

Strategic Housing Implementation Plan



Veronica Garcia
Director, Neighborhood
and Housing Services
Department
City of San Antonio

Pete Alanis
Executive Director
San Antonio Housing Trust

SHIP Introduction



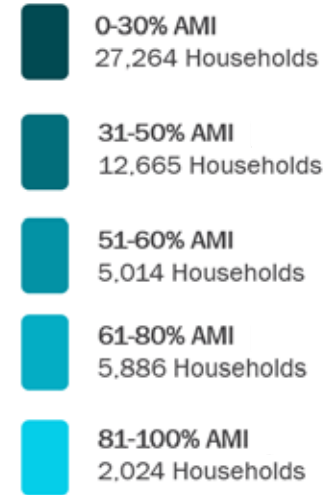
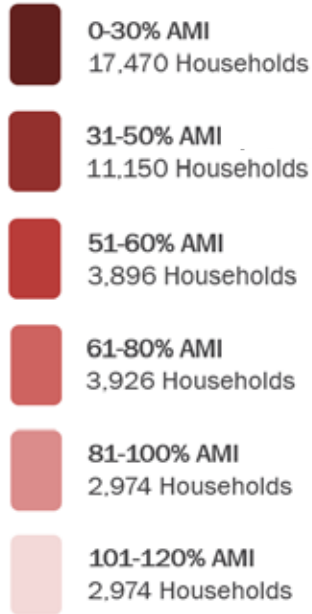
- Lead up:
 - 2017 Mayor's Housing Policy Task Force
 - 2018 Housing Policy Framework
 - 2021 SHIP adopted in 2021; outlines a 10-year plan
- Identified 5 major strategies (36 individual goals) based on input from community, stakeholders, analysis and best practices:
 - *Develop a Coordinated Housing System*
 - *Increase City Investment in Housing*
 - *Increase Affordable Housing Production, Rehabilitation and Preservation*
 - *Protect and Promote Neighborhoods*
 - *Ensure Accountability to the Public*
- Partners:



Households most at-risk by Area Median Income (AMI)

Homeowners

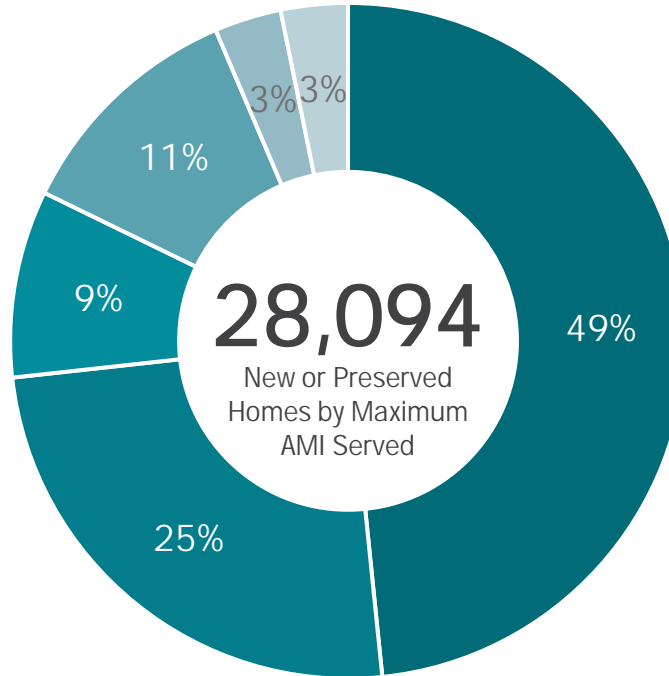
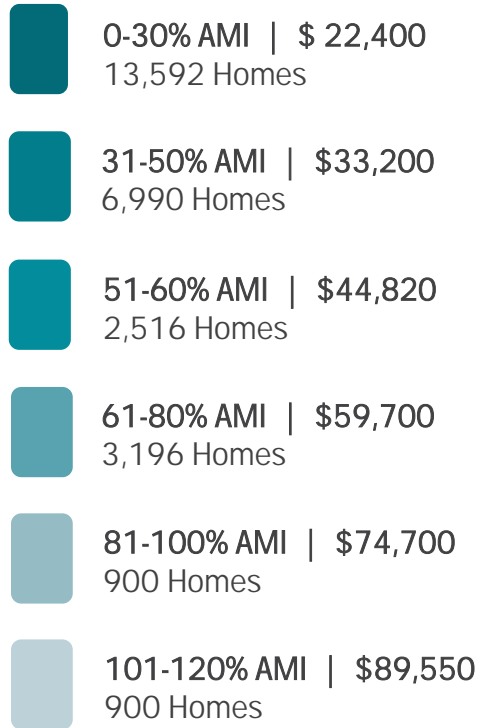
45% of overall need



