First Meeting Working Group Meeting Agenda

January 31, 2018; 9:00 – 11:00 a.m.

MAUC: 2300 W. Commerce

1. Welcome-Fernando Godinez

2. Agenda Review/Ground Rules

3. Co-chairs
   a. Reminder of roles, data requests
   b. Set date/time for next 3 meetings

4. Review the 2 documents we will use to make our recommendations; data and resources available on the website
   a. Public meeting report
   b. Affordability sheet; Housing cost burden, etc.
   c. Website

5. Review of topics from first meeting categorized by similar themes/topics
   a. Do we agree with the “categories” or summaries?
   b. Did we leave out a key issue that you mentioned at orientation that we didn’t capture?

6. Break (10 minutes)

7. Define the problem for each category
   a. What do we know about it?
   b. What data/reports/research do we need to support the need?
   c. What best practices exist to address this issue? Models we should be looking at?
      i. Consultants will research and bring to next meeting
   d. Did we leave out a key issue that this WG should address?

8. (By Category) Do we have preliminary recommendations for any categories based on what we currently know?

9. Subcommittee review if needed/Overview of next meeting

10. Address public input if we have public/observers
Creating a Transparent Coordinated Housing System – Orientation Working Group Session 1/23/18

Categories by related critical housing issues

Align and integrate services across sectors
- Align housing system with other family service providers – health, transportation, and social services.
- Recognize effects of previous policy (intentionally placed policies) by addressing those structures with new policies and align what we are doing regarding jobs, education, and health
- Coordinate/leverage public, private and nonprofit services, resources and partnerships
- Service delivery system that includes homeless
- Through partnership, assess and address issue of homelessness and affordable housing
- All issues intertwine – embed sustainable structures systematically for efforts to continue.
- Integrate with SA2020
- Reduce waste/duplication
- Actually use inventories of services provided by organizations in public, private and non-profit sectors
- How do you incent affordable housing and not over-regulate

Ensure transparency and coordination
- Engage residents – provide opportunity to residents to feel empowered and have a voice, they are the ones who benefit from work, ensure we be transparent in these conversations and give the community an opportunity to say what they want and/or don’t want
- Help create community change and provide transparency for community members
- Economic opportunity for programs to disperse funds in a transparent and coordinated way
- Connect to other organizations with special populations data/projects. Share what has been done, what has worked and hasn’t

Provide access to information and opportunity
- Affordable housing disappearing before people’s eyes, affecting both low and moderate income. Increase information about resources to people who need them (easily accessible)
- Max resources, help deliver services to residents, doing a better job in coordinating those efforts, working across public/private/nonprofit sectors – to establish common goals
- Make sure resources available and people know where to ask.
- Communicate data in a way people understand
- Think about the next generation

Establish a common understanding of terms and shared outcomes
- Ensure everyone has a shared definition of
  -- Affordable housing
  -- What is low/moderate income
  -- Who needs affordable housing and where?
  -- Need for housing for 80-100% AMI – economic development issue
- Understand the real issues and who is being impacted and get at the root of who we are really trying to help.
- Establish common outcomes/accountability – shift focus to outcomes, create a shared language (especially around outcomes), and what are we doing on the ground (community results)

Other
- To preserve, expand, and improve affordable housing.
- How residents can benefit and expand affordable housing
Creating a Transparent, Coordinated Housing System

Working Group Meeting 1 - Jan. 31, 2018
Working Group Meeting Outline

- **Meeting 1:**
  - Discuss and define key issues, explore potential recommendations

- **Meeting 2:**
  - Review relevant data and best practices, begin to consolidate and summarize recommendations

- **Meeting 3:**
  - Prioritization of key recommendations to be brought to MHPTF; finalize data requests to help in prioritization

- **Meeting 4:**
  - Review priorities and any relevant data, finalize recommendations
Online Resources

http://www.sanantonio.gov/HousingTaskForce/Resources

TECHNICAL WORKING GROUP MEETINGS / JUNTAS DEL GRUPO DE TRABAJO TÉCNICO

TUESDAY, JANUARY 23, 2018

- Report: Public Input Meeting Report - December 9, 2017 (PDF - 111 MB)
- Plan: 2013 Comprehensive Housing Needs Assessment and Strategic Housing Plan (PDF - 8 MB)
- Summary: Demographic and Housing Data for San Antonio (PDF - 713 KB)
- State of the Nation's Housing 2017 - Joint Center for Housing Studies Harvard University (PDF - 3 MB)
- Presentation: San Antonio Housing Commission on Housing Need - October 27, 2015 (PDF - 11 MB)
- Study: REnewSA Real Estate Market Study (PDF - 7 MB)
- Summary: FY2016-2020 Consolidated Plan and FY2016 Action Plan Summaries (PDF - 328 KB)
- Plan: Strategic Plan for Community Development - 2010 (PDF - 8 MB)
- Link: SA Tomorrow Comprehensive Plan
- Link: Unified Development Code
- Link: Adopted City Plans
Important Dates

- Proposed Technical Working Group Meetings
  - Meeting 2: Tuesday, February 27
  - Meeting 3: Tuesday, March 27
  - Meeting 4: Tuesday, April 24

- Working Group Recommendations Due to Task Force: May 18, 2018
Creating Transparent, Coordinated Housing Systems Working Group

Meeting 1 – 1/31/2018

Requests for data/resources

From NALCAB
- Descriptions about all working groups (orientation handout) – shared on google drive
- Prosperity Now 2017 Scorecard – shared on google drive
- Updating affordability guide handout – shared on google drive
- Vulnerability report (prepared by NALCAB) – shared on google drive

From City
- Other reports available for coordination
  - The original housing task force document – by Dr. Drennon
  - Project by Fregonese and Associates (pending to be presented to housing commission)
- City council (approval on HUD programs)
  - Agreed on definition on affordable housing
  - Use for the sourcing and values
- Inventory of data
  - Past and existing programs – related to housing (include about the program, types of services, eligibility, requirements, etc.)
  - From public, private, and nonprofit sectors
  - Information on funding sources/amount

