPEAKERS WILL HAVE 3 MINUTES EACH TO ADDRESS THE BOARD ON AGENDA ITEMS OR HOUSING POLICY RELATED MATTERS; A TOTAL OF 15 MINUTES WILL BE PROVIDED.**
   NONE.
   NO ACTION WAS TAKEN.

4. **CONSIDERATION AND POSSIBLE ACTION TO APPROVE THE SAN ANTONIO HOUSING TRUST FOUNDATION FISCAL YEAR 2023 BUDGET.**
   Pete Alanis briefed to the board about the proposed fiscal year 2023 budget. The FY 2023 revised budget was presented to the Finance and Audit Committee on September 9, 2022, and committee approved to move forward to full SAHTF Board. The proposed FY 2023 budget includes $1.6 million for operating expenses, $839,542 required operating reserves, and a forecasted estimate of $1.58 million in revenues earned to the Foundation from the 25% revenue fees from the PFC and Finance Corporation.

MINUTES COMMISSION ACTION:
Councilwoman Phyllis Viagran motioned, and Councilman John Courage seconded for approval of the San Antonio Housing Trust Foundation Fiscal Year 2023 Budget.
AYES: 10
NAYS:
ABSTAINED:
THE MOTION PASSED.

5. **BRIEFING, DISCUSSION AND POSSIBLE ACTION REGARDING THE ANNUAL CITY OF SAN ANTONIO PROFESSIONAL SERVICES AGREEMENT.**
Pete Alanis briefed to the board about the annual City of San Antonio Professional Services Agreement that requires the SAHTF to manage funds awarded to the Trust, PFC, and Finance Corporation, and function as an escrow agent to assist with various City housing programs. The City of San Antonio will advance SAHTF with approximately $962,500 to continue expediting payments for the Homeownership Program. The Foundation will require the city to provide support for the Displacement Impact Assessment if adopted for multi-family housing efforts in the future. Staff recommends approval of the Annual Professional Services Contract for FY 2023 with the City of San Antonio.

MINUTES COMMISSION ACTION:
Eric Cooper motioned, and Jordan Ghawi seconded to approval of the Annual City of San Antonio Professional Services Agreement.
AYES: 10
NAYS:
ABSTAINED:
THE MOTION PASSED.

6. **BRIEFING AND DISCUSSION REGARDING THE 5-YEAR STRATEGIC PLAN.**
Pete Alanis briefed to the board about the 5-Year Strategic Plan. SAHTF and Mission Matters worked together to present to the Board a draft for public input that will include proposal targets, 2023 priorities goals, reporting out, and public input and board consideration. The SAHT Board shall annually review the 5-Year Vision based on changes to San Antonio's housing environment and provide feedback to annual goals for the following year. Quarterly progress will be presented by the SAHT Leadership Team to the Board and the public. Staff recommends releasing a daft Strategic Plan to the public and our stakeholders for continues transparency and input prior to final consideration by the Board.

NO ACTION TAKEN.

7. **ADJOURNMENT**
Vice President Jane Paccione adjourned the meeting. There being no further business, the meeting adjourned at 2:53 p.m.

San Antonio Housing Trust Foundation
Agenda Item 3

Public Comment

Interested speakers will have 3 minutes each to address the Board on agenda items or housing policy related matters; a total of 15 minutes will be provided. Instructions to sign up for Public Comment via Zoom video conference.

To sign up for Public Comment please call 210-735-2772 24 hours prior to this meeting to place your name on the list.

San Antonio Housing Trust Foundation
Agenda Item 4

Discussion and possible action to approve a resolution authorizing mortgage forgiveness for one single-family loan owned by the San Antonio Housing Trust Foundation, Inc.

Summary:
Residents in our community are facing housing instability due to lingering effects from COVID pandemic, higher property taxes, and inflationary costs on everything from food to basic services. This is especially having an impact on our older adult populations who are almost solely on fixed incomes. In May 2022, the SA Housing Trust Foundation Board authorized providing loan forgiveness for 6 loans totaling approximately $96K for impacted households.

On July 29, 2022, our Director of Operations and Board Member Toni Brumfield individually met with an SAHT 2nd Mortgage client (Loan #1419FD1) to assess their financial standing and to understand their hardships. Residential client is medically disabled which prohibits them from leaving their house and has a 12-year-old daughter. Client works part time from home as a customer service representative.

After evaluation client they meet the criteria for loan relief based on their income level of below 40% AMI for household of two with an income of less than $26,560. The 30% cost burden threshold for housing cost based at this income level is $667. The mortgage on the first lien is $940, which means the homeowner pays over 42% of her income to housing costs.

First Lien Note	**SAHTF Second lien Note**
Current loan balance is $31,974.42	Current loan balance is $4,436.71
Interest Rate: 8.25%	Interest Rate: 3.5%
Monthly payment: $939.34	Monthly Payment: $50.00

The Home Value is $146,460 and the property is current on taxes.

Recommendation
Finance and Audit Committee agreed with staff recommendation and recommends to the Foundation Board authorizing a resolution to provide loan forgiveness of the second lien note valued at $4,436.71 for Loan #1419FD1.

Attachment:
Resolution

Pending Resolution

San Antonio Housing Trust Foundation
Agenda Item 5

Discussion and possible action to approve a resolution amending the FY 2023 Operating Budget and authorize the Executive Director to select, negotiate, and execute a lease agreement for up to 5 years.

Summary:
In line with our Five-Year Strategic Plan to increase the capacity of the SA Housing Trust by adding up to 4 additional employees, the organization will outgrow its current home at 2515 Blanco Rd. This location, known as the "Historic" McIlvaine House, was relocated to this site, and utilized as offices for the Foundation over 20 years ago. Currently, we house five full-time employees from this location and anticipate adding two additional employees in the next several months.

Staff considered a renovation to the McIlvaine House, however, a renovation with costs in the low six figures, will not accommodate both the short term and long-term staffing needs. As suggested by our board, we have engaged CBRE (on call broker) to conduct a search for possible office space. A formal appraisal has been ordered on the McIlvaine House.

Attached is a summary of the available office space within the IH-10/410 area and Downtown which met the location needs and amenities after discussion with our employees. For instance, daily driving distance/traffic, secure and covered parking, natural lighting, employee break area, free large conference room access, accessibility needs, high speed internet infrastructure, highway access to downtown, onsite café, walkability to nearby amenities, flexibility of build/finish out, afterhours access, fitness center, and security.

Working with CBRE we shortlisted several office locations and conducted in person visits of available spaces. *Attached is a more detailed map and summary.*

Building	$ / sf	# of sf Rented	Parking Ratio	Annual Rent	Annual Parking*	Total Cost
Northwest Matrix:						
City View	$ 37.97	3,500	3.85:1,000	$ 132,895.00	Free	$ 132,895.00
Colonnade	$ 28.50	3,500	4.00:1,000	$ 99,750.00	Free	$ 99,750.00
Fountainhead Tower	$ 32.17	3,500	4.80:1,000	$ 112,595.00	Free	$ 112,595.00
Forum One	$ 34.08	3,500	4.20:1,000	$ 119,280.00	Free	$ 119,280.00
Lincoln Center	$ 25.50	3,500	3.20:1,000	$ 89,250.00	Free	$ 89,250.00
Northwest Center	$ 26.50	3,500	3.50:1,000	$ 92,750.00	Free	$ 92,750.00
Downtown Matrix:						
Travis Park Plaza	$ 34.90	3,500	5.00:1,000	$ 122,150.00	$ 12,990.00	$ 135,140.00
The Rand	$ 37.90	3,500	5.20:1,000	$ 132,650.00	$ 14,548.80	$ 147,198.80
City Tower	$ 25.50	3,500	2.28:1,000	$ 89,250.00	$ 14,029.20	$ 103,279.20
One Alamo Centre	$ 29.50	3,500	0.89:1,000	$ 103,250.00	$ 12,990.00	$ 116,240.00

After completing our site visits, staff has selected two office locations that meets our needs. We have requested CBRE to coordinate receiving proposals from both the **Colonnade** and **Fountainhead Tower** to provide us with more detailed information of what each office entity can offer for a 5-year lease.

Staff has received back the initial office proposals from the two properties. We our working with our broker to engage an architect at the properties cost to further design and negotiate the special needs. In the interim, our CFO has prepared a budget adjustment proposal based on the two selected properties.

Description	2/1 - 9/30/2023		
	Colonnade	Fountainhead Tower	Amendment #2023-001
Rent	$ 66,500.00	$ 75,063.33	$ 45,550.00
Furniture and Fixtures	$ 10,000.00	$ 10,000.00	10,000.00
General Maintenance & Repairs	(20,000.00)	(20,000.00)	(20,000.00)
Moving Expenses	7,500.00	7,500.00	7,500.00
Office Cleaning	(3,850.00)	(3,850.00)	(3,850.00)
Utilities	(4,200.00)	(4,200.00)	(4,200.00)
Funding Needed in FY 2023	$ 55,950.00	$ 64,513.33	$ 35,000.00
Funds Included in Adopted Budget	(35,000.00)	(35,000.00)	-
Requested Budget Amendment	**$ 20,950.00**	**$ 29,513.33**	**$ 35,000.00**

Recommendation

The Finance Committee voted to move forward to the Foundation board a budget amendment authorization of up to $35,000 in available Foundation funds *(increasing the Operating Reserve by up to $17,500)* thus authorizing the relocation of the San Antonio Housing Trust Foundation to a new office location as selected by Executive Director.

Attachments:

FY 2023 Amended Budget

Office Matrix

SAN ANTONIO HOUSING TRUST FOUNDATION, INC.
FY 2023 Budget Amendment #2023-001

	FY 2023 Adopted Budget	Amendment #2023-001	FY 2023 Amended Budget
OPERATING REVENUES			
Administrative Fee Income			
SAHT Finance Corporation	$ 34,180	$ -	$ 34,180
SAHT Public Facility Corporation	1,385,584	-	1,385,584
Total Administrative Fee Income	1,419,764	-	1,419,764
Interest Income - Loans	10,000	-	10,000
TOTAL OPERATING REVENUES	**$ 1,429,764**	**$ -**	**$ 1,429,764**
OPERATING EXPENSES			
Advertising and Marketing	$ 5,000	$ -	$ 5,000
Bank Fees & Service Charges	500	-	500
Insurance Expense			
Insurance - Business Owner's	3,940	-	3,940
Insurance - Crime	1,357	-	1,357
Insurance - Directors & Officers	9,727	-	9,727
Insurance - Workers Comp	901	-	901
Total Insurance Expense	15,925	-	15,925
Maintenance & Repairs			
General Maintenance & Repairs	25,000	(20,000)	5,000
Grounds Maintenance & Mowing	5,638	-	5,638
Moving Expenses	-	7,500	7,500
Office Cleaning	5,775	(3,850)	1,925
Pest Control	477	-	477
Total Maintenance & Repairs	36,890	(16,350)	20,540
Meals & Events	4,500	-	4,500
Office Expenses			
Equipment Purchases	7,000	-	7,000
Furniture Purchases	10,000	10,000	20,000
Office Supplies	8,000	-	8,000
Printing & Photocopying	1,000	-	1,000
Security & Monitoring	656	-	656
Shipping & Postage	750	-	750
Shredding Services	100	-	100
Total Office Expenses	27,506	10,000	37,506

SAN ANTONIO HOUSING TRUST FOUNDATION, INC.
FY 2023 Budget Amendment #2023-001

	FY 2023 Adopted Budget	Amendment #2023-001	FY 2023 Amended Budget
OPERATING EXPENSES (Continued)			
Payroll Expenses			
Allowance - Auto	24,000	-	24,000
Allowance - Telephone	2,400	-	2,400
Insurance - Health	75,601	-	75,601
Insurance - Life	15,000	-	15,000
Payroll Tax Expense	59,019	-	59,019
Retirement Plan Expense	83,969	-	83,969
Salaries & Wages	709,739	-	709,739
Total Payroll Expense	969,728	-	969,728
Professional Services			
Accounting & CFO Services	130,800	-	130,800
Audit Services	40,000	-	40,000
Legal Services	72,000	-	72,000
Marketing & Public Relations Services	44,000	-	44,000
Strategic Planning Services	7,500	-	7,500
Web Hosting	3,575	-	3,575
Other Professional Services	50,000	-	50,000
Total Professional Services	347,875	-	347,875
Rent Expense			
Equipment Rent	5,084	-	5,084
Facilities Rent	38,000	45,550	83,550
Total Rent Expense	43,084	45,550	88,634
Subscriptions			
Subscriptions - Memberships & Fees	4,717	-	4,717
Subscriptions - Software Licenses	134,350	-	134,350
Total Subscriptions	139,067	-	139,067
Telephone & Internet	3,500	-	3,500
Travel & Training	25,000	-	25,000
Utilities	8,800	(4,200)	4,600
TOTAL OPERATING EXPENSES	**$ 1,627,375**	**$ 35,000**	**$ 1,662,375**
OPERATING INCOME (LOSS)	**$ (197,611)**	**$ (35,000)**	**$ (232,611)**