Renters

55% of overall need

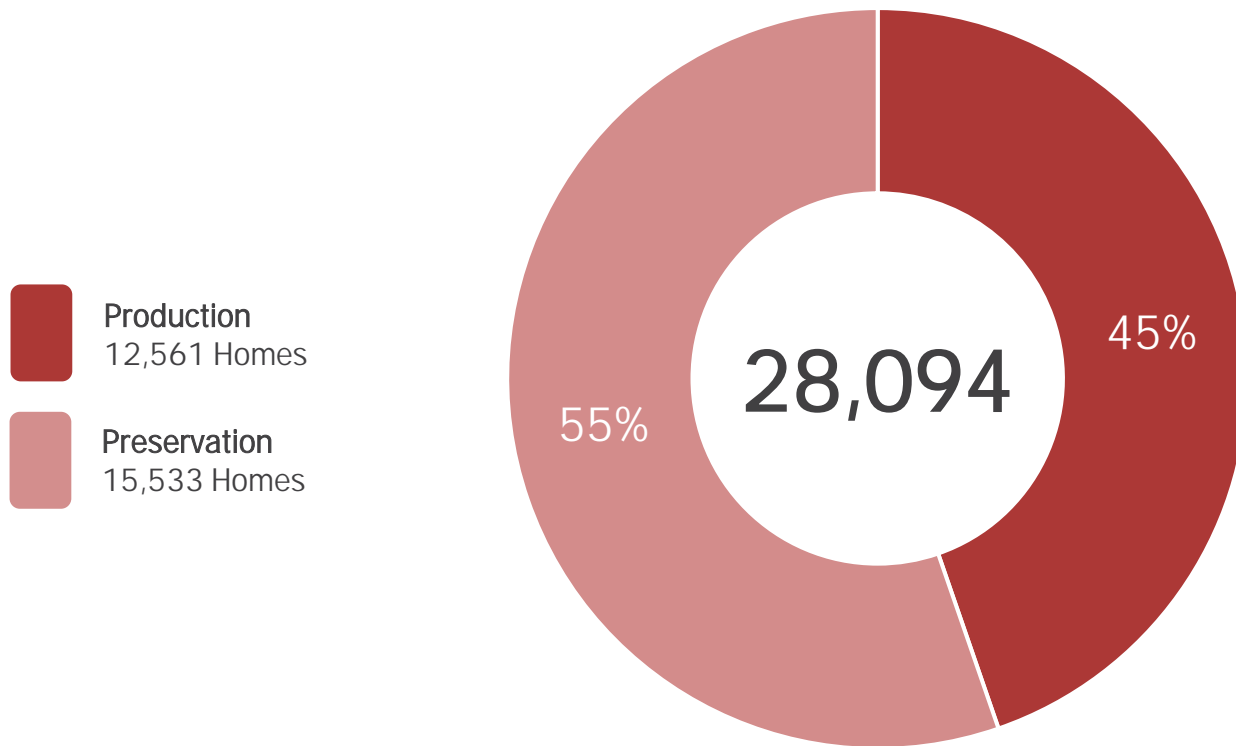
New Production & Preservation Goals by AMI



Includes:

- 1,000 Permanent Supportive Housing units
- 1,200 age-restricted homes for older adults

New Targets: Production & Preservation



Includes:

- 1,000 Permanent Supportive Housing units
- 1,200 age-restricted homes for older adults



2022 Housing Bond

Goals for the Housing Bond



- Create and preserve the largest quantity of affordable units for our community
 - Balance **all** adopted **Parameter** and **Framework** priorities
 - Prioritize **deeper affordability**
 - **Up to 50% AMI for rental with a priority for 30% AMI**
 - **Up to 80% AMI for homeownership with a priority for 60% AMI**
- Follow procurement guidelines to ensure a competitive and transparent process
- Ensure community and stakeholders provide input on the process
- Maximize and leverage funding, partnerships, and resources
- High quality developments with resident services to provide the best living conditions
- Activate and prioritize the non-profit development community

Housing Bond Program Overview

Homeownership
Rehabilitation
and
Preservation



\$45M

Rental Housing
Acquisition,
Rehabilitation
and
Preservation



\$40M

Rental Housing
Production and
Acquisition



\$35M

Housing with
Permanent
Onsite
Supportive
Services



\$25M

Homeownership
Production



\$5M

Creative
Projects
(SHIP)

- Land Banking
- Community Land Trust
- ADU's
- Mobile Home Park Conversion
- Pilot Rental Rehab Program