Working Group Goal
- Scope of WG
  - Alignment of resources?
  - What puts system at risk?
  - What stabilizes a housing system?
  - Of system we have – what do we want to protect?
  - Presenting information – What tells people what we’re doing?
  - What do we like or don’t about what we have, and what do we need to have? – there is policy, and there are systems
  - How do we innovate and add to system (policy, technology systems)?
- If we want culture change, need to define how
  - Culture – it changes, esp. in any organization (we need to identify and measure) – we have to be explicit about it (how it will look like as we get there)
- Glossary of terms we all have an understanding about. Need to define (address separately)
  - Affordable
  - Transparent
  - Coordinated
  - Outcomes
  - Other terms
Creating Transparent, Coordinated Housing Systems Working Group

Meeting 1 – 1/31/2018

Resources Needed by Category:

**Align & Integrate Services Across Sectors**
- Inventory of data
  - Existing programs/funding – here’s what we have/here’s how to get
  - Need from private sector
  - Past inventories? Housing providers
  - To address housing gaps, what we do now is not efficient to meet the need (our goal – how do we get what have to meet what we need)
- Types of services/sectors
  - Services mean something different …what do we mean?
  - This is more than housing?
  - There are many places out there, but don’t know about/where it’s at
  - No one place to go to get info (one stop shop)
  - If we want to be relevant need to change with the community
  - What are processes to get housing on the ground
- Preliminary recommendations
  - Come up with a policy to hand over to task force, and the how to will depend on funding and city willingness
  - WG task – coordination from COSA perspective? (will they change programs? – at the federal/state level) – but need to change it at a local level
  - What is current city policy – what changes are needed?

**Ensure Transparency & Coordination**
- Data system/management or partner
- Inventory who’s doing data (CI Now?)
- Preliminary recommendations
  - Need a common data system or partner
  - Baseline and/or data management – share as it changes – definitions around housing, and role to establish the baseline, and a role as it changes by doing analysis, part of this analysis it’s about projecting

**Provide Access to Information & Opportunity**
- A committee?
- Preliminary recommendations
  - All the materials in Spanish
  - Explore other common languages used in SA
  - COSA should be central hub and link to all resources (private, public, nonprofit)
  - Housing portal (everyone who is in the housing business will be added on website) from what was done with ReNewSA (from mayor’s office)
- Support for research
  - New budget?
  - Ex: Data on evictions – someone can do the research and needs to be supported by someone
Creating Transparent, Coordinated Housing Systems Working Group

Meeting 1 – 1/31/2018

Establish a Common Understanding of Terms & Shared Outcomes

- Definition of affordable, # per household, $ amount, HUD definition and other program requirements (each community built is different)
- Understanding that just because something does meet one definition, doesn’t mean it’s not affordable
- Consider household size to unit size
  - No specific guidance from HUD (fair housing issues) but generally 2 per bedroom
  - It’s difficult to get specific guidance for bedrooms (based on HUD’s requirements) – standard is 2 people per bedroom
- Need a base for understanding/definition of what is affordable housing (establish a definition for each band, because it all means something else) – make sure we identify who we are talking about
  - There are people who are struggling with affordability in each band
  - Who are we talking about?
    - Family of 4 (2 earners?), 80% AMI or below – define at each band (80% to 120%)
    - 4-person household is a standard
  - Top occupations might help to identify who are the wage earners of household size

Parking lot

- Helping seniors stay in their homes
- Undocumented and homeless populations (special populations group). There may be issues we need to address and other groups (as cross overs)
Mayor’s Housing Policy Task Force Technical Working Group
Transparent & Coordinated Housing Systems – Meeting # 2
February 27, 2018; 9:00 – 11:00 a.m.
MAUC: 2300 W. Commerce

Agenda

1. Welcome

2. Agenda review and Ground Rules Review

3. Review Scope of Work, meeting 1, goals for meeting 2, and Policy Recommendation Structure


   NALCAB will provide a list of problem statements created from the categorized related critical housing issues from meeting 1. The WG will work in small groups to review the problem statements and make revisions, clarifications, and contributions of additional problem statements to the list.

5. Group Work – Policy Ideas and Information Needed

   The WG will work in small groups to define policy ideas for each problem statement and information needed to develop ideas into policy recommendations.

6. Wrap Up and Next Steps
Creating Transparent, Coordinated Housing Systems Working Group - updated

Categorized related critical housing issues

Align and integrate services across sectors
• Align housing system with other family service providers – health, transportation, and social services.
• Recognize effects of previous policy (intentionally placed policies) by addressing those structures with new policies and align what we are doing regarding jobs, education, and health
• Coordinate/leverage public, private and nonprofit services, resources and partnerships
• Service delivery system that includes homeless
• Through partnership, assess and address issue of homelessness and affordable housing
• All issues intertwine – embed sustainable structures systematically for efforts to continue.
• Integrate with SA2020
• Reduce waste/duplication
• Actually use inventories of services provided by organizations in public, private and non-profit sectors
• How do you incent affordable housing and not over-regulate?
• Other city departments related to affordable housing – inter-governmental, planning, economic dev., development services

Ensure transparency and coordination
• Engage residents – provide opportunity to residents to feel empowered and have a voice, they are the ones who benefit from work, ensure we be transparent in these conversations and give the community an opportunity to say what they want and/or don’t want. Sharing outcomes of WG meetings with public, opportunity to get feedback.
• Help create community change and provide transparency for community members
• Economic opportunity for programs to disperse funds in a transparent and coordinated way
• Connect to other organizations with special populations data/projects.
• Share what has been done, what has worked and hasn’t
• All decisions have impact on housing
• Make sure all departments are coordinating similar policies/focus

Provide access to information and opportunity
• Affordable housing disappearing before people’s eyes, affecting both low and moderate income.
• Increase information about resources to people who need them (easily accessible)
• Max resources, help deliver services to residents, doing a better job in coordinating those efforts, working across public/private/nonprofit sectors – to establish common goals
• Make sure resources available and people know where to ask.
• Communicate data in a way people understand
• Think about the next generation
• Dept. of Human Services – pipeline of people who will buy or rent (to get them ready)
• TCI (infrastructure) – deals with nonprofits differ from private development who pass cost to buyer
• Focus more about the cause of affordable housing – (Sq. ft. = $. Affordable housing keeps to min.)
• How do taxes affect affordable housing?
• Where to find opportunity into policy intervention? – Public, private, nonprofit may find policy opportunity to incentivize gaps in private sector production/involvement
• Housing system – how its funded? (it must be leveraging)