SAN ANTONIO HOUSING TRUST FOUNDATION, INC.
FY 2023 Budget Amendment #2023-001

	FY 2023 Adopted Budget	Amendment #2023-001	FY 2023 Amended Budget
NONOPERATING REVENUES (EXPENSES)			
Intergovernmental Revenues			
Asset Management Services	248,000	-	248,000
Compliance Monitoring Services	155,000	-	155,000
TOTAL INTERGOVERNMENTAL REVENUES	403,000	-	403,000
Intergovernmental Expenses			
Asset Management Services	(248,000)	-	(248,000)
Compliance Monitoring Services	(155,000)	-	(155,000)
TOTAL INTERGOVERNMENTAL EXPENSES	(403,000)	-	(403,000)
INCREASE (DECREASE) IN NET POSITION	**$ (197,611)**	**$ (35,000)**	**$ (232,611)**

REQUIRED OPERATING RESERVE			
FY 2023 Expenditures	$ 1,627,375	$ 35,000	$ 1,662,375
Less: Grant Expenses	-	-	-
Less: Disbursements to SAHT	-	-	-
Less: Allowance for Uncollectible Accounts	-	-	-
Adjusted FY 2023 Expenditures	**$ 1,627,375**	**$ 35,000**	**$ 1,662,375**
Operating Expenditure Budget	$ 1,627,375	$ 35,000	$ 1,662,375
REQUIRED - 50% of Adopted Expenditure Budget	**$ 813,688**	**$ 17,500**	**$ 831,188**

SAN ANTONIO HOUSING TRUST

COST ANALYSIS - OFFICE SPACE
Budget Amendment #2023-001

The following cost analysis was generated in support of our overall operating budget increase request of $30,000 for FY 2023. These funds will be used for office rent due to the proposed relocation of the SAHTF effective 2/1/2023.

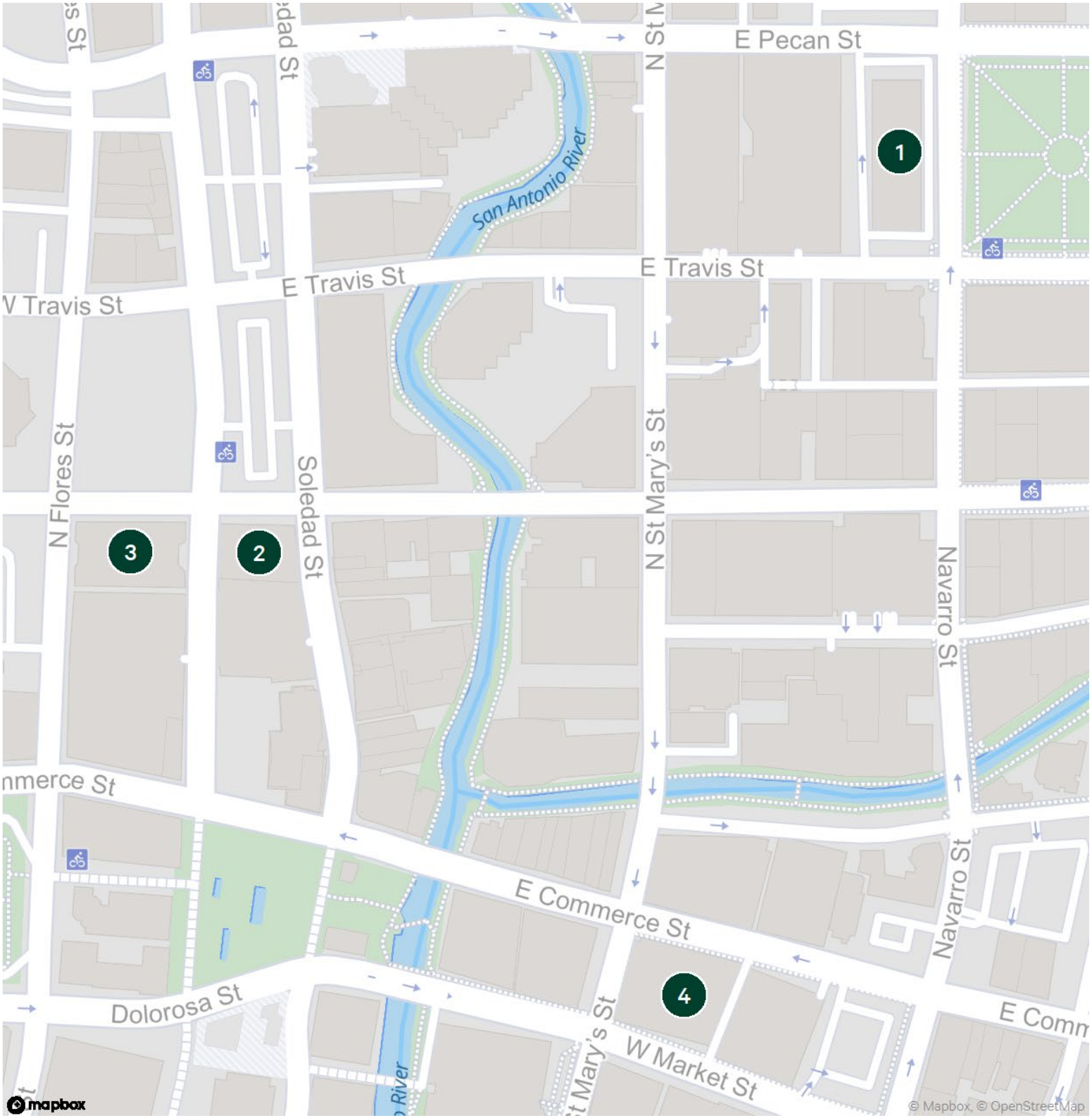
Building	$ / sf	# of sf Rented	Parking Ratio	Annual Rent	Annual Parking*	Total Cost
Northwest Matrix:						
City View	$ 37.97	3,500	3.85:1,000	$ 132,895.00	Free	$ 132,895.00
Colonnade	$ 28.50	3,500	4.00:1,000	$ 99,750.00	Free	$ 99,750.00
Fountainhead Tower	$ 32.17	3,500	4.80:1,000	$ 112,595.00	Free	$ 112,595.00
Forum One	$ 34.08	3,500	4.20:1,000	$ 119,280.00	Free	$ 119,280.00
Lincoln Center	$ 25.50	3,500	3.20:1,000	$ 89,250.00	Free	$ 89,250.00
Northwest Center	$ 26.50	3,500	3.50:1,000	$ 92,750.00	Free	$ 92,750.00
Downtown Matrix:						
Travis Park Plaza	$ 34.90	3,500	5.00:1,000	$ 122,150.00	$ 12,990.00	$ 135,140.00
The Rand	$ 37.90	3,500	5.20:1,000	$ 132,650.00	$ 14,548.80	$ 147,198.80
City Tower	$ 25.50	3,500	2.28:1,000	$ 89,250.00	$ 14,029.20	$ 103,279.20
One Alamo Centre	$ 29.50	3,500	0.89:1,000	$ 103,250.00	$ 12,990.00	$ 116,240.00

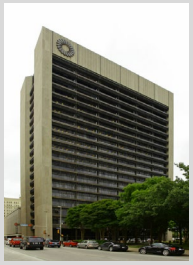
*Assumes cost of 8 parking spaces based on current staffing projections, plus guest spots

Description	2/1 - 9/30/2023		
	Colonnade	Fountainhead Tower	Amendment #2023-001
Rent	$ 66,500.00	$ 75,063.33	$ 45,550.00
Furniture and Fixtures	$ 10,000.00	$ 10,000.00	10,000.00
General Maintenance & Repairs	(20,000.00)	(20,000.00)	(20,000.00)
Moving Expenses	7,500.00	7,500.00	7,500.00
Office Cleaning	(3,850.00)	(3,850.00)	(3,850.00)
Utilities	(4,200.00)	(4,200.00)	(4,200.00)
Funding Needed in FY 2023	$ 55,950.00	$ 64,513.33	$ 35,000.00
Funds Included in Adopted Budget	(35,000.00)	(35,000.00)	-
Requested Budget Amendment	**$ 20,950.00**	**$ 29,513.33**	**$ 35,000.00**

Downtown

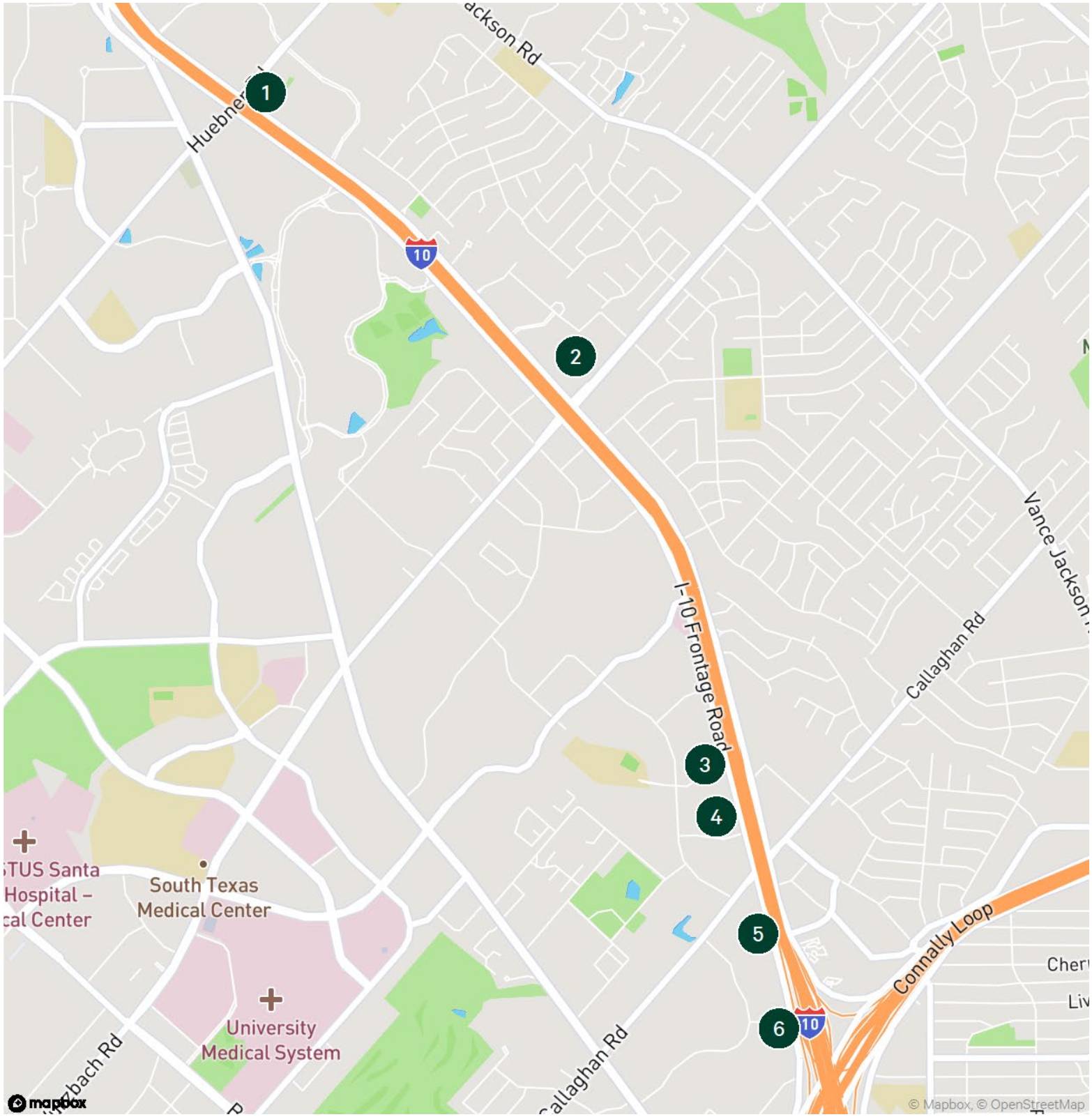
1. 711 Navarro St- Travis Park Plaza
   San Antonio, TX, 78205
2. 110 E Houston St- The Rand
   San Antonio, TX, 78205
3. 100 W Houston St- City Tower
   San Antonio, TX, 78205
4. 106 S Saint Mary's St- One Alamo Centre
   San Antonio, TX, 78205