Application
+ Partnerships

RFP

1st Round
Completed
2nd Round
Completed

RFP

1st Round
Completed
2nd Round
Completed

RFP

1st Round
Completed

RFP

1st Round
Completed
2nd Round
Completed

Set-aside from
existing
categories

New Programs &
Partnerships

OVERALL BOND IMPACT TO DATE



30 PROJECTS



4,888 UNITS PRODUCED
OR PRESERVED



159 HOMEOWNERSHIP
OPPORTUNITIES



4,674 RENTAL UNITS

DEEP AFFORDABILITY*

UNITS	UNIT TYPE
954	30% AMI
258	50% AMI
159	80% AMI Homeownership
312	Public Housing Units
288	Permanent Supportive Housing
966	Public Housing or Income Based

\$808 M
TOTAL INVESTMENT**

\$81 M
BOND FUNDS

\$18 M
FEDERAL FUNDS

\$20,497
BOND + FEDERAL
CONTRIBUTIONS PER UNIT

\$146,852
DEVELOPER CONTRIBUTION
PER UNIT

*Units below 50% AMI for rental, below 80% for Homeownership, public housing and income-based units.

**Total investment and match amount subject to change based on final pricing at closing



Citizen and Community Engagement

Community Engagement Priorities



- **Build** and **sustain** trust with families
- **Foster** new community relationships
- **Create** access to programs
- **Inform** initiatives with community input
- **Connect** to internal departments about marketing efforts
- **Humanize** our programs
- **Assist** in cultural shifts around housing affordability
- **Strategize** for long term department transparency + community efforts
- **Establish** language access standards



Ongoing Engagement

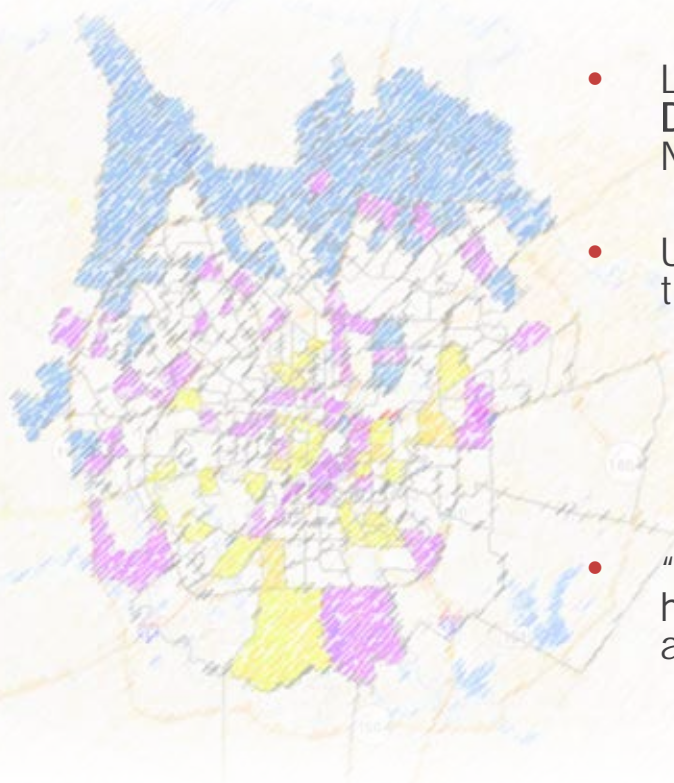
- SHIP Annual Events
 - First Event: February 2023
 - Next Event: January 2024
- Housing Commission
 - Public oversight Board to guide the SHIP
 - Monthly public meetings; in-person and online options
- Public-facing dashboards, progress updated quarterly
- Programs targeted towards tenants, homeowners and landlords





Displacement Impact Assessment

What neighborhoods are most at risk?



- Leveraging the prototype **Neighborhood Change & Displacement Tool** in development by Metro Health & NHSD
- Uses Census data to identify tract-level changes over time in:
 - Education levels
 - Median income
 - Percent people of color
 - Median rent & median home value
- "At Risk" tracts have higher increases in median rent or home value, or higher rates of eviction relative to the city as a whole AND flat

Displacement Impact Assessment: Initial Screening



Goal: Determine which projects can proceed Council and which need additional information

Does the project directly displace any existing residents on site?

Projects that would directly, permanently displace existing residents are not eligible for Housing Bond funding.

Is the site located in a Census Tract that is 'at risk'?

Will the project significantly increase the Census Tract population?

A "yes" responses to either of these questions merits a secondary assessment

Displacement Impact Assessment: Secondary Screening



Goal: Gather information about the study area help contextualize scoring committee & Council's award consideration.