Establish a common understanding of terms and shared outcomes
• Ensure everyone has a shared definition of
  o Affordable housing
  o What is low/moderate income
  o Who needs affordable housing and where?
  o Need for housing for 80-100% AMI – economic development issue
• Understand the real issues and who is being impacted and get at the root of who we are really trying to help.
• Establish common outcomes/accountability – shift focus to outcomes, create a shared language (especially around outcomes), and what are we doing on the ground (community results)
• One size does not fit all when we talk about affordable housing (but we can try to develop a size that fits most)
Creating Transparent, Coordinated Housing Systems Working Group

Draft Problem Statements

- Housing services across sectors (public, private, nonprofit) are not aligned and integrated
- Common goals/targets and metrics for system accountably across sectors are nonexistent
- Previous COSA housing policies and housing information from the nonprofit housing sector has not been used effectively
- Information about housing resources is not available
  - To the public,
  - To those in need
  - To the sectors that will utilize the system
- Residents are not engaged in the current housing system
- There is a lack of transparency regarding publicly funded/supported housing programs, including subgrants, incentives, leveraging, etc.
Group Work – Review of Problem Statements

Summary: Items for future consideration in policy development

- Define system targets by sector
- Coordinated system components should be updated and added to HUD Consolidated Plan
- Policy recommendations should be coordinated with existing housing services and plans (such as transportation/VIA plans)
- Accountability – need to define who is accountable to who
- System exists within city to capture data (ReNewSA/Housing portal) – can serve as resource for future system
- Resident engagement is needed at all levels – public meetings, advocate for neighborhoods, users of information
- Information about housing development in neighborhoods should be provided early in the process

Group Work – Review of Problem Statements: Detail by Problem Statement

1. Housing services across sectors (public, private, non-profit) are not aligned - Good with this one

2. Common goals/targets & metrics for system accountability do not exist
   - Define sectors again.
   - Remember to update and align to current Consolidated Plan.
   - If other systems like health and transportation are integrating housing into their strategic planning, need to make sure this plan we are creating is pushed out to those sectors.
   - Who is holding who accountable?

3. Previous COSA housing policies and housing information from the non-profit sector has not been used effectively - Good with this one

4. Information about housing resources is not available to public, those in need, sector that will utilize the system–
   - There was an attempt to this by the City before – RenewSA portal (opportunity to tap into that)
   - Do the people in the industry have the data they need to make decisions: where are Section 8 vouchers being used, where is transit oriented development being planned
   - Is this information not easily accessible, or not available at all? If not, this should be documented

5. Residents are not engaged in the current housing system
   - Residents are not provided an opportunity to be engaged.
   - Need both: Access to what’s available but also want their input. Different types of engagement (neighborhood association vs. someone who is going to be evicted or displaced) – segmentation is needed.

6. There is a lack of transparency regarding publicly funded/supported housing programs, including subgrants, incentives, leveraging, etc.
   - Good with this one

7. Engagement with information needed early so that neighborhoods don’t just get defensive and rally to defeat an affordable housing project. This was added as a problem statement.
### Problem Statement 1:
**Housing services across sectors (public, private, non-profit) are not aligned**

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<th>Data/Research</th>
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<td>• Who are the providers and stakeholders?</td>
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<td>• Use database of units and services not just for “baseline” but for case management, etc.</td>
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<tr>
<td>• Establish the “why” for providers, user needs to understand “why”</td>
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### Problem Statement 2:
**Common goals/targets & metrics for system accountability do not exist across sectors (public, private, non-profit)**

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<td>• Have other community planning documents align with housing plan recommendations – like MPO, Health Collaborative, Eco. Dev.</td>
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<td>• Define “who” (accountability)</td>
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<td>• Need consistent/longer term goals – don’t change goals while providers are working to achieve them</td>
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<td>• Mutual accountability for work on a shared vision</td>
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### Problem Statement 3:
**Previous COSA housing policies and housing information from the non-profit sector have not been used effectively**

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<tbody>
<tr>
<td>• If non-profit receives public funding – disclosure is required and tracked to show money is used as promised.</td>
<td>• Need metrics over time</td>
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<tr>
<td>• Once and for all – use Housing Trust more creatively.</td>
<td>• Production of units</td>
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<td>• City needs consistency, limit changes to programs, leadership, goals, etc.</td>
<td>• Use child care data system as example</td>
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<tr>
<td>• Central data reporting system and data clearing house</td>
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### Problem Statement 4:
**Information about housing resources is not available to public, those in need, sectors that will utilize the system**

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<tr>
<td>• Public facing interface and interface for housing professionals (lenders, developers, non-profits, etc.)</td>
<td>• ReNewSA housing portal – Needs usability testing!</td>
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<tr>
<td>• Expand access to technology (Bibliotech partnership?)</td>
<td>• List of public access points</td>
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<td>• Non-tech (print?) option until digital divide disappears – such as promotoras</td>
<td>• Population concentration such as where are vouchers utilized</td>
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<td>• Multi-lingual, low-literacy</td>
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<td>• Outreach to providers and existing resource collections (Bexar necessities)</td>
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<td>• App/tool to help people choose a neighborhood/unit, like Zillow or City Search (?) but for affordable housing</td>
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<td>• Integrated effort to share info (i.e. Schools, senior centers, universities, etc.)</td>
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### Problem Statement 5:
**Residents are not engaged in the current housing system**

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<tr>
<td>• Promote technology access</td>
<td>• Digital SA data results access</td>
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<tr>
<td>• Support existing digital SA assessment</td>
<td>(community engage – resource)</td>
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<tr>
<td>• Provide multiple methods to engagement (include schools, proactive outreach)</td>
<td>• Look at Sherry Arnstein’s “Ladder of Citizen Participation” (resource)</td>
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<td>• Livestream more meetings with language accommodation</td>
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<tr>
<td>• Rebuilding trust (transparency)</td>
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<tr>
<td>• Language barriers</td>
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<td>• Engage residents in ways that help them, not us. Don’t waste their time</td>
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### Problem Statement 6:
**There is a lack of transparency regarding publicly funded/supported housing programs, including subgrants, incentives, leveraging, etc.**