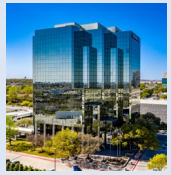


Map #	Picture	Building Name/ Address/ Owner	Class/ Year Built	# of Stories	Total Building RBA	Suites Available	Quoted Rent + OPEX	Parking Ratio + Cost	Amenities/ Comments
1		Travis Park Plaza 711 Navarro St. Entrada Partners	A 1970/Renov. 2001	7	151,736 SF	Suite 104: 3,686 SF Suite 230: 4,606 SF	$34.90 Gross Rent ($22.00 NNN OPEX: $12.90)	5.00:1,000 $125 + tax Per space/mo. At approx. 3,800 SF, the parking charge adds $3.85/SF	Banking, Bus Line, Property Manager On-Site, Security System
2		The Rand 110 E Houston St. Weston Urban LLC	B 1913	8	115,289 SF	Partial 1st Floor: 4,478 SF	$37.90 Gross Rent ($22.00 NNN OPEX: 15.90)	5.20:1,000 $140 + tax Per space/mo. At approx. 3,800 SF, the parking charge adds $4.31/SF	Atrium, Balcony, Banking, Bus Line, Controlled Access, Property Manager On-Site
3		City Tower 100 W Houston St. City of San Antonio	B 1975	20	348,744 SF	11th Floor: 5,580 SF	$25.50 Full Service	2.28:1,000 $135 + tax Per space/mo. At approx. 3,800 SF, the parking charge adds $4.15/SF	Atrium, Banking, Bus Line, Controlled Access, Food Service, Property Manager On-Site, Signage
4		One Alamo Centre 106 S Saint Mary's St. Entrada Partners	B 1981	8	165,500 SF	Suite 201: 5,752 SF	$29.50 Gross Rent ($20.00 NNN OPEX: $9.50)	0.89:1,000 $125 + tax Per space/mo. At approx. 3,800 SF, the parking charge adds $3.85/SF	24 Hour Access, Air Conditioning, Atrium, Banking, Bus Line, Conferencing Facility, Controlled Access, Property Manager On-Site, Security System

Northwest

1. 10999 W IH-10- City View
   San Antonio, TX, 78230
2. 9901 W IH-10- Colonnade
   San Antonio, TX, 78230
3. 8200 W I-10- Fountainhead Tower
   San Antonio, TX, 78230
4. 8000 W IH-10- Forum One
   San Antonio, TX, 78230
5. 7800 W IH-10- Lincoln Center
   San Antonio, TX, 78230
6. 7550 W IH-10- Northwest Center
   San Antonio, TX, 78229



Map #	Picture	Building Name/ Address/ Owner	Class/ Year Built	# of Stories	Total Building RBA	Suites Available	Quoted Rent + OPEX	Parking Ratio + Cost	Amenities/ Comments
1		City View 10999 W IH-10 KBS	A 1987	10	221,373 SF	Suite 145: 6,147 SF (demisable) Suite 255: 7,846 SF (demisable)	$37.97 Gross Rent ($24.00 NNN OPEX: $13.97)	3.85:1,000 Free	Atrium, Bicycle Storage, Bus Line, Conferencing Facility, Courtyard, Energy Star Labeled, Fitness Center, Property Manager On-Site, Signage, Wi-Fi
2		Colonnade 9901 W IH-10 Westdale Real Estate	A 1983/Renov. 2013	10	168,255 SF	Suite 310: 3,734 SF Suite 460: 4,626 SF Suite 745: 3,561 SF Suite 920: 4,789 SF Suite 1005: 3,865 SF	$28.50 Full Service	4.00:1,000 Free	Fitness Center, Conferencing Facility, Ample Parking, Walkability
3		Fountainhead Tower 8200 W Interstate 10 KBS	A 1985/Renov. 2017	10	179,932 SF	Suite 206: 4,451 SF Suite 501: 3,891 SF Suite 710: 13,711 SF (demisable)	$32.17 Gross Rent ($18.50 NNN OPEX: $13.67)	4.80:1,00 Free	Fitness Center, Café/Deli, Conference Rooms, On-Site Management, On-Site Security, Tenant Lounge, Outdoor Patio
4		Forum One 8000 W IH-10 Endeavor Real Estate	A 1983	16	277,115 SF	Suite 325: 7,315 SF (demisable) Suite 1109: 3,786 SF	$34.08 Gross Rent ($20.50 NNN OPEX: $13.58)	4.20:1,000 Free	Deli, On-Site management, 24/7 Security. Fitness Center, Community Room for Tenants
5		Lincoln Center 7800 W IH-10 Boyd Watterson Asset Management	A 1981	8	157,933 SF	Suite 200: 6,786 SF (demisable)	$25.50 Full Service	3.20:1,000 Free	Atrium, Bus Line, Controlled Access, 24 Hour Access, Conferencing Facility, Property Manager On-Site, Signage
6		Northwest Center 7550 W IH-10 Westdale Real Estate	A 1985	14	241,405 SF	Suite 720 & 730: 3,815 SF Contig. Suite 710 & 720: 3,764 SF Contig.	$26.50 Full Service	3.50:1,000 Free	Fitness Center, Café/Deli, Conferencing Facility, 24 Hour Access, On-Site Management, On-Site Security, Free Parking in Garage for Tenants

Pending Resolution

San Antonio Housing Trust Foundation
Agenda Item 6

Discussion and possible action to approve a resolution to approve the 5-year Strategic Plan.

Summary:

The strategic planning efforts began when the SAHT Foundation Board authorized staff to issue a request for proposal in July 2021. In November 2021, SAHT formed a strategic planning committee and selected the consulting group Mission Matters Group (MMG) to help guide the committee through the process. The process kicked off in April 2022 with MMG reviewing previous plans and reports recommended by staff of the Trust. Discovery interviews, focus groups, and surveys began in April and continued through the end of June. We invited over 100 to participate and about 50 stakeholders participated in interviews and/or surveyed during the process, including:

- Board members
- City representatives
- Community housing advocates
- Community housing development organization representatives
- Housing developers

The full list of participants in one-on-one interviews and focus groups, as well as those invited to complete an online survey, is included in Appendix I of the attached proposed Strategic Plan.

The discovery interviews, focus groups and surveys generated valuable input on the perceived role of the Trust, its unique strengths, its challenges and constraints, and the vision and short-term priorities over the next three to five years. While there were other topics that made up each discussion, these topics were the areas of focus with each stakeholder and group.

Upon completion of the discovery discussions and surveys, MMG provided a synthesis of the findings to the SAHT staff who in turn shared it with the Policy and Governance Committee and the SAHT Board of Directors. This concluded the discovery phase and shifted the focus to developing the strategic plan.

The SAHT staff and MMG developed the plan, then SAHT staff offered the Policy and Governance Committee and Board opportunities to provide input and feedback at their monthly meetings. Staff incorporated this input as the plan developed in an iterative format. The Compass, Objectives and Goals are the result of that collaborative development process. As part of the discovery process, MMG reviewed several recent affordable housing plans and assessments. These include:

- San Antonio's Housing Policy Framework: The Cornerstone of Economic Development (Mayor's Housing Policy Task Force, August 2018)
- An Organizational Assessment and Strategic Recommendations for the San Antonio Housing Trust (NALCAB, July 2019)
- Strategic Housing Implementation Plan (SHIP): 2022-2031 Housing Plan for the City of San Antonio and Bexar County (City of San Antonio, December 2021)
- Community Bond Committees' Report and Recommendations: Proposed 2022-2027 Bond Program (City of San Antonio, January 2022)

Staff leadership worked with MMG to clarify the Trust's Beliefs, Mission, Values and Vitals, and the role and core identity of the Trust in the local housing system. Stakeholders shared their input on SAHT's Beliefs and Values , and the results represent the identity that most resonated.

Clarifying the identity of the Trust is the first step toward Strategic Objective No. 1: "Clarify the Role of the Trust in the Local Housing System."

Beliefs

- Housing is a human right.
- Housing should be affordable and attainable for persons at all income levels while providing for stable, autonomous, and dignified living.
- Housing should be designed to accommodate persons with all body types and abilities.
- Housing should limit the impact on our environment and be resilient to changing climate.

Statement of Purpose

- Provide additional and continuing housing opportunities for low- and moderate-income families
- Promote public health, safety, convenience and welfare by mitigating the extent to which low- and moderate-income households, as defined by the City, are unable to afford decent, safe and sanitary housing
- Revitalize our neighborhoods through appropriate housing activities

Mission Statement

The purpose of the San Antonio Housing Trust is to create and preserve housing that is affordable, accessible, attainable, and sustainable to San Antonio residents; and to support community development efforts that build and sustain neighborhoods, empower residents, and provide positive equitable outcomes.

Values

- Compassion: Our empathy toward our residents leads us into action
- Equity: We strive for fairness and justice as we create housing opportunities
- Innovation: We bring a mindset of continuous improvement to all our work
- Agility: We are flexible in our approach, bringing responsive and dynamic
- solutions
- Integrity: We affirm there is strength in honesty and transparency

Vitals

- Total number of MF units properties preserved
- Number of rental units preserved for households with income between 31 and 80% AMI
- Number of units preserved for households with income below 30% AMI
- Total number of MF units on properties added
- Number of rental units added for households below 30% AMI
- Number of rental units added for households between 31 and 60% AMI
- Total number of MF units placed in service
- Total number of MF units under construction
- Number of Permanent Supportive Housing units produced for persons experiencing chronic homelessness
- Total number of land parcels acquired and placed in land bank

- Amount of funding for Community Land Trust(s)
- Amount of grants or loan funds awarded
- Amount of tax-exempt bonds issued

The 2027 Strategic Objectives define the vision for SAHT. These six objectives were the most important areas of focus throughout the discovery and iterative development process. Using the Objectives and Key Results (OKR) format, the intent is to balance the big, inspirational goals (Objectives) with the clear measurable results that define success for each Objective (Key Results).

Each of these six Objectives and desired Key Results was carefully selected to drive clarity on where SAHT is headed over the next five years while offering flexibility to define the details annually and prioritize Key Results to focus on each quarter.

The plan follows the Objectives and Key Results format for several reasons:

1. **Agility:** SAHT, like every organization, exists in an ever-changing, dynamic world. If we detailed every strategy for the next five years, many of them would be irrelevant after a year or two. The alternative is to commit to the results that SAHT wants to achieve over the next five years. Using this format, each year we will determine the supporting strategies needed to achieve the five-year results.

2. **Focus:** OKRs drive focus. By setting just six objectives, we ensure that SAHT focuses our strategic efforts on this handful of objectives. It creates a filter whereby key stakeholders consider each new opportunity against the existing strategic objectives

3. **Monitoring:** Every Key Result is written to make tracking possible, and each OKR will be tracked via the metrics established when it was written. SAHT will be able to measure quarterly and annual progress toward the five-year OKRs in this plan

4. **Qualitative and Quantitative:** The Objectives are aspirational, aligning and easy to understand, but by themselves, they are incomplete. The Key Results describe the finish line. They help teams clearly understand the measurable definition of achievement. By leveraging both an aspirational Objective and a measurable set of Key Results, SAHT will be able to rally stakeholders around our vision and measure progress toward achieving it.

This Six Objectives, Key Results, and Supporting Strategies are outlined in the attached Plan.

Implementation

Realizing the Vision and achieving the 2027 Strategic Objectives and Key Results outlined in this plan will require a disciplined and systematic approach to execution. Oftentimes the strategic planning process concludes when the plan has been approved. The trouble is that without an intentional approach to implement, plans fail. What's more, when organizations follow a traditional, more bureaucratic method of operating, they run into the unrelenting force of a fast-paced, ever-changing environment. By implementing a refined set of operating norms and routines, SAHT will be able to more consistently monitor and respond to what it learns about performance and the changing environment.

