



San Antonio Housing Trust Foundation, Inc.

Strategic Plan

FY
2023
—
2027

San Antonio Housing Trust

sahousingtrust.org

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

Presented by:
Mission Matters Group

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.

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

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

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, and 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 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.

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

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

Key Results

- 3,710 rental units (**Projected**) 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 (HPRP 1, FY 2024)
- 4 • 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)

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

Key Results

- 5,925 new rental units added (*Projected*) 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-wned inclusive housing, multifamily land trusts, or PSH.

Objective 5: Support Neighborhood Preservation Efforts

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

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 tools and resources needed for San Antonio to properly house all its residents.
- Revenue and resources increased 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.

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 December 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 at the end of 2022, at which point it will refine and recommit to the Annual Priorities below.

Annual Priorities

2023 PRIORITIES <i>(NOV. '22 - DEC. '23)</i>	2027 OKR ALIGNMENT
<ul style="list-style-type: none"> ■ 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 	<p>Clarify the Role of the Trust in the Local Housing System</p>
<ul style="list-style-type: none"> ■ 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 	<p>Invest in SAHT’s Capacity to Grow</p>
<ul style="list-style-type: none"> ■ 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 	<p>Facilitate the Preservation of Affordable Rental Housing</p>
<ul style="list-style-type: none"> ■ 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 	<p>Contribute to the Construction of New Affordable Rental Housing</p>
<ul style="list-style-type: none"> ■ Identify funding for CLTs ■ Establish one or two CLT community-based partner entities ■ Identify and/or provide technical assistance to community partner entities 	<p>Support Neighborhood Preservation Efforts</p>
<ul style="list-style-type: none"> ■ 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) 	<p>Engage in Advocacy at Local, State and Federal Levels</p>



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