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<th>Data/Research</th>
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<tbody>
<tr>
<td>• Info is already transmitted to city, TDHCA, or HUD</td>
<td>• Need local access to data already providing</td>
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<tr>
<td>o Centralized/access</td>
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<tr>
<td>• Increase transparency of city downtown incentive programs to public</td>
<td>• Accountability through tracking (performance metrics)</td>
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<tr>
<td>• “Translate” to non-technical language for non-experts (Merced has acronym dictionary)</td>
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**Problem Statement 7:**

Public/neighborhoods are often opposed to affordable housing due to lack of information

<table>
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<tr>
<td>• Incorporate longer/earlier notice period</td>
<td>• Upcoming /in review projects should be on CoSA website by council district (partnering with neighborhood/community associations)</td>
</tr>
<tr>
<td>• Primer on process – to understand when to engage</td>
<td>• Target areas that need affordable housing should be on website even before developments are planned</td>
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<tr>
<td>• Educate neighborhoods about what authority they actually have, re: proposed project</td>
<td>• Get community input prior to project being proposed</td>
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<tr>
<td>• Make it known city will push for affordable housing equity – neighborhood with no affordable housing should plan for how to incorporate</td>
<td>o Example, joint base SA with development plans</td>
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<td>• Show data on how mixed income neighborhoods can thrive</td>
<td>• Access to data such as jobs, Section 8 vouchers, etc. to help organizations make decision</td>
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<tr>
<td>• Educate public officials to help them work it out with constituents</td>
<td>• Neighborhood data for planning (jobs, transportation, amenities)</td>
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**Other comments**

- Problems in the gathering of data is part of the problem in developing a transparent and coordinated system (informative to the MHPTF- what you run into on gathering data). Would like the City, or whoever is doing the research, to also communicate the difficulties in gathering the information
- Overarching issue – the discussion about technology, we are talking about what we ideally want to see, but the community not all have access to technology (need to be forward thinking, but we are in it now
- Access to data such as jobs, Section 8 vouchers, etc. to help organizations make decision
- Neighborhood data for planning (jobs, transportation, amenities)
Mayor’s Housing Policy Task Force Technical Working Group
Transparent & Coordinated Housing Systems – Meeting # 3
March 27, 2018; 9:00 – 11:00 a.m.
MAUC: 2300 W. Commerce

Agenda

1. Welcome

2. Agenda review and Ground Rules Review

3. Review Scope of Work, meeting 2, goals for meeting 3

   
   As a continuation from the group work done during last meeting, the WG will work in small groups to review in more detail the problem statement’s policy ideas and data to propose a specific policy recommendation/solution. NALCAB will provide a list of sample recommendations for consideration.

5. Large group report out and discussion

6. Wrap Up and Next Steps
Group Work – Review of Problem Statements Summary: Items for future consideration in policy development

- Define system targets by sector
- Coordinated system components should be updated and added to HUD Consolidated Plan
- Policy recommendations should be coordinated with existing housing services and plans (such as transportation/VIA plans)
- Accountability – need to define who is accountable to who
- System exists within city to capture data (ReNewSA/Housing portal) – can serve as resource for future system
- Resident engagement is needed at all levels – public meetings, advocate for neighborhoods, users of information
- Information about housing development in neighborhoods should be provided early in the process

Group Work – Review of Problem Statements: Detail by Problem Statement

1. Housing services across sectors (public, private, non-profit) are not aligned - Good with this one

2. Common goals/targets & metrics for system accountability do not exist
   - Define sectors again.
   - Remember to update and align to current Consolidated Plan.
   - If other systems like health and transportation are integrating housing into their strategic planning, need to make sure this plan we are creating is pushed out to those sectors.
   - Who is holding who accountable?

3. Previous COSA housing policies and housing information from the non-profit sector has not been used effectively - Good with this one

4. Information about housing resources is not available to public, those in need, sector that will utilize the system–
   - There was an attempt to this by the City before – RenewSA portal (opportunity to tap into that)
   - Do the people in the industry have the data they need to make decisions: where are Section 8 vouchers being used, where is transit oriented development being planned
   - Is this information not easily accessible, or not available at all? If not, this should be documented

5. Residents are not engaged in the current housing system
   - Residents are not provided an opportunity to be engaged.
   - Need both: Access to what’s available but also want their input. Different types of engagement (neighborhood association vs. someone who is going to be evicted or displaced) – segmentation is needed.

6. There is a lack of transparency regarding publicly funded/supported housing programs, including subgrants, incentives, leveraging, etc.
   - Good with this one

7. Engagement with information needed early so that neighborhoods don’t just get defensive and rally to defeat an affordable housing project. This was added as a problem statement.
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**Housing services across sectors (public, private, non-profit) are not aligned**

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### Problem Statement 2:
**Common goals/targets & metrics for system accountability do not exist across sectors (public, private, non-profit)**

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<td>• Define “who” (accountability)</td>
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<td>• Need consistent/longer term goals – don’t change goals while providers are working to achieve them</td>
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<td>• Mutual accountability for work on a shared vision</td>
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### Problem Statement 3:
**Previous COSA housing policies and housing information from the non-profit sector have not been used effectively**

<table>
<thead>
<tr>
<th>Policy Ideas</th>
<th>Data/Research</th>
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<tbody>
<tr>
<td>• If non-profit receives public funding – disclosure is required and tracked to show money is used as promised.</td>
<td>• Need metrics over time</td>
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<tr>
<td>• Once and for all – use Housing Trust more creatively.</td>
<td>• Production of units</td>
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<tr>
<td>• City needs consistency, limit changes to programs, leadership, goals, etc.</td>
<td>• Use child care data system as example</td>
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<tr>
<td>• Central data reporting system and data clearing house</td>
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**Group Work – Policy Ideas and Information Needed**
### Problem Statement 4:
**Information about housing resources is not available to public, those in need, sectors that will utilize the system**

<table>
<thead>
<tr>
<th>Policy Ideas</th>
<th>Data/Research</th>
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</thead>
<tbody>
<tr>
<td>• Public facing interface and interface for housing professionals (lenders, developers, non-profits, etc.)</td>
<td>• ReNewSA housing portal – Needs usability testing!</td>
</tr>
<tr>
<td>• Expand access to technology (Bibliotech partnership?)</td>
<td>• List of public access points</td>
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<tr>
<td>• Non-tech (print?) option until digital divide disappears – such as promotoras</td>
<td>• Population concentration such as where are vouchers utilized</td>
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<tr>
<td>• Multi-lingual, low-literacy</td>
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<tr>
<td>• Outreach to providers and existing resource collections (Bexar necessities)</td>
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<td>• App/tool to help people choose a neighborhood/unit, like Zillow or City Search (?) but for affordable housing</td>
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<tr>
<td>• Integrated effort to share info (i.e. Schools, senior centers, universities, etc.)</td>
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### Problem Statement 5:
**Residents are not engaged in the current housing system**