28 Indicators* in 6 Categories:





Demolition Diversion Response

Operation Rebuild

Program Overview

OPERATION Rebuild is:

\$1 million partnership between the City, including:

- Neighborhood & Housing Services Department (NHSD),
- Development Services Department (DSD),
- Department of Human Services (DHS),
- Office of Historic Preservation (OHP),
- San Antonio Affordable Housing, Inc. (SAAH)

to preserve affordable housing for low-income owner-occupied homes that have been determined to be dangerous premises by the City of San Antonio. The pilot aims to repair or rehabilitate up to ten (10) single-family structures.

The City will prioritize single-family owner-occupied homes with an existing demolition order or designated dangerous premises, not an active DART case, and not pending litigation. The program will focus on both the family needs, as well as the building needs.



Program Process



Engagement

Housing/Benefits
Navigator assigned to
selected property
owner.

Assessment

Navigator assists
homeowner with family
needs and SAAH assists
with home repairs.

Estimating

SAAH obtains bid from
general contractor.
SAAH and owner
approve bid and enter
into contract with
homeowner.

Covenant

Upon executed contract,
a lien and covenant will
be placed on the
property. Owner will
relocate & repairs
begin.

Rehabilitation

Rehab will take about 6
months to complete. SAAH
will monitor progress and
approve draws, withholding
10% retainage.

Inspection

Upon final inspection
and approval by SAAH &
owner, retainage will be
released. Owner moves
back in.

Affordability & Repayment Terms



Owner-Occupied

- An affordable housing lien and covenant for the value of the rehabilitation, plus any outstanding code liens, will be placed on the property for a duration of 20 years
- Loans are forgiven at a rate of 1/20th per year
- If the home is sold before the 20-year period, the homeowner will be required to repay the program for the balance not forgiven, plus 2% interest per year loan has been committed.

**If a project obtains funding from an existing City program those program terms and conditions will be applied to the home, whichever are greater.*



Accomplishments, Challenges, Lessons Learned

Strategy Progress

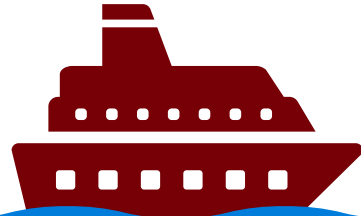


Complete

- CIH 3: Preserve single family housing through expanding funding for preservation & rehab programs
- CIH 6: Update the City Fee Waiver Program to provide more subsidy to affordable developments
- CHS 9: Conduct a county-wide systems analysis
- EAP 3: Develop & Implement a Displacement Impact Assessment
- PPN 1: Establish a Demolition Prevention & Mitigation Program
- CHS 2: Update the UDC to remove barriers to affordable housing production & preservation ...and more!

In Progress

- HPRP 3: Increase the number of Accessory Dwelling Units available for affordable housing
 - HPRP 4: Advance universal design and visitability standards
 - HPRP 6: Produce 1,000 Permanent Supportive Housing units
 - EAP 2: Implement Public Information Campaigns for Housing
 - PPN 5: System-wide eviction & foreclosure prevention
- ... and more!



Next Up

- CHS 3: Advocate for ad valorem tax for small-unit multi-family properties and affordable housing
 - CHS 4: Advocate at the state level to expand Medicaid in Texas
 - CHS 5: Advocate at the federal level for more Housing Choice Vouchers
 - PPN 6: Expand Land Title Remediation Program
- ... and more!

SHIP Impact to Date



Category	Homes Complete	In Progress	Total of Homes Complete & In Progress	10 Year Goal
Permanent Supportive Housing	83	288	371	1,000
Homeownership Production	76	2,433	2,509	1,950
Homeownership Preservation	601	324	925	10,986
Rental Production	3,023	8,714	11,737	9,611
Rental Preservation	80	5,213	5,293	4,547
Total	3,863	16,972	20,835	28,094

Additional Impacts:

- Improved collaboration across departments
- Alignment with non-profit partners
- Already broken ground on 9 bond-funded projects, more in the near future

Challenges, Setbacks, Lessons Learned



- **Challenges and Setbacks:**
 - Inflation
 - Supply chain issues – some arose immediately after adopting the SHIP
 - Setbacks at various stages with projects; planning, financing, etc.
- **Lessons Learned:**
 - Community Engagement is **vital**
 - Relationships with community partners and developers are also essential, especially when facing setbacks

San Antonio Housing Trust



- Adopted new Five-Year Strategic Plan to align with the SHIP
- Partners with Development Community (Property/Sales Tax Savings/TE Debt)
- 8,265 Apartment homes placed in service
- 2,982 Apartment homes in construction
- 2,400 Apartments in Predevelopment Pipeline
- Provide grant opportunities for Housing Initiatives focused on Target Populations
- Developing Land Acquisition Program
- Establishing New Multi-family Including (*Universal*) Design Standards
- Tenant Emergency Assistance Program
- Tenant Protection (Rights) Policy
- Ready to Work SA



Questions?