This section outlines SAHT's "operating system" on which the organization will implement the Strategic Plan. The system is made up of a set of core operating agreements, rhythms, and tools that aim to bring clarity,

alignment, and accountability to how the plan is implemented. When implemented with fidelity, the organizational operating system will drive the focus and collaboration required to achieve the 2027 OKRs.

Operating Agreements: the operational norms and principles guiding how the plan is implemented

Rhythms: the set of essential and routine activities enabling the systematic and disciplined execution of core operational actions, i.e. actions like data analysis, prioritization, goal monitoring, resourcing, problem solving, and accountability

Tools: the technical resources and codified practices used to streamline process and encode success within every rhythm.

SAHT has developed a set of foundational Agreements, Rhythms, and Tools to support the implementation of the Strategic Plan. These are a starting point for what will become a more refined operating system over time. The team will adjust in real time and will more formally evaluate and improve on an annual and quarterly basis.

1. On an annual basis, they will measure and report:
   - 1-Progress towards the 2027 OKRs and
   - 2-Performance towards Annual Goals.

2. On a Quarterly basis, they will measure and report:
   - 1-Progress towards the Annual Goals and
   - 2-Performance towards our Quarterly Priorities

3. The Leadership team will meet monthly to monitor progress toward quarterly priorities, accelerate action, solve high-impact problems, align on key updates, and identify opportunities to advance the Vision and strengthen the health of SAHT.

4. Each year, they will review and potentially revise the five-year Vision based on any changes in the housing environment that necessitates adjustments.

5. Board members will review and provide feedback to Annual Goals.

6. The Leadership Team will share quarterly priority progress with the Board at the next Board meeting following the close of each quarter

FY 2023 Annual Plan

A core requirement of the Trust's operating system is a set of high leverage, focusing Annual Priorities to ensure clarity and alignment around what is most critical to achieve in the next five quarters.

2023 PRIORITIES (NOV. '22 - DEC. '23)	*2027 OKR ALIGNMENT*
■ Finalize and share Compass as component of Strategic Plan ■ Use website as a tool for education ■ Finalize Housing Tax Credit Development Criteria ■ Participate in County-Wide Housing System Analysis ■ Solicit input and update Annual Plan in summer 2023	Clarify the Role of the Trust in the Local Housing System
■ Adopt and implement an organizational operation system. ■ Complete five-Year forecast analysis and develop Financial Expenditure Plan ■ Assess staff needs to meet Strategic Plan Objectives ■ Create a Staff Development Plan	Invest in SAHT's Capacity to Grow
■ Collaborate with NHSD on Preservation Network ■ Analyze expiring use properties to prioritize efforts ■ Develop preservation plans for at-risk properties ■ Preserve, through development partnership or by providing financial support, at least three properties ■ Establish a dedicated revenue source for gap financing to strengthen preservation efforts	Facilitate the Preservation of Affordable Rental Housing
■ Support NHSD's development of Displacement Impact Tool ■ Incorporate tool into final Tax Credit Development Criteria ■ Participate in and support five LIHTC projects. ■ Identify PSH development partner and initiate pre-development activities on one PSH Development ■ Establish multifamily new construction criteria	Contribute to the Construction of New Affordable Rental Housing
■ Identify funding for CLTs ■ Establish one or two CLT community-based partner entities ■ Identify and/or provide technical assistance to community partner entities	Support Neighborhood Preservation Efforts
■ Assess Board needs and identify or offer training opportunities ■ Identify staff resources or partners to lead education and advocacy efforts. ■ Support development of City's legislative agenda ■ Prepare for participation in 88th Legislative Session (2023)	Engage in Advocacy at Local, State and Federal Levels

This process has also resulted in new tools that can be used to easily onboard stakeholders to the core Identity and Vision of the Trust as well as equip the Trust to implement the plan and measure progress toward achieving it. Additionally, staff will likely need to grow by an additional three positions beyond that. Until the staff size reaches seven or eight people, the Trust will need to carefully consider each Quarterly Priority it commits to, based on the capacity it must achieve them.

Put simply, the aspirations of the Trust must be equally paired with the capacity needed to achieve them.

Attachment:
Proposed 5-Year Strategic Plan Final Draft
Public Comments
Resolution

SAN ANTONIO HOUSING TRUST

San Antonio Housing Trust Foundation, Inc.

Strategic Plan

FY 2023 2027

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San Antonio Housing Trust

sahousingtrust.org

Our aim is to align with the City of San Antonio on addressing housing that is affordable to our residents.

Presented by :
Mission Matters Group

SAN ANTONIO
HOUSING
TRUST

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San Antonio Housing Trust

sahousingtrust.org

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Executive Summary

The San Antonio Housing Trust (SAHT) is pleased to share our organization's Five-Year Strategic Plan. This comprehensive plan is the result of a long-term community engagement process that began in 2018 with the adoption of the City's Housing Policy Framework designed to focus our collective efforts on meeting the critical housing needs of our community. The framework set forth a challenge to assess and realign SAHT's impact on our housing ecosystem.

This community engagement effort continued with the City of San Antonio's Strategic Housing Implementation Plan (SHIP), which establishes goals, timelines, actions, funding approaches, and institutional partners – like the San Antonio Housing Trust – who are critical to achieving the affordable housing production and preservation goals. The City's overarching SHIP provided the playbook on which our SAHT Five-Year Strategic Plan is based.

Our Five-Year Strategic Plan is organized into six Sections:

1. Establish our belief and core values system
2. Reframe our purpose and state our mission
3. Set forth strategic objectives
4. Establish Key Results
5. Identify implementable strategies to achieve those Key Results
6. Set realistic goals and track core vitals

We recognize that SAHT is not the only partner aligned to achieving affordable housing production and preservation goals in our community. However, due to our expertise, financing tools, and funding, we are uniquely positioned to facilitate efforts that will have long-term positive impacts on the place we call home.

I personally want to thank the numerous advocacy groups, development stakeholders, institutional organizations, and community stakeholders that gave their time and energy to engage through our focus groups, interviews, and surveys both in this plan and other consequential collaborative efforts that paved the way for our new strategic focus moving forward.

Pedro Alanis, Executive Director

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Discovery Process

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The strategic planning efforts began when the SAHT Foundation Board authorized staff to issue a request for proposal in July 2021. In November 2021, SAHT formed a strategic planning committee and selected the consulting group Mission Matters Group (MMG) to help guide the committee through the process. The process kicked off in April 2022 with MMG reviewing previous plans and reports recommended by staff of the Trust. Discovery interviews, focus groups, and surveys began in April and continued through the end of June. We invited over 100 to participate and about 50 stakeholders participated in interviews and/or completed surveys during the process, including:

- Board members
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The full list of participants in one-on-one interviews and focus groups, as well as those invited to complete an online survey, is included in Appendix I.

The discovery interviews, focus groups and surveys generated valuable input on the perceived role of the Trust, its unique strengths, its challenges and constraints, and the vision and short-term priorities over the next three to five years. While there were other topics that made up each discussion, these topics were the areas of focus with each stakeholder and group.

Upon completion of the discovery discussions and surveys, MMG provided a synthesis of the findings to the SAHT staff who in turn shared it with the Policy and Governance Committee and the SAHT Board of Directors. This concluded the discovery phase and shifted the focus to developing the strategic plan.

The SAHT staff and MMG developed the plan, then SAHT staff offered the Policy and Governance Committee and Board opportunities to provide input and feedback at their monthly meetings. Staff incorporated this input as the plan developed in an iterative format. The Compass, Objectives and Goals are the result of that collaborative development process.

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- Community Bond Committees' Report and Recommendations: Proposed 2022-2027 Bond Program (City of San Antonio, January 2022)

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Structure of SAHT

The San Antonio Housing Trust is made up of the following four legal entities:

- San Antonio Housing Trust (SAHT), established in 1988
- San Antonio Housing Trust Foundation (SAHTF), established in 1990
- San Antonio Housing Trust Finance Corporation (SAHT-FC), established in 1997
- San Antonio Housing Trust Public Facility Corporation (SAHT-PFC), established in 2009

Renewed Identity

Staff leadership worked with MMG to clarify the Trust's Beliefs, Mission, Values and Vitals, and the role and core identity of the Trust in the local housing system. Stakeholders shared their input on SAHT's Beliefs and Values, and the results represent the identity that most resonated. Clarifying the identity of the Trust is the first step toward Strategic Objective No. 1: "Clarify the Role of the Trust in the Local Housing System."

Beliefs

- Housing is a human right.
- Housing should be affordable and attainable for persons at all income levels while providing for stable, autonomous, and dignified living.
- Housing should be designed to accommodate persons with all body types and abilities.
- Housing should limit the impact on our environment and be resilient to changing climate.

Statement of Purpose:

- Provide additional and continuing housing opportunities for low- and moderate-income families
- Promote public health, safety, convenience and welfare by mitigating the extent to which low- and moderate-income households, as defined by the City, are unable to afford decent, safe and sanitary housing
- Revitalize our neighborhoods through appropriate housing activities

Mission Statement:

The purpose of the San Antonio Housing Trust is to create and preserve housing that is affordable, accessible, attainable, and sustainable to San Antonio residents; and to support community development efforts that build and sustain neighborhoods, empower residents, and provide positive equitable outcomes.

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Values

- **Compassion:** Our empathy toward our residents leads us into action
- **Equity:** We strive for fairness and justice as we create housing opportunities that account for the different histories, challenges, and needs of the residents in San Antonio
- **Innovation:** We bring a mindset of continuous improvement to all our work
- **Agility:** We are flexible in our approach, bringing responsive and dynamic solutions
- **Integrity:** We affirm there is strength in honesty and transparency

Vitals

To gain alignment as well as shape the long-term objectives and annual priorities, the Trust defined a set of essential metrics as key indicators of success and sustainability. Measured annually in perpetuity the Vitals serve as the foundation to defining success year over year.

- Total number of multi-family (MF) units properties preserved
- Number of rental units preserved for households with income between 31 and 80% Area Median Income (AMI)
- Number of units preserved for households with income below 30% AMI
- Total number of MF units on properties added
- Number of rental units added for households below 30% AMI
- Number of rental units added for households between 31 and 60% AMI
- Total number of MF units placed in service
- Total number of MF units under construction
- Number of Permanent Supportive Housing units produced for persons experiencing chronic homelessness
- Total number of land parcels acquired and placed in land bank
- Amount of funding for Community Land Trust(s)
- Amount of grants or loan funds awarded
- Amount of tax-exempt bonds issued

Vision:
2027 Strategic Objectives

OBJECTIVES	*KEY RESULTS*
Objective 1: Clarify the Role of the Trust in the Local Housing System	• Clarified role for SAHT • Renewed identity for SAHT entities • Recognized as a thriving partner in housing ecosystem • Increased public confidence
Objective 2: Invest in the Trust's Capacity to Grow	• Organizational operational system established • Financial expenditure plan created • Cash investment policy adopted • Staff development plan enacted • Succession plan established
Objective 3: Facilitate the Preservation of Affordable Rental Housing	• 3,711 rental units preserved • PFC Tax Exemption and Tax-exempt Bonds used to rehabilitate 14 properties • Housing Preservation Network established • Multifamily Rental Rehabilitation program with criteria established
Objective 4: Contribute to the Construction of New Affordable Rental Housing	• 5,925 affordable rental units in 28 communities added • 300 PSH units added in 3 site-based PSH communities • Improved Multi-Family New Construction Program • Land banking program created
Objective 5: Support Neighborhood Preservation Efforts	• Community Land Trust(s) established • Non-profit organizations focused on preservation and production SHIP targets supported
Objective 6: Engage in Advocacy at Local, State, and Federal Levels	• Expanded engagement and education • Board members and community partners engaged • Better informed policy makers • Increased revenue and resources for the local housing ecosystem

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A Results-Oriented Plan

The 2027 Strategic Objectives define the vision for SAHT. These six objectives were the most important areas of focus throughout the discovery and iterative development process. Using the Objectives and Key Results (OKR) format, the intent is to balance the big, inspirational goals (Objectives) with the clear measurable results that define success for each Objective (Key Results). Each of these six Objectives and desired Key Results was carefully selected to drive clarity on where SAHT is headed over the next five years while offering flexibility to define the details annually and prioritize Key Results to focus on each quarter.