<table>
<thead>
<tr>
<th>Policy Ideas</th>
<th>Data/Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Promote technology access</td>
<td>• Digital SA data results access</td>
</tr>
<tr>
<td>• Support existing digital SA assessment</td>
<td>(community engage – resource)</td>
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<tr>
<td>• Provide multiple methods to engagement (include schools, proactive outreach)</td>
<td>• Look at Sherry Arnstein’s “Ladder of Citizen Participation” (resource)</td>
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<td>• Livestream more meetings with language accommodation</td>
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<tr>
<td>• Rebuilding trust (transparency)</td>
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<tr>
<td>• Language barriers</td>
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<tr>
<td>• Engage residents in ways that help them, not us. Don’t waste their time</td>
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</table>

### Problem Statement 6:
**There is a lack of transparency regarding publicly funded/supported housing programs, including subgrants, incentives, leveraging, etc.**

<table>
<thead>
<tr>
<th>Policy Ideas</th>
<th>Data/Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Info is already transmitted to city, TDHCA, or HUD</td>
<td>• Need local access to data already providing</td>
</tr>
<tr>
<td>o Centralized/access</td>
<td>• Accountability through tracking (performance metrics)</td>
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<tr>
<td>• Increase transparency of city downtown incentive programs to public</td>
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<tr>
<td>• “Translate” to non-technical language for non-experts (Merced has acronym dictionary)</td>
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### Problem Statement 7:
**Public/neighborhoods are often opposed to affordable housing due to lack of information**

<table>
<thead>
<tr>
<th>Policy Ideas</th>
<th>Data/Research</th>
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<tbody>
<tr>
<td>• Incorporate longer/earlier notice period</td>
<td>• Upcoming /in review projects should be on CoSA website by council district (partnering with neighborhood/community associations)</td>
</tr>
<tr>
<td>• Primer on process – to understand when to engage</td>
<td>• Target areas that need affordable housing should be on website even before developments are planned</td>
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<tr>
<td>• Educate neighborhoods about what authority they actually have, re: proposed project</td>
<td>• Get community input prior to project being proposed</td>
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<tr>
<td>• Make it known city will push for affordable housing equity – neighborhood with no affordable housing should plan for how to incorporate</td>
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<tr>
<td>• Show data on how mixed income neighborhoods can thrive</td>
<td>• Access to data such as jobs, Section 8 vouchers, etc. to help organizations make decision</td>
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<tr>
<td>• Educate public officials to help them work it out with constituents</td>
<td>• Neighborhood data for planning (jobs, transportation, amenities)</td>
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### Other comments

- Problems in the gathering of data is part of the problem in developing a transparent and coordinated system (informative to the MHPTF - what you run into on gathering data). Would like the City, or whoever is doing the research, to also communicate the difficulties in gathering the information
- Overarching issue – the discussion about technology, we are talking about what we ideally want to see, but the community not all have access to technology (need to be forward thinking, but we are in it now
- Access to data such as jobs, Section 8 vouchers, etc. to help organizations make decision
- Neighborhood data for planning (jobs, transportation, amenities)
Models/Best Practices of Coordinated Housing Systems/Metrics
Transparent & Coordinated Housing Systems Work Group

- Coordinated Housing Center Models
  - **Los Angeles County Housing Resource Center**
    One-stop housing resource center with multiple partners, led by local government. A key partner is the local housing authority.
    [http://housing.lacounty.gov](http://housing.lacounty.gov)
  - **Community Housing Network**
    One stop housing resource center with multiple partners, led by a non-profit. Also includes metrics and achievements in the Annual Reports.
    [https://communityhousingnetwork.org](https://communityhousingnetwork.org)
  - **Harris County Housing and Community Resource Center**
    [http://www.housingandcommunityresources.net](http://www.housingandcommunityresources.net)
  - **New Jersey Housing Resource Center**
    [http://nj.gov/njhrcc](http://nj.gov/njhrcc)
  - **Housing Resource Center of Monterey County**

- Housing plan/goals
  - **Austin Strategic Housing Blueprint**
    [https://www.austintexas.gov/sites/default/files/files/StrategicHousingBlueprint_Final_Sep
tember_2017.pdf](https://www.austintexas.gov/sites/default/files/files/StrategicHousingBlueprint_Final_Sep
tember_2017.pdf)
  - **City of Alexandria Virginia**
    - Housing Master Plan
      [https://www.alexandriava.gov/uploadedFiles/housing/info/Housing%20Master%20Pl
an%20Final.pdf](https://www.alexandriava.gov/uploadedFiles/housing/info/Housing%20Master%20Plan%20Final.pdf)
    - Housing Master Plan at Glance (implementation matrix)
      [https://www.alexandriava.gov/uploadedFiles/housing/info/FinalHousingMasterPlanA
taGlance2014.pdf](https://www.alexandriava.gov/uploadedFiles/housing/info/FinalHousingMasterPlanA
taGlance2014.pdf)
  - **City of Los Angeles: Housing Goals Objectives, Policies and Programs**
    [https://planning.lacity.org/HousingInitiatives/HousingElement/Text/Ch6.pdf](https://planning.lacity.org/HousingInitiatives/HousingElement/Text/Ch6.pdf)
Group Work – Policy Recommendations

Problem Statement 6: There is a lack of transparency regarding publicly funded/supported housing programs, including subgrants, incentives, leveraging, etc.

Policy Recommendations:

- Independent compliance audit conducted by a 3rd party auditing firm for housing incentive packages
  - Make findings public
- When creating public program policies:
  - Tracking of all discussion – one document
  - Publish draft proposal
  - Notification of all parties: public
  - Provide opportunities for comment: revision before proposal goes to committees and city council

Problem Statement 4: Information about housing resources is not available to public, those in need, sectors that will utilize the system

Policy Recommendations:

- When developers are awarded incentives, they should go onto a list that can be publicly accessed so users know what is available to them
  - One central access point (LA County?)
  - Physical community owned one stop center
  - Create seamless universal application process for housing services
  - The site can also be used to track compliance of the public incentives that were awarded
  - Tracking of units available

Notes:

Initial questions from the group:

- How do you translate the public data (that is reported to HUD/agencies) and make it accessible?
- Who owns ReNewSa? Is it disabled?

Concerns on city transparency:

- In the past 6 months there has been an effort for owner occupied rehab. The city had attached to it a land use restriction, it decreased overhead, etc with no negotiation of contract – this is no transparency, no dialog (how do we inform this as a policy?)
  - What should have been the right step (besides the negotiation)? To bring it up at the nonprofit meeting (that the city is changing their policy). Submitted a response to objection, but never received a response. Talked to the city about the restricted agreement.
  - Proposed Policy: for there to be dialog, from the city dept. to publish policies/procedures and give an opportunity to comment.
- Example: Annexation bill, from private sector [city] reached out to and everyone received a copy or original ordinance that supported the military. Need to come up with a policy that there is consensus.
There was a doc that city maintained on comments from all stakeholders, that was brought up to council for approval to incorporate into the overall zoning. The city was very honest of their objective, all parties came together and had that conversation for a common understanding. This was transparent, city kept record of transaction (of what stakeholders want/don’t).

- **Proposed Policy**: how does this become a public process about how we deal with contract changes. If these policies that already coming to affect, it should be honored (grandfathered).

**Examples are seen differently, a disrespect to the very poor.**

- **Proposed Policy**: a city to publish a draft proposal and give to all parties (give opportunity for revision/comments from all parties and public). *For a policy that works for the community.*
  - “Increase transparency…”: a perception from public. Units not rent restricted, not appropriate, for people to live in them. How are developments held accountable for incentives that were being awarded, what should be done? For higher end development at that say they have 20% units that are affordable units for LMI. How do we know what units those are? Who are they being occupied by? Are they units that do benefit LMI? They are given incentives, never fill units, and raise prices to market rate. As a community member, who is tracking that to know?

- **Proposed Policy**: inventory of who is receiving this generous offer and held accountable (who are these people we need to hold accountable?). For public to know about these affordable units.
  - What incentives where they awarded, what are the conditions, how long are the incentives? [Neighborhood/housing services dept]. – what do we want to see awarded? A public/private partnership?
  - An independent and private auditing of the city (not the city doing this internally) – of compliance (that city is in compliance and for reports to be made public).
  - People just don’t have information in the way they need it – a public interface that can be utilized (see the inventory of programs that are housing services – doesn’t matter what level you are in housing need that someone can submit an application and see where they are in the process and be provided what they are eligible for) – as a community member, will need basic information and what are we in the processes of getting housed (universal application). Need to simplify the process.
  - An inventory of all resources (housing) as it develops add more resources. What is available, what do I qualify, etc?
  - Part of the planning of this, involve apartment association
  - LA county website as a model.

***
**Problem Statement 2: Common goals/targets & metrics for system accountability do not exist across sectors (public, private, non-profit)**

Policy Recommendations:

- Engage and understand private sector to explore business case for investment in affordable housing
- Improve resident planning process
  - Better alignment between resident, developer, city goals
- Identify and crosswalk all housing-related plans
  - Highlight common themes/goals
  - Move toward integrated policy and plans
- Identify other social determinants up and downstream of housing (including existing housing)
- Strategic land banking (tool, implementation)
- Align land use and zoning to housing policy maps
- Metrics/goals to be determined
  - Accountability
    - Organizations – public, private, civic
    - Individuals – pledge
  - Voluntary
    - Cultural development
  - Regulatory

***
**Problem Statement 1:** Housing services across sectors (public, private, non-profit) are not aligned

**Problem Statement 3:** Previous COSA housing policies and housing information from the non-profit sector have not been used effectively

**Policy Recommendations:**

- Create an accessible (physical and online) full-service platform
- All sector support including public sector partners (to ensure accountability)
- Leverage all publicly-funded projects (required to be listed)
- Create a development fee-n-lieu program for additional units
- Sources: Downtown model, Go Section 8, Incentive policies

**Notes:**

The group immediately moved that the policy recommendations covered both policy ideas simultaneously.

**Policy Recommendation 1**

- Create an accessible (online portal & physical locations) housing one-stop shop that addresses housing across the City of San Antonio, nonprofits and for profits
  - Begin by consolidating CoSA’s existing Housing services into a one-stop shop
  - Public investment should be on units (e.g. where the people actually live)
  - Policies around construction should be housed there (building codes, etc)
  - Credit counseling side
  - Application side
  - SAHA should be moved to the one-stop shop
  - Housing programs for all income brackets, not just homeless or housing for the poor, should exist here
  - Potential model might be Development Services Center
  - Potential resource: The Homeless Coalition created database that all providers of homeless service providers had access to (medical, housing, etc)
  - Accessibility is an issue, where would you put it?
  - How would it pay for itself? Some sort of service fees…

**Policy Recommendation 2**

- CoSA must provide the appropriate support (advertising, etc) to the one-stop shop
  - Potential: Go Section 8 Website is a potential model (privately owned service)
  - User incentive of the website is to find Section 8 housing
    - Like Zillow for Section 8
  - Nonprofits could save money by not having to use services like Zillow
  - Can the City contract out to Go Section 8?