The plan follows the Objectives and Key Results format for several reasons:

1. **Agility:** SAHT, like every organization, exists in an ever-changing, dynamic world. If we detailed every strategy for the next five years, many of them would be irrelevant after a year or two. The alternative is to commit to the results that SAHT wants to achieve over the next five years. Using this format, each year we will determine the supporting strategies needed to achieve the five-year results.
2. **Focus:** OKRs drive focus. By setting just six objectives, we ensure that SAHT focuses our strategic efforts on this handful of objectives. It creates a filter whereby key stakeholders consider each new opportunity against the existing strategic objectives
3. **Monitoring:** Every Key Result is written to make tracking possible, and each OKR will be tracked via the metrics established when it was written. SAHT will be able to measure quarterly and annual progress toward the five-year OKRs in this plan
4. **Qualitative and Quantitative:** The Objectives are aspirational, aligning and easy to understand, but by themselves, they are incomplete. The Key Results describe the finish line. They help teams clearly understand the measurable definition of achievement. By leveraging both an aspirational Objective and a measurable set of Key Results, SAHT will be able to rally stakeholders around our vision and measure progress toward achieving it.

For each OKR, the Trust proposes Supporting Strategies to achieve the desired results. The strategies are intended to serve as a roadmap for the staff and Board, will be revisited during annual reviews, and may change based on circumstances or other developments.

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Objective 1: Clarify the Role of the Trust in the Local Housing System

While none of the Objectives is more important than the others, nearly every stakeholder raised the need to clarify the role of the Trust in the local housing system. This Objective is listed first to demonstrate the importance of clarifying and communicating the role of the Trust in order to achieve the rest of the Objectives.

Most stakeholders engaged throughout the process indicated some level of familiarity with the purpose of the Trust and consistently cited its goal of supporting the creation – either through preservation or construction – of more housing that is affordable for San Antonio's vulnerable residents. However, participants' descriptions of the role of the Trust varied greatly, including:

- A marketing, resource or development arm or extension of the City
- A financing partner to developers that is evolving into an investor or owner of affordable housing
- An advocate for affordable housing

Stakeholders' limited understanding of the role of the Trust is among the reasons that clarifying its role within the local housing system surfaced as an important Objective for the strategic planning process.

The Trust has already taken an important step to create clarity in its role by realigning the governance structure for its four entities in response to an assessment conducted by the National Association for Latino Community Asset Builders (NALCAB) in 2019. In June 2021, the City Council established a new governing structure so that the four entities share the same twelve members, including:

- 5 City Council members
- 3 community representatives with experience in housing advocacy, non-profit fundraising, policy-making or community engagement; or who reside in an affordable housing unit
- 3 housing industry experts with experience in real estate, financial underwriting, property development, housing finance, capital markets, lending, construction, property management, or other relevant industry experience
- 1 City representative.

The City Council also affirmed the following Statement of Purpose for the Trust:

> *The primary purposes and goals of this Trust are to provide additional and continuing housing opportunities for low and moderate income families; to promote the public health, safety, convenience and welfare by mitigating the extent to which San Antonio's low and moderate income households are unable to afford decent, safe and sanitary housing within the City of San Antonio; and to revitalize neighborhood and downtown through appropriate housing activities.*

One Key Result to prioritize is education of board members and the broader community about the primary purposes of the Trust and the role(s) that the Trust will play, as a quasi-governmental organization, working within the City of San Antonio. While the Trust has asset management and compliance oversight responsibilities as an owner or general partner in many affordable housing communities, it does not internally develop or manage properties, nor does it directly provide support services to residents of its housing communities.

While each of its four entities was formed for distinct reasons and empowered with certain tools, as delineated in the articles of incorporation, the Trust must decide which key role(s) it is able and willing to take on as it implements actions informed by policies set by the City Council. Clarifying and communicating the overarching role of the Trust and its relationship to the City of San Antonio and other public agencies that focus on housing and homelessness – such as Opportunity Home San Antonio (Housing Authority) and the South Alamo Regional Alliance for the Homeless (SARAH) – will better position the Trust to achieve its Objectives.

A second Key Result will be the Board's adoption of a Compass that defines core identity elements and enables the Trust to have and communicate a shared identity. This effort should provide a strong foundation for future planning and development of policy that guides the collective action of its four entities.

Another key area of focus to clarify the Trust's role and continue growing as an integral partner in the local housing ecosystem will be its active participation in the County-Wide Housing System Analysis identified as a priority in the Strategic Housing Implementation Plan (SHIP). One of the primary goals of this analysis, led by the City of San Antonio's Neighborhood Housing Services Department (NHSD), is to align function with stakeholder needs and avoid duplication of services. Given the overwhelming need for affordable housing and the limited resources of each partner in the system, it will be critical that SAHT focus its efforts on its purpose, role and resources, and leverage those to the greatest extent possible.

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While this plan will be a key resource, providing direction for stakeholder alignment, the Trust should recognize that there are other lead conveners and organizing entities that are also focused on addressing the affordable housing needs in San Antonio. To increase the effectiveness of available resources and ensure efficiency of efforts, the lead conveners should commit to meeting regularly. Those groups include but are not limited to: the Trust, NHSD, Opportunity Home San Antonio (Housing Authority), Bexar County and SARAH.

Key Results

- Board is clear on and supportive of the key role(s) the Trust will play in achieving its stated purposes.
- The entities of the Trust have a shared identity.
- The Trust is a thriving partner within the local housing ecosystem, as evidenced by its participation in the County-Wide Housing System Analysis and implementation of recommendations from that report.
- Public confidence in the trust is rebuilt as a result of improved communication with stakeholders and the public, along with transparency in its public relations efforts.
- Role of community representatives and housing experts on the Board is elevated, as evidenced by committee involvement and decision-making input.

Supporting Strategies

- Staff and Board of the Trust adopt the Compass.
- Actively participate in County-Wide Housing System Analysis recognizing its obligation to work within the City limits.
- Raise awareness of efforts and successes, including information on why some efforts may be unsuccessful, through improved public relations and education, and greater transparency.
- Solicit stakeholder input on an ongoing basis.
- Incorporate and leverage voices of community representatives and housing experts on the Board vis-à-vis community stakeholders and advocates.
- Develop, adopt and publish criteria for programs and funding policies that are consistent with its Values.

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Objective 2: Invest in the Trust's Capacity to Grow

The City of San Antonio created the SAHT with a corpus of $10 million in 1988. Since that initial investment almost 35 years ago, the City has not made additional investments in the Trust Fund. The effectiveness of the Trust Fund has severely eroded with inflation over time, and it barely generates enough interest to cover administrative costs. The incorporation of San Antonio Housing Trust Public Facility Corporation (SAHT-PFC) in 2009 enabled the Trust

to become a partner in affordable housing developments through its tax exemption powers to increase financial viability of affordable housing while creating a new revenue stream. Over the past decade, the Trust has generated sufficient revenue to cover operating expenses and make grants to local nonprofit organizations. It has also entered into 42 development partnerships that should produce consistent income for the organization into the future. Staff levels, however, have remained essentially the same over the same decade.

To realize greater impact on the growing need for affordable housing and achieve the ambitious goals in its five-Year Strategic Plan, the Trust must grow its financial and human capacity. Building a stronger financial backing will allow the Trust to solicit proposals and fund projects that are in line with the City's vision to focus limited resources on housing that provides deeper affordability. The Trust will also need to recruit and hire in-house personnel to perform roles that are currently contracted out, such as legal and finance, and increase its capacity around asset management and communication. In addition, stakeholders recommended that the Trust build up its internal expertise on affordable housing finance to avoid an actual or perceived reliance on outside counsel and private developers to analyze deal structures and agree to deal terms. While some stakeholders suggested the Trust grow its capacity to work throughout Bexar County, the Trust is, by charter and statute, not allowed to engage in activities outside of the City.

A Key Result will be identifying a steady stream of funds to grow the corpus of the Trust (hereby making it less reliant on its PFC's activities to maintain operations) and a dedicated source of capital to help close the financing gap in affordable housing projects. Growing the financial capacity and resources of the Trust will strengthen its ability to solicit development proposals that are responsive to a consistent set of deal terms, affordability requirements, sustainability goals, and guiding principles. The desire for greater consistency should, however, not prevent the Trust from remaining agile and flexible in terms of its approach and tools, when and where it is necessary and possible.

Another Key Result is growing the staff capacity and expertise to achieve the goals of the Five-Year Strategic Plan. The staff size of 5 people limits the Trust's ability to expand its focus beyond making and servicing loans to nonprofit organizations, initiating new SAHT-PFC deals and fulfilling the role of general partner on multiple projects. Based on an analysis of its budget, the Trust can reasonably plan to grow its team by one to two full-time staff persons over the next twelve months, and by another one to two persons in the following twelve months. The new staff should have specialized focus in housing development; finance or accounting; asset management; and public engagement, communication or advocacy.

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Key Results

- An organizational operating system is successfully adopted, as evidenced by setting and monitoring annual and quarterly goals, to include a public-facing dashboard tracking Vitals.
- A financial expenditure plan is developed, consistent with the Five-Year Strategic Plan.
- Staff capacity and expertise are increased to achieve the goals of the Five-Year Strategic Plan.
- A staff development plan is developed and implemented.
- A cash investment policy of non-corpus funds is established to direct the growth of existing cash.
- An annual stream of additional corpus investment is identified to help grow the fund.
- A succession plan is created.

Supporting Strategies

- Utilize the corpus as guarantees or reserves for SAHT initiatives.
- Pursue additional SAHT-owned housing opportunities to build long-term community equity.
- Leverage long-term streams of revenue to capitalize funding for future SAHT initiatives.
- Establish new creative programming that the City can invest in with bond funding.
- Grow team by as many as 4 full-time professionals over the next two years with specialized focus in housing development; finance and accounting; asset management; and public engagement, communication or advocacy.

Objective 3: Facilitate the Preservation of Affordable Rental Housing

The San Antonio community understands that it cannot build itself out of the current housing affordability crisis. For too long, demand has far exceeded the supply of affordable housing, and wages are not keeping up with rising housing costs. The Trust appreciates the importance of prioritizing the preservation of existing affordable housing and enforcing and expanding affordability restrictions. To achieve its goal of continuing housing opportunities for low- and moderate-income families, the Trust will prioritize the preservation of existing multifamily rental housing by:

- Ensuring low-income housing restrictions are either placed or remain in place
- Preserving long-term housing affordability by extending restrictions
- Extending the life of existing structures, including safety, accessibility, sustainability, and climate resiliency upgrades

The Trust is committed to collaborating with the City and other partnerships identified in the SHIP to implement the recommendations therein. As such, a Key Result will be making a significant contribution to the Ten-Year SHIP targets for preservation of rental units between 30% and 80% of the area median income (AMI). In alignment with the San Antonio Housing Commission and the SHIP, the Trust uses "affordable" to describe income-restricted housing for renters with incomes of up to 60% AMI ($44,820 in 2022 dollars for a family of three). Income-restricted housing for renters with incomes of up to 80% of AMI shall be considered "moderate income" by the City's definition.

Another Key Result will be supporting the NHSD in its efforts to preserve existing older multifamily housing stock and extend the affordability period on affordable housing developments that serve households with incomes at or below 60% AMI (SHIP-HPRP1). The Trust has a strong track record of collaborating with nonprofit housing developers, known as Community Development Housing Organizations (CHDOs), and will support their efforts to acquire and preserve or add affordability. The aim is to address not only the expiring use properties developed with Low Income Housing Tax Credits (LIHTC), but also the naturally occurring affordable units by encouraging rehabilitation by private landlords.

Another area of focus will be providing flexible gap financing to incentivize and support the preservation of housing that is affordable to extremely low-income (ELI) households with incomes at or below 30% AMI. According to the SHIP, NHSD is the lead partner on this effort. The Trust will be an active partner in establishing a dedicated revenue source of this gap financing.