**Policy Recommendation 3**

- Organizations that use local tax dollars (for profit developers, nonprofits, etc) must be listed with CoSA under the one-stop model

**Policy Recommendation 4**
• Create a policy that requires you to self-report if you don’t create enough low-income units
• In any new incentive/existing program that allows public financing of housing, a certain percentage of affordable units must be created, then the dollars must go into an affordable housing pot
  o Similar to SAWS
• Use the “decade of downtown model” to fund public housing; do it to a certain point and then stop
• Question: Has anyone said that development policies must have a certain percentage of low-income units and if they aren’t built, they must put money in a pot?
  o If it’s against state law, what is stopping us from advocating to change it?
  o Could also look at other incentive based ideas

***
**Problem Statement 5:** Residents are not engaged in the current housing system

**Problem Statement 7:** Public/neighborhoods are often opposed to affordable housing due to lack of information

Policy Recommendations:

- Affordable housing program/marketing campaign
- Citizen academy
  - Housing-focused (neighborhoods)
  - Access and information
- Sharing existing and available resources
  - Analytics – agency collaboration and enabled by city
    - Example – Public perception is also related to concerns for rising or lowering property taxes
  - Create a central “hub” to share information
    - Owner developer user specific (from the beginning, tailored with the user in mind – who is going to use it?) - Experience and engagement continuum

Notes:

1) **The two problem statements are quite broad and raise several questions such as:**
   - How do we know residents are being or not being engaged? What is meant by engagement? What is engagement meant to do and how to we measure it. Recommend figuring out how to measure engagement.
   - We rarely ask why there is no engagement and if promoting access will actually fix the problem. A lot of information already exists and people don’t know where to start or how to navigate through all the resources. Need to provide a point of access to navigate information, maybe through libraries with homebuyer, renter education courses. Many residents with smartphones already have a means to access information. The elderly are most vulnerable in this case.
   - The city usually asks people to COME to a resource, however why doesn’t it GO to the neighborhoods and work in the community?
   - The language of the problem statements is very similar, asked why they are separate statements. Do we know where residents are getting information about housing? If so, are these effective means for different populations? **Would recommend developing a matrix of engagement for different populations.**

2) **Notes on Language:**
   - The group cautioned using language such as “push” on problem statement #7 or “fight” or “right” when writing the final report. The language needs to be further refined.

3) **Improvements to the community notification process should be made.**
   - The city may undergo a lengthy internal plan, however it’s not until there are stakes in the ground that the public is informed, resulting in them being blind sighted. In response, we need to revise the process to disseminate information as early as possible.
   - For the zoning notification process, the city could impose its own public hearing standards in addition to state requirements where there is a minimum number of days within which a developer must conduct public outreach. Also, review the minimum notification requirement in terms of distance to increase or not be linear feet. Developers should additionally connect with neighborhoods where they propose to work. A concern here is that not all communities are organized.
- Also cautioned that developers already encounter much red tape when developing affordable housing. Nevertheless, if the city has knowledge of a bid, the public should be engaged in advance.

4) **Considered engagement for a variety of affordable housing developers of different size and type (public, private, non-profit) and at different parts of the development process.**
   - Example provided of an architect developing some small studio apartments. In the current process, he has not been required to follow any type of affordable housing policy. Others commented that it is the case that as a developer of any size you must ensure proper platting, zoning, and fits within community plans.
   - Developers need to be proactive overall (large and small), although for smaller developers this is more challenging when the project is underway. How do we get a policy that informs and also protects developers of all sizes doing affordable housing?

5) **The City and County could start sharing analytics to understand the level of engagement and access to their resources.**
   - Someone mentioned that COSA previously had a database, is this the same as the “Digital SA results” listed in PS#5?

6) **The city could develop a Citizen Academy for the resources that already exist and focus it on neighborhood development issues (housing, parks, etc).**
   - This could empower residents and developers of all sizes with training to access resources.
   - Called a OneStop Technology Shop (Similar to LA example)
   - Always keep the user at the forefront when designing this.

7) **The city can engage people in helping them understand what Affordable Housing is and how it affects a variety of people and families.** The reason people are not engaged is that people don’t understand that housing affordability is a part of their lives too.
   a. We can change perception with a PR campaign (like a veteran housing example cited). Also emphasize that affordable housing is not just new housing, but remodeled units as well.
   b. Public perception is also related to concerns for rising or lowering property taxes. The lack of transparency with tax appraisals add to this. Taxes greatly affect resident’s ability to stay in their homes. (although this was not part of this group’s discussion points, please note)

**FINAL RECOMMENDATIONS** (summarized and presented to whole group)

1. **Sharing Existing or Available Resources**
   - Getting the analytics from different agencies to build a better, usable access.
   The City would enable that collaboration somehow and set up metrics. For best practices. (Central Housing Tech Hub). The resource of a navigator is important; because we don’t necessarily need more information, we need to make it accessible.
   - Agency collaboration from beginning to end is key, especially for the tax assessment process. Can be thought of as an engagement continuum for housing needs.

2. **Focused Community Neighborhood Academy**
   - Data the group would like to request: What is the current curriculum of the Citizen Academy? How is it impacting anything? What’s the impact? Are there people attending?

3. **Affordable Housing PR marketing campaign.** Having the HUB and campaign all in one.
• Sharing resources is top issue. Lots of existing info out there. Create a centralized hub for those resources. Los Angeles has a good example for residents, developers, etc
  o Review analytics from agencies that have resources to see if they are being accessed. Which agencies are being visited? Use what works to build better resources for all to access
  o Agency collaboration enabled by the City. The City can help foster collaboration
  o Experience and engagement continuum. Keep talking about residents, renters and homeowners. Continuous education on tax issues, etc. Make tax process transparent

• Citizen academy
  o Housing focused
  o Info is public, but people don’t know what’s going on.
  o Informing about groundbreaking projects BEFORE groundbreaking happens
  o Once the centralized hub from previous bullet point is created, align it with the academy

• Affordable housing outreach/campaign
  o Show the community what it can be
  o Put a face to it to help put a face to it

***
**Group Report Out**

-land banking question led to question about community associations not being formed in advance, but rallied around a conflict or proposal disagreed on how community associations react many tables agreed on a virtual OneStop and physical one for SA as well.

J’s table: What about other recommendations made to other WGs?  

Francis-Would like to know how to leverage the FD/PD pension plan? Dallas does it at $1.2 M. Let’s add the CDFIs in that conversation.  

Francis-Can we require any program with public $s about construction to require a workforce component/ youth build (apprenticeship)? Require apprenticeships and scholarships.