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Key Results

- 3,710 rental units affordable to households in the following income brackets preserved:
  - <30% AMI: 313
  - <50% AMI: 113
  - <60% AMI: 2,850
  - <80% AMI: 435
- Affordable housing providers supported to meet preservation goals with the utilization of the PFC Tax Exemption tool and Tax Exempt Bond program on 14 properties.
- Preservation network established (SHIP - HPRP 8, FY2022)
- Multifamily rental rehabilitation program established (SHIP - HPRP 1, FY 2024)
- Multifamily preservation and rehabilitation criteria established that promotes increased accessibility, universal design, and sustainability features (SHIP - HPRP 4, FY 2026)

Supporting Strategies

- Monitor LIHTC properties in San Antonio to assess, prioritize, and develop preservation plans for at-risk properties with expiring land use restrictions or covenants.
- Partner with nonprofit developers to acquire and preserve multiple smaller properties that may not be financially viable as a 4% LIHTC on their own but can be pooled into a single financing package.
- Partner with developers to acquire and rehabilitate multifamily rental properties under PFC ownership for permanent affordability. This may include adding or extending affordability restrictions on SAHT-financed properties.
- Provide gap financing to support the preservation of multifamily rental developments by affordable housing partners, including Opportunity Home, focusing on affordable to households, prioritizing those with incomes from less than 30% AMI to 80% AMI.
- Support NHSD to increase preservation of housing affordable to households with income at or below 30% AMI by increasing City support and establishing a dedicated revenue source for gap financing. (SHIP – HPRP 7, FY2022).
- Leverage SAHT funding for accessibility, universal design, sustainability, and/or climate resiliency grants to multifamily rental properties serving targeted populations that are aligned with the SA Climate Ready goals and social determinants of health goals (SHIP-HPRP 9, FY 2024)

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Objective 4: Contribute to the Construction of New Rental Housing that is Affordable

The Trust has a strong record of providing flexible gap financing to incentivize and support the production of multifamily rental developments that are affordable to households with a mix of incomes. Prior to initiating its strategic planning process, staff was already contemplating the benefits and costs of continuing to fund mixed-income developments that serve households up to and over 80% AMI. Throughout the public engagement process, stakeholders encouraged and voiced approval of the Trust's commitment to funding housing projects that offer deep and permanent affordability. While there was recognition that market rate units are also necessary to avoid concentrating poverty and allow people to remain in their neighborhoods as their incomes rise, most participants expressed concern with supporting market rate housing with public funds.

To achieve its goal of providing additional housing opportunities for low- and moderate-income families, the Trust will prioritize the creation of new multifamily rental housing by producing:

- New LIHTC developments
- Inclusive mixed-income housing to be owned by SAHT
- Permanent Supportive Housing (PSH)
- Permanently Affordable Multifamily Land Trust with Non-profits

The Trust is committed to collaborating with the City and other partners identified in the SHIP to implement the recommendations therein. As such, a Key Result will be making a significant contribution to the five-year rental targets in the SHIP by constructing 5,925 new affordable rental housing units across 28 projects. In alignment with the San Antonio Housing Commission and the SHIP, the Trust uses "affordable" to describe income-restricted housing for renters with incomes of up to 60% AMI ($44,820 in 2022 dollars for a family of three).

Another Key Result will be the production of 300 PSH units at three site-based PSH projects for persons experiencing chronic homelessness with incomes at or below 30% AMI in San Antonio. This will be accomplished in partnership with Continuum of Care nonprofit providers and will require identifying capital and operating funds to incentivize and support the creation of site-based PSH. According to the SHIP, the Trust is one of five lead partners that will focus on adding 1,000 service-enriched PSH units over the next ten years.

Another Key Result will be to lead the local effort to increase funding for affordable developments and make improvements to multifamily new construction programs. Among the key challenges to developing housing that is affordable is the lack of a clearly defined dedicated source of capital for developers to access to address financing gaps. When the City Council created the San Antonio Housing Trust Fund in 1988 with a corpus of $10 million, the expectation was that the interest earned from the corpus and the payback of loans would capitalize funding rounds. However, because the interest generated by the fund is not sufficient to sustain the work of the Trust and meet the overwhelming demand for affordable housing, the Trust has had to find other ways to generate income. It is imperative that the Trust, along with other leaders in the local housing ecosystem, identify additional funds to achieve the production goals outlined in the SHIP.

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Another Key Result will be the establishment of a land banking program that will allow for the acquisition of land for future affordable housing projects. SAHT was identified as the lead partner working with the Office of Historic Preservation (OHP) to preserve land near community assets to reduce the costs of developing affordable housing and reach deeper levels of affordability. This is consistent with the SAHT's goal of revitalizing neighborhoods and the downtown area through appropriate housing activities.

Key Results

- 5,925 new rental units added in mixed-income developments for households in the following income brackets:
  - <30% AMI: 600
  - <50% AMI: 375
  - <60% AMI: 4,950
- 300 PSH units produced for persons experiencing chronic homelessness at or below 30% AMI across three site-based PSH projects. (SHIP - HPRP 6, FY 22)
- Twenty-three LIHTC and five essential bond projects participated in.
- Improvements made to the Multi-Family New Construction Program serving persons at or below 60% AMI (SHIP - HPRP 2, FY23).
- Land banking program established to acquire land for future housing projects affordable to households with incomes at or below 60% AMI (rental) and up to 80% AMI (ownership) (SHIP - CIH 5, FY25).

Supporting Strategies

- Adopt the City of San Antonio's Displacement Impact Tool to assess potential impacts to nearby residents at risk of displacement, and incorporate it into the SAHT's final Tax Credit Development Criteria.
- Partner with developers to create LIHTC projects that serve the targeted populations and require lower developer fee splits from nonprofit partners so they may increase their earnings to continue their missions.
- Engage with Continuum of Care nonprofit providers to identify PSH development partners and initiate pre-development efforts.
- Maintain SAHT cash resources to fund operating and supportive services reserves for PSH.
- Establish multifamily new construction criteria that promote site selection, equity, digital access, tenant protections, increased accessibility, universal design, and sustainability features.
- Prioritize the use of publicly owned land to build affordable housing.
- Identify and acquire property suitable for future redevelopment including SAHT-owned inclusive housing, multifamily land trusts, or PSH.

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Objective 5: Support Neighborhood Preservation Efforts

Among the goals of the Trust is to promote public health, safety, convenience and welfare by mitigating the extent to which San Antonio's low and moderate-income households are unable to afford decent, safe and sanitary housing within the City of San Antonio. To achieve that goal, the Trust has prioritized, as one of its Strategic Objectives, the preservation of existing neighborhoods by supporting the SHIP strategy of increasing city investment in housing with a ten-year funding plan.

During the public engagement process, stakeholders raised concerns over the impact that market rate and some mixed-income developments can have on existing residents. Specifically, community representatives expressed concern about the use of the PFC's tax exemption to support housing developments that can raise property values and, as a result, increase property taxes on neighboring landlords and homeowners. This concern, as well as concerns over displacement, have led to the creation of an Anti-Displacement Agenda for San Antonio and a strategy in the SHIP that involves the development of a Displacement Impact Assessment. The Trust intends to incorporate the Assessment's criteria into its own Tax Credit Development Policy once it is completed by the City's NHSD.

The Trust is committed to preserving communities with strategies that focus on preventing displacement, preserving historic structures, protecting legacy families, and respecting the cultural fabric of neighborhoods impacting Black, Indigenous, and People of Color (BIPOC). SAHT will demonstrate its commitment and support neighborhood preservation efforts by using the Displacement Impact Tool to inform its development activities and avoid contributing to gentrification of neighborhoods.

One Key Result will be the establishment of one or two Community Land Trusts (CLT) to help prevent displacement and support affordable homeownership, particularly among BIPOC households. The Trust acknowledges the need for affordable infill housing on vacant lots and will fund the CLTs to facilitate this work. Efforts shall be linked to a community interest in support of preserving and creating affordable homeownership opportunities.

Another Key Result will be support to nonprofit organizations focused on meeting the homeownership preservation and production targets in the SHIP. This includes leveraging the Community Land Trust(s) and land banking program to support homeownership preservation and production efforts, respectively, where possible.

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Key Results

- Two CLTs, either owned by the Trust or as community cooperatives, are established and funded to prevent displacement and support homeownership for households, particularly BIPOC, with incomes up to 120% AMI (SHIP – CIH 7, FY2022).
- Nonprofit organizations are supported in their efforts to meet the preservation and production targets in the SHIP (SHIP - PPN 1 FY2022).

Supporting Strategies

- Identify and prioritize funding community-based partners interested in and capable of establishing CLT in communities at risk of displacement.
- Leverage the land banking program to support City-sponsored home rehabilitation efforts.
- Review and consider increasing organizational capacity to implement an SAHT Single Family Land Trust Program to serve targeted households impacted by SAHT multifamily development, as identified by displacement analysis.
- Continue to support nonprofits in the development of infill housing and acquisition rehabilitation programs for targeted populations.

Objective 6: Engage in Advocacy at Local, State, and Federal Level

San Antonio is experiencing a housing crisis caused by market forces, historic inequities, and institutional barriers. Meanwhile, housing advocates and providers contend with persistent stigma associated with housing that is affordable as well as community resistance to its development, even when proposed as part of mixed-income communities. Successful implementation of its plan requires that the Trust serve as a proactive leader that confronts these issues with greater education and advocacy for compassionate and equitable housing policy.

Throughout the public engagement process, participants highlighted the importance of raising public awareness about the urgent housing crisis and the difficulties associated with tackling the crisis. Further educating community members as to the complexity of available strategies and elevating housing as a priority for the City should help galvanize broader support for housing that is affordable to households with a wide range of incomes. To that end, the Trust is committed to help change the narrative and messaging around the value of equitable living opportunities, and support policies that incentivize or require the inclusion of housing for all in future developments that request or require public funding or resources. The Trust may consider collaborating with others in the local housing ecosystem to explore the feasibility of pursuing inclusionary housing or zoning measures to ensure greater production of homes that are affordable to all current and future San Antonians.

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The Trust will also prioritize collaboration with housing partners and practitioners to educate policymakers at the local, state, and federal levels. While its incorporation as a 501 (c)(3) prohibits the Trust from engaging in lobbying efforts, it maintains the ability and willingness to expand its education efforts and better inform the City's legislative agenda. This may include coordinating efforts on a proactive policy approach to change the state legislation related to public facility corporations.

A Key Result will be expanded staff capacity to monitor legislative actions and equip Board and community partners with informational material to review with and inform policymakers. As necessary, the Trust may facilitate needs assessments, research best practices, or provide support for studies that inform legislative actions and increase revenues and resources for the local housing ecosystem.

Another desired result of the increased engagement in education and advocacy will be that its Board and community partners will have a more sophisticated understanding and appreciation for the complexity of financing tools and strategies necessary to make housing developments feasible. This greater understanding should equip stakeholders to coordinate and successfully advocate for policies and a legislative agenda that prioritize the tools and resources needed for San Antonio to properly house all of its residents.

Strategic collaboration among local practitioners and industry representatives in the local housing ecosystem would help to identify shared priorities and strategies for consideration and adoption by legislative representatives. Better informed policymakers at the local, state and federal levels should help to facilitate and increase revenue and resources for housing in San Antonio.

Key Results

- SAHT has expanded organizational capacity to monitor legislative actions and educate its staff, Board, community, and policymakers.
- SAHT Board members and community partners have a more sophisticated understanding of complex financing tools and strategies to develop housing affordable to all.
- Policymakers are better informed about legislative actions that impact housing, as well as tools and resources used by other cities, in and outside of Texas, that can be implemented in San Antonio to properly house all its residents.
- Increased revenue and resources for the local housing ecosystem.

Supporting Strategies

- Demonstrate support for proposed housing development projects throughout the City, including during community meetings where LIHTC projects are being considered.
- Invest time and resources to educate Board members and community partners on SAHT's priorities and financing tools.
- SAHT, including Board members, become more active in federal, state, and local housing policy discussions.
- Serve as an active participant and contributor in housing industry groups such as, but not limited to, the Texas Affiliation of Affordable Housing Providers (TAAHP) and its Policy Work Groups.
- Facilitate needs assessments, research best practices, and support studies that inform legislative actions and funding decisions.
- Support the City in achieving the following strategies under Coordinated Housing System (CHS):
    - CHS 3: Advocate at the state and local level for ad valorem tax for small-unit multifamily properties and affordable housing developments.
    - CHS 4: Advocate to expand Medicaid in Texas and partner with Managed Care Organizations to improve housing.
    - CHS 5: Advocate at the federal level for more Housing Choice Vouchers (HCVs) and more funding for vouchers.

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Strategic Vision Implementation

Realizing the Vision and achieving the 2027 Strategic Objectives and Key Results outlined in this plan will require a disciplined and systematic approach to execution. Oftentimes the strategic planning process concludes when the plan has been approved. The trouble is that without an intentional approach to implement, plans fail. What's more, when organizations follow a traditional, more bureaucratic method of operating, they run into the unrelenting force of a fast-paced, ever-changing environment. By implementing a refined set of operating norms and routines, SAHT will be able to more consistently monitor and respond to what it learns about performance and the changing environment.

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SAHT Operating System

This section outlines SAHT's "operating system" on which the organization will implement the Strategic Plan. The system is made up of a set of core operating agreements, rhythms, and tools that aim to bring clarity, alignment, and accountability to how the plan is implemented. When implemented with fidelity, the organizational operating system will drive the focus and collaboration required to achieve the 2027 OKRs.

Operating Agreements: the operational norms and principles guiding how the plan is implemented

Rhythms: the set of essential and routine activities enabling the systematic and disciplined execution of core operational actions, i.e. actions like data analysis, prioritization, goal monitoring, resourcing, problem solving, and accountability

Tools: the technical resources and codified practices used to streamline process and encode success within every rhythm

SAHT has developed a set of foundational Agreements, Rhythms, and Tools to support the implementation of the Strategic Plan. These are a starting point for what will become a more refined operating system over time. The team will make adjustments in real time and will more formally evaluate and improve on an annual and quarterly basis. By starting with a lean version of the operating system, SAHT can take a more agile approach, focusing on making progress.

Operating Agreements

Operating Agreements represent the norms and principles guiding the day-to-day work at SAHT. At times, they represent working agreements among staff and Board members. Other times they serve as design principles as Rhythms and Tools are defined and refined. The overarching objective is to adopt a framework that advances the Mission and facilitates the achievement of the 2027 Vision. Below is the founding set of Operating Agreements:

- **On an Annual basis, they will measure and report:**
  - 1-Progress towards the 2027 OKRs and
  - 2-Performance towards Annual Goals.
- **On a Quarterly basis, they will measure and report:**
  - 1-Progress towards the Annual Goals and
  - 2-Performance towards our Quarterly Priorities
- **The Leadership team will meet monthly to monitor progress toward quarterly priorities, accelerate action, solve high-impact problems, align on key updates, and identify opportunities to advance the Vision and strengthen the health of SAHT.**
- **Each year, they will review and potentially revise the five-year Vision based on any changes in the housing environment that necessitate adjustments.**
- **Board members will review and provide feedback to Annual Goals.**
- **The Leadership Team will share quarterly priority progress with the Board at the next Board meeting following the close of each quarter.**

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Rhythms

Rhythms represent a set of high-impact and recurring activities geared toward making critical elements of work streamlined and high impact. This includes the approach to goal setting, progress monitoring, data analysis, prioritization, and key problem solving. The table below details the three foundational Rhythms SAHT will put in place to facilitate strategic plan implementation. Each Rhythm is anchored by a recurring meeting in which the team will monitor progress, review performance, and establish the focus for the next cycle.

RHYTHM	*FOCUS*	*FREQUENCY*
Annual Sync	• Monitor: 2024 Objectives and Key Results • Review: Annual Goals • Refine: 2024 Objectives and Key Results • Define: Next Year's Annual Goals	Annually
Quarterly Sync	• Monitor: Annual Goals • Review: Quarterly Rocks (priorities) • Refine: Annual Goals • Define: Next Quarter's Rocks (priorities)	Quarterly
The Leadership Team Meeting	• Monitor: Quarterly Rocks • Review: Key Action Items • Refine: Quarterly Rocks • Define: Key Action Items	Bi-Weekly

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Tools

SAHT's Tools represent a handful of technical resources and codified practices used to streamline processes and encode success within every Rhythm. Tools can be both conceptual and technical. A conceptual tool calls on a proven framework or codified practice and applies it to part of the Trust's organizational operating system. A technical Tool leverages a form of technology to enhance or streamline a key activity or Rhythm. Combined, the two serve as the great accelerator of strategic work. Below you will find the foundational tools the Trust will use in launching the Strategic Plan.

CONCEPTUAL	
OKR Framework	Objectives and Key Results is a collaborative goal-setting tool used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how to track progress, create alignment, and encourage engagement around measurable goals.
Priorities	Quarterly Priorities represent the most important things to achieve in a given time period. By clearly defining them and proactively scheduling them into plans, teams make it possible to prioritize the most important work.
Vitals	Vitals are the core indicators of impact and organizational health, measured annually in perpetuity.

TECHNICAL	
Click Up	With the guidance of MMG, SAHT will use a web-based work management tool to track progress. It will encourage an agile approach to the review and monitoring of Annual Goals, Quarterly Priorities, and Key Indicators. It will also facilitate the execution of key meetings and monitoring Rhythms. This tool will enable a more transparent, consistent, and action-oriented approach to plan implementation and progress monitoring. alignment, and encourage engagement around measurable goals.

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Annual Plan

A core requirement of the Trust's operating system is a set of high-leverage, focusing Annual Priorities to ensure clarity and alignment around what is most critical to achieve in the next five quarters. Below, SAHT has identified a set of goals to achieve by September 2023. Each of the goals aligns with its 2027 Strategic Objectives and will be monitored on an ongoing basis during quarterly and annual Rhythms. Given the timing of this strategic planning process, SAHT will complete a modified annual review process in October 2022, at which point it will refine and recommit to the Annual Priorities below.

Annual Priorities

FY 2023 PRIORITIES (OCT. '22 - SEPT. '23)	*2027 OKR ALIGNMENT*
■ Finalize and share Compass as component of Strategic Plan ■ Use website as a tool for education ■ Finalize Housing Tax Credit Development Criteria ■ Participate in County-Wide Housing System Analysis ■ Solicit input and update Annual Plan in summer 2023	Clarify the Role of the Trust in the Local Housing System
■ Adopt and implement an organizational operation system. ■ Complete five-year forecast analysis and develop Financial Expenditure Plan ■ Assess staff needs to meet Strategic Plan Objectives ■ Create a Staff Development Plan	Invest in SAHT's Capacity to Grow
■ Collaborate with NHSD on Preservation Network ■ Analyze expiring use properties to prioritize efforts ■ Develop preservation plans for at-risk properties ■ Preserve, through development partnership or by providing financial support, at least three properties ■ Establish a dedicated revenue source for gap financing to strengthen preservation efforts	Facilitate the Preservation of Affordable Rental Housing
■ Support NHSD's development of Displacement Impact Tool ■ Incorporate tool into final Tax Credit Development Criteria ■ Participate in and support five LIHTC projects. ■ Identify PSH development partner and initiate pre-development activities on one PSH Development ■ Establish multifamily new construction criteria	Contribute to the Construction of New Affordable Rental Housing
■ Identify funding for CLTs ■ Establish one or two CLT community-based partner entities ■ Identify and/or provide technical assistance to community partner entities	Support Neighborhood Preservation Efforts
■ Assess Board needs and identify or offer training opportunities ■ Identify staff resources or partners to lead education and advocacy efforts ■ Support development of City's legislative agenda ■ Prepare for participation in 88th Legislative Session (2023)	Engage in Advocacy at Local, State and Federal Levels

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The Implementation Roadmap

To ensure the Annual Goals and Quarterly Rocks are resourced, monitored, and pursued, there must be a clear schedule to review progress. In mapping out the when and what, we build the core operational activities – such as monitoring and prioritization – into the fabric of core meeting Rhythms, striving to make these critical activities more automatic. The roadmap below captures an overview of this work.

WHEN	*WHAT*
October 2022	■ Set FY2023 Q1 Priorities (Oct - Dec 2022) ■ Begin Implementing FY2023 Goals
January 2023	■ Review Q1 Priority Performance ■ Monitor Annual Goal Progress ■ Refine Annual Goals* ■ Finalize FY2023 Q1 Rocks
April 2023	■ Review FY2023 Q2 Rock Performance ■ Monitor Annual Goal Progresst ■ Finalize FY2023 Q3 Rocks

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Conclusion and Next Steps

EARLY WINS: NEAR-TERM INITIATIVES IN PROGRESS
Creation of Identity Document (Compass)
Development of Vitals
Clarity of near-term goals to pursue
Adoption of a framework that will help facilitate plan achievement

This process has also resulted in new tools that can be used to easily onboard stakeholders to the core Identity and Vision of the Trust as well as equip the Trust to implement the plan and measure progress toward achieving it. Defining the Strategic Objectives for the next five years was essential. However, with the adoption of a Trust operating system, the likelihood of realizing the Vision is greatly increased. The last couple of years have shown that we live in a dynamic ever-changing world and, therefore, need tools and resources that equip us to adjust course quickly. With the adoption of the Compass, and operating system, the tools and resources are in place to do just that.

While much progress has already been made, the existing need and remaining work require greater organizational capacity. In order to achieve the ambitious OKRs in this plan, SAHT will require more dedicated staff. The comparison to other housing trusts clearly paints a picture that the San Antonio Housing Trust is under-resourced for the size and complexity of the work it is taking on. Recently, SAHT hired a full-time Development Director. Yet, the staff will likely need to grow by an additional three positions beyond that. Until the staff size reaches seven or eight people, the Trust will need to carefully consider each Quarterly Priority it commits to based on the capacity it has to achieve them. We offer this final word of caution, as it was a recurring theme that was voiced throughout the entire process.

Put simply, the aspirations of the Trust must be equally paired with the capacity needed to achieve them.

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Appendix

I. Participants and Key Stakeholders

II. Glossary of Terms and Concepts

I. Participants and Key Stakeholders

NAME	ROLE	INTERVIEW	FOCUS GROUP	SURVEY
Pete Alanis	Staff / Core Team	YES	NO	YES
Nicole Collazo	Staff / Core Team	YES	NO	YES
Susan Snowden	Staff / Core Team	YES	NO	YES
Councilman Jalen Mckee-Rodriguez	Board Member	YES	NO	YES
Councilwoman Phyllis Viagran	Board Member	YES	NO	YES
Councilwoman Adriana Rocha Garcia	Board Member	YES	NO	YES
Councilwoman Teri Castillo	Board Member	YES	NO	YES
Councilman John Courage	Board Member	YES	NO	YES
Mark Carmona	Board Member	YES	NO	YES
Shirley Gonzales	Housing Commission	YES	NO	YES
Eric Cooper	Board Member	NO	YES	YES
Jane Paccione	Board Member	NO	YES	YES
Jordan Ghawi	Board Member	NO	YES	YES
Marinella Murillo	Board Member	NO	YES	YES
Antoinette Brumfield	Board Member	NO	YES	YES
Rachel Hathaway	Board Member	NO	YES	YES
Kristin Davila	Housing Commission/ Merced Housing (CHDO)	NO	YES	YES
Veronica Garcia	City of San Antonio	NO	YES	YES
Juan Valdez	City of San Antonio	NO	YES	YES
Teresa Menendez Myers	City of San Antonio	NO	YES	YES
Leilah Powell	Local Initiatives Support Corporation (LISC)	NO	YES	YES

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Mike Taylor	Cross Timber Homes	NO	YES	YES
Katie Vela	San Antonio Regional Alliance for the Homeless (SARAH)	NO	YES	YES
Jennifer Gonzalez	Alamo Community Group (CHDO)	NO	YES	YES
Brad McMurray	Prospera Housing Community Services (CHDO)	NO	YES	YES
Graciela Sanchez	Esperanza Peace & Justice Center	NO	YES	YES
Amy Cassidy	Engaged Citizen	NO	YES	YES
Monica Cruz	Engaged Citizen	NO	YES	YES
Gene Rodriguez	LISC Policy Support	NO	YES	YES
Rebecca Flores	Engaged Citizen	NO	YES	YES
Mia Loseff	Texas Housers	NO	YES	YES
Manish Verma	Versa Development	NO	YES	YES
Jean Latsha	Pedcor / TAAHP	NO	YES	YES
Steve Popoon	Home Springs Realty	NO	YES	YES
Jose Gonzalez	Consultant	NO	YES	YES
Ian Benavidez	City of San Antonio	NO	NO	YES
Jacque Woodring	Prospera Housing Community Services (CHDO)	NO	NO	YES
Natalie Griffith	Habitat for Humanity (CHDO)	NO	NO	YES
Chris Sanchez	NHS of San Antonio (CHDO)	NO	NO	YES
Rich Acosta	My City is My Home	NO	NO	YES
Peggy Pena	Engaged Citizen	NO	NO	YES
Cynthia Spelman	Engaged Citizen	NO	NO	YES
Ryan Wilson	Franklin Development	NO	NO	YES
Levar Martin	NALCAB	NO	NO	YES
Ed Hinojosa Jr.	Housing Commission / Housing Authority	NO	NO	YES
Taneka Johnson	Housing Commission	NO	NO	YES

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Jeffrey Arndt	Housing Commission	NO	NO	YES
Robert Abraham	Housing Commission	NO	NO	YES
Sarah Sanchez	Housing Commission	NO	NO	YES
Amanda Lee Keammerer	Housing Commission	NO	NO	YES
Fernando Godinez	Mexican-American Unity Council (MAUC)	NO	NO	YES
Gil Piette	Prospera Housing Community Services (CHDO)	NO	NO	YES
Keith Newcomb	San Antonio Alternative Housing Corp (SAAHC)	NO	NO	YES
Lori Hall	Local Initiatives Support Corporation (LISC)	NO	NO	YES
Patricia Mejia	San Antonio Area Foundation (SAAFDN)	NO	NO	YES
Michael Reyes	Housing Authority	NO	NO	YES
Tim Alcott	Housing Authority	NO	NO	YES
Mark Wittig	Housing First Community Coalition	NO	NO	YES
Chris Plaunche	Housing First Community Coalition	NO	NO	YES
Melaine Cowart	Roseville Trust	NO	NO	YES
Zeke Romo	Our Casas Resident Council, Inc.	NO	NO	YES
Edward Gonzales	Town Twine Village	NO	NO	YES
Adam Smith	3LB Equities	NO	NO	YES
Barbara Hawkins	GGYC	NO	NO	YES
Basil Koutsogeorgas	Provident Realty Advisors	NO	NO	YES
David Holland	Provident Realty Advisors	NO	NO	YES
Brett Franklin	Franklin Development	NO	NO	YES
Dan Wilson	Atlantic Pacific Companies	NO	NO	YES
Debra Guerrero	NRP Group	NO	NO	YES
Jason Arechiga	NRP Group	NO	NO	YES
Erin Mitchell	Home Springs Realty	NO	NO	YES
Ginger Miller	Home Springs Realty	NO	NO	YES

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Michael Hogan	Home Springs Realty	NO	NO	YES
Jack Brenton	Cohen-Esrey	NO	NO	YES
Jay Johnson	Cohen-Esrey	NO	NO	YES
James Rastello	Tradewinds Residential	NO	NO	YES
Jarrett Woods	Waypoint Development	NO	NO	YES
Joey Guerra	Integrated Realty Group	NO	NO	YES
John Cooley	Terramark Homes	NO	NO	YES
Mark Tolley	Mission DG	NO	NO	YES
Victor Miramontes	Mission DG	NO	NO	YES
Michael Gross	LDG Development	NO	NO	YES
Michael Shackelford	Alamo Community Group	NO	NO	YES
Paul Moore	Steel Development	NO	NO	YES
Philip Morgan	Morgan Group	NO	NO	YES
Rajeev Puri	Athena Domain	NO	NO	YES
Stuart Falkin	Falkin Platnick Realty Group	NO	NO	YES
Azza Kamal	San Antonio Regional Alliance for the Homeless (SARAH)	NO	NO	YES
Hector Morales	San Antonio Apartment Association	NO	NO	YES
Allison Cohen	San Antonio Apartment Association	NO	NO	YES
Jim Bailey	Alamo Architects	NO	NO	YES
Cameron Goldsmith	Lake Flato	NO	NO	YES
Adam Martin	Lake Flato	NO	NO	YES
Ileana Rojas	Texas RioGrande Legal Aid (TRLA)	NO	NO	YES
Lizbeth Parra	Texas RioGrande Legal Aid (TRLA)	NO	NO	YES
Maria Berriozabal	Former City Councilwoman	NO	NO	YES
Melaine Cawthon	Disability San Antonio	NO	NO	YES
Annelise Gonzalez	San Antonio Board of Realtors (SABOR)	NO	NO	YES
Nadia Mavarakis	Culturingua	NO	NO	YES

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Strategic Plan

San Antonio Housing Trust Foundation, Inc.
2515 Blanco Road | San Antonio, TX 78212

Prepared by :
Mission Matters Group

SAN ANTONIO HOUSING TRUST: 5-YEAR STRATEGIC PLAN PUBLIC FEEDBACK

NAME: MELANIE G. COWART, PRESIDENT OF THE ROSEVILLE HOUSING TRUST

EMAIL: MELANIEGCOWART@AOL.COM

DATE: OCTOBER 10, 2022

"Thank you for providing Roseville Housing Trust the opportunity to comment on the San Antonio Housing Trust Strategic Plan. The plan is very comprehensive and exhibits a very thorough understanding of the need in our community for low-income housing and a variety of ways to address that need. We wish SAHT success in its efforts to implement the plan and hope we can find future ways to partner in those efforts."

NAME: ZEKE ROMO, EXECUTIVE DIRECTOR OF OUR CASAS RESIDENT COUNCIL, INC.

EMAIL: ZEKE.OURCASAS@SISNA.COM

DATE: OCTOBER 10, 2022

"Here is my feedback on the San Antonio Housing Trust's Strategic Plan for 2023-2027:

It is good to see that SAHT leadership has moved the organization from mostly supporting private, multi-family housing with only a small percentage of units dedicated to low-moderate-income families. SAHT is now taking a holistic approach to addressing the need for affordable housing in the city. Our Casas has been a beneficiary of the new approach by SAHT. The belief that "housing is a human right" sets the tone for the rest of the strategic plan with values such as "equity", "innovation", "agility" and "empathy".

Of special significance are Objective 4 that addresses the need to contribute to the construction of new, affordable rental homes for persons and families at 60 AMI and less. Objective 5 is also significant as SAHT addresses support for neighborhood preservation efforts to meet the preservation and production targets of SHIP.

Although it's not as attention-grabbing or may not seem as impactful as housing complexes with hundreds of units, Our Casas believes that there is still room for the construction of single-family, affordable homes using the scattered, infill method to bring families back into the neighborhood where vacant lots sit as a sore spot and without generating property taxes. New

single-family homes provides first-time homeowners a shot at the American Dream of owning a home and building intergeneration wealth.

The construction of single-family affordable homes also serves as a guard against gentrification as it brings residents back into the neighborhood."

NAME: SUSAN RICHARDSON

EMAIL: TEXSUS59@YAHOO.COM

DATE: OCTOBER 11, 2022

"To Whomever It May Concern:

I was happy to read about the "Renewed Identity" of SAHT and appreciate the measurements implied in the "Vitals" section. However, without summarizing actual metrics or use of the words "increase" or "maintain", I can only hope that the current situation our city finds itself in with regard to providing housing for lower income residents (those making <60% AMI) will improve with the help of SAHT in the next five years. My feedback on specific Objectives is as follows:

Objective 1: Key Results look great, especially on the fourth one suggesting "improved communication with stakeholders" part, but I would change the "and" following the comma to "along with" so that the Key Result reads "Public confidence in the trust is rebuilt as a result of improved communication with stakeholders and the public, along with transparency in its public relations efforts." The Supporting Strategies here look great, too! My only suggestion is to be sure and explain the difference(s) between "efforts"/ "successes" to the public as well as why some efforts are unsuccessful. This will help the public to better understand SAHT's role in funding the housing system.

Objective 2: The Key Result that includes establishing an investment policy of non-corpus funds to help cash growth would be amazing, even though it will only work if the next Key Result of creating annual stream of additional corpus investment is successful. I think it is demonstrative of SAHT's dedication to improving their identity and I hope it is successful. Whether it is or not, be sure to share it as such with the public as it definitely shows good effort.

Objective 3: The Key Result that mentions preserving a projected 3,710 "affordable" rental units is a good start, but I am sure that the need for these will only increase over the next five years. The pooling of smaller properties by nonprofit developers so as to be financially viable for the LIHTC is a good idea for the next five years. However, this should definitely be revisited as a Supporting Strategy in the next five-year plan, as "pooling" can outgrow its purpose. It is also good to see that SAHT wants to partner with nonprofits under PFC ownership to further the goal

of permanent affordability and seeks to establish a dedicated revenue in order to provide gap financing in support of the preservation of multi-family rental developments.

Objective 4: The first Key Result of 5,925 projected new rental units here is also a good start for the Multi-Family New Construction Program, and I recognize that it is definitely an improvement over previous years in that it is focused on a lower AMI percentage (which puts in both the "efforts" and successes" categories. So does the Key Result of establishing a land banking program, but it is unclear to me what the Supporting Strategy of "prioritizing the use of publicly owned land to build affordable housing" means. Is it the opposite of what was and is being done at Hemisphere Park , or what seems to be in the works near the Hays Street Bridge designated to be used as a park?

Objective 5: Both the Key Results look good, as do the Supporting Strategies - especially the assistance in establishing Community Land Trusts in areas at-risk for displacement.

Objective 6: The first of the Key Results is helpful, but I would also hope that policymakers for our city are motivated to educate themselves on legislative actions affecting housing and tools that other cities (both in and out of Texas) are currently using/ implementing to properly house their residents. Especially since accessible workforce housing continues to be one of the biggest issues our city faces. The first of the Supporting Strategies mentions SAHT will demonstrate support during meetings where LIHTC projects are being considered. Hopefully, this "support" doesn't translate into being solely responsible for providing Housing Tax Credit Development Criteria since this is also listed on SAHT's Annual Plan.

Overall, I feel this Five-Year Strategic Plan is light years better than anything I have seen since 2019, and I hope CoSA's NHSD chooses to use it as a guideline when crafting theirs. Mr. Alanis and staff have really turned a corner in understanding the urgent need for housing that is accessible to San Antonio's long-time, hard-working, and sometimes most vulnerable residents. Congratulations on a job well done - in my humble opinion. Thanks for the opportunity to review this plan.

Ms. Susan Richardson, San Antonio, TX

"The highest form of knowledge is empathy, for it requires us to suspend our egos and live in another's world." – Plato"

NAME: JOANNE BURCH

FACEBOOK COMMENT

DATE: OCTOBER 11, 2022

“San Antonio Housing Trust, thanks for your response. The difference between “equity” and “equality” still confuses many people. You’re proposing equity - which means you want everyone to have the same quality of housing. I don’t see any way that could ever be possible and the foray into an impossibility concerns me. Having a goal of mechanically-safe, affordable housing for all would be much more achievable.”

Pending Resolution

San Antonio Housing Trust Foundation
Agenda Item 7

Discussion and possible action to provide consent to the Executive Director to serve on the Preston Hollow Community Capital CDFI Advisory Board.

Summary:

The U.S Treasury has a program for banks, credit unions, loan funds, microloan funds, or venture capital providers called a Community Development Financial Institution (CDFI) Fund designed to provide various programs for these organizations to foster economic opportunity and revitalize neighborhoods by improving conditions in economically underserved markets. Unfortunately, due to SAHT's affiliation as a governmental entity, the SA Housing Trust is not eligible to be a certified CDFI.

Preston Hollow Community Capital (PHCC), a Texas based financial institution, who previously invested in our Lofts at Creekview Apartment project, is applying to the U.S. Treasury to be certified as a CDFI. Their intentions are to focus their substantial loan fund to positively impact low income Hispanic and Black underserved communities nationwide.

Here is a list of some of their prior community investments:

1. Brooks Development Authority, Texas - $55 million
2. Eastern Michigan University, Michigan - $59 million
3. Lofts at Creekview Apartments, Texas- $60 million
4. Drew University, New Jersey - 83.5 million
5. El Centro Regional Medical Center, California - $125 million
6. Richmond University Medical Center, Staten Island - $132 million

PHCC has asked if Pedro Alanis would be interested in serving as an Advisory Board Member to the Preston Hollow Community Capital CDFI Loan Fund. Pedro believes his voice on the advisory board with such a substantial financial position can make a real difference in providing PHCC a grass roots perspective on community needs and issues that come with sizeable investments. This would require the Executive Director's attendance at 2 board meetings per year. There is no compensation for serving on this board. Any expenses are reimbursed by the CDFI.

Issue

To serve on the Preston Hollow Community Capital CDFI Advisory Board, the Executive Director's Employment Contract requires the full Foundation Board provide consent.