**Problem Statement: Common goals/metrics**

- 4 alignments ideas with a suggested tool  
- Aligned to private sector, explore the business case for investment in affordable housing  
- How do you scale? Neighborhood, city, regional? Have better resident, developer city goals  
- Identify alignment that already exists, what are all the plans? ID all housing relating plans, even if it’s only indirectly. Highlight common themes and goals and then incorporate everything  
  - Especially land use and zoning maps. They can be tools to implement housing policy  
- Housing & health sector alignment. What policies impact each other?  
- Strategic land banking can help with all of these issues  
- Metrics are the next step  
- Begin to put together a framework for accountability

**Problem statement: residents aren’t engaged, public often opposed to affordable housing due to lack of info**

- Sharing resources is top issue. Lots of existing info out there. Create a centralized hub for those resources. Los Angeles has a good example for residents, developers, etc  
  - Review analytics from agencies that have resources to see if they are being accessed. Which agencies are being visited? Use what works to build better resources for all to access  
  - Agency collaboration enabled by the City. The City can help foster collaboration  
  - Experience and engagement continuum. Keep talking about residents, renters and homeowners. Continuous education on tax issues, etc. Make tax process transparent  
- Citizen academy  
  - Housing focused  
  - Info is public, but people don’t know what’s going on.  
  - Informing about groundbreaking projects **BEFORE** groundbreaking happens  
  - Once the centralized hub from previous bullet point is created, align it with the academy  
- Affordable housing outreach/campaign
- Show the community what it can be
- Put a face to it to help put a face to it

**Problem Statement: Using information effectively/aligning resources**

- Create an accessible (physical and online) full service platform
  - Development Services one stop as a model
  - Satellite facilities for increased accessibility
  - Los Angeles had a big online presence, but not a sufficient approach in SA due to lack of broadband access
  - Support from the public sector
  - Projects that receive incentives would be required to participate
    - Flip side, the city/county would need to do the marketing to provide a benefit
  - Create a development fee in lieu program.
    - Transaction fees
    - Bottom line: a funding stream
  - Existing models to tap into: “the downtown model” but for public housing, Go Section 8, incentive policies

**Problem statement: Lack of transparency**

- Independent compliance audit by third party
  - Make findings public
- When creating housing polices:
  - Track all discussion
  - Publish draft
  - All parties involved, and the public, should have chance to comment
  - Comments can lead to revision before it goes to committees/City Council
  - Development Services Department example: reached out to CPS, SAWS, Board of Realtors, organizations that do bill boards on updating military over light district on Camp Bullis. Wanted to expand it city wide and identify appropriate partners. We worked off one document discussing line by line what we wanted in the document before putting it to council. Worked on it for 5 months. Tough. Everyone wanted a win. Honest conversation led to realization that objective was trying to save 266 missions. Want to replicate this process city wide

**Problem Statement 4: Information about housing resources not accessible**

- When developers are rewarded incentives, they have to automatically post the list so the public can know what is available to them
  - LA county model
  - Should be a physical location
  - Create universal housing application process so users only have to fill it out once
  - Site can also be an access point to check the compliance of publicly warded dollars

**Open Questions**

Question: What is strategic land banking?
A: In principle, an organization (city, nonprofit, etc) purchases land when its cheap, usually vacant. Holds it for defined period of time based on the organization’s goals. The idea is then to sell it or redevelop it at a certain point of time. Purchase it early so that public funds are invested wisely.

Related to that, neighborhoods having more agency on vacant lots. Let the neighborhoods drive the process. It would be asking people to see what kind of development they would like to see on the vacant lots.

Carol: Lot of alignment around the tables. How do you educate residents? A one off workshop doesn’t work. Has to be an ongoing engaging effort.

Comment: I would challenge the assumption about lack of access to technology because of smart phones. We have 4 libraries in the westside. We don’t want to solve the problem with a lot more information. Idea of the Citizen’s Academy was the overarching training would be community navigators helping to point out existing resources. Don’t want to lose human touch component.

Additional comment that more broadband is still needed

Carol: This is important and key. Next steps are to try to group things and summarize a little bit, send them back out to you for the last meeting. Then we need to prioritize because we need to get to the top 5.

Comment: I had suggestions for other committees? What’s the best way to get them that info?

Carol: We got work from other committees too. If you have something that you’d like us to share with others, we can do that, or you can do that directly.

- Expand funding: Someone needs to find out how we access and leverage the fire and police fund. In Dallas, the fund is $2.5 billion. They’ve used $1.2 B to buy luxury housing everywhere. Can we at least look at ways to leverage that fund? We’re funding at millions of dollars a year. Is it viable?
  - CDFI’s in the conversation. Who can access opportunity to that fund
- Removing barriers to housing affordability: A conversation around labor. The question is, can we demand that we require apprenticeships/scholarships/etc for young people. If CoSA has a public dollar, we require workforce training component. YouthBuild as an example. Leverage dollars already being spend. Require it
Mayor’s Housing Policy Task Force Technical Working Group
Transparent & Coordinated Housing Systems – Meeting # 4
April 17, 2018; 9:00 – 11:00 a.m.
MAUC: 2300 W. Commerce

Agenda

1. Welcome
2. Agenda Review
3. Large Group Discussion – Review of Policy Recommendations
   As a large group discussion, the WG will review recommendations for final edits by making any needed revisions, clarifications, and contributions of additional recommendations to the list.
4. Wrap Up and Next Steps
Policy Recommendation: Create an online portal and physical location(s) for a housing resource one-stop-center that provides the ability to access assistance for all housing types/needs.

Policy Recommendation: Any project that includes public funds should include incentives for affordable housing and recipients should be held accountable for results.

Policy Recommendation: Determine metrics/goals based on the completed housing inventory; should include voluntary and regulatory data and accountability from all sectors.

Policy Recommendation: Improve resident planning process to better align resident, developer, city goals.
Creating a Transparent & Coordinated Housing System Working Group

Policy Recommendations

Policy Recommendation: Create an online portal and physical location(s) for a housing resource one-stop-center that provides the ability to access assistance for all housing types/needs.

Ideas for Implementation

- COSA prioritizes funding and redirects existing resources to support One-Stop Center
- Track and make public an inventory of who is receiving/awarded incentives that informs public of where there are available affordable units.
- Engage affordable housing developers of different size and type (public, private, non-profit)
- “Translate” to non-technical language for non-experts
- Create seamless universal application process for housing services
- Have Navigators to help people access and understand information
- Establish partnership with other agencies/organizations to provide services (e.g. health, apartment association, credit counseling, etc.)
- Include housing programs for all income brackets, not just homeless or housing for the poor
- Engage private sector/corporations to explore businesses case for their investment in affordable housing

Models

- Los Angeles County Housing Resource Center (http://housing.lacounty.gov/)
- South Alamo Regional Alliance for the Homeless (SARAH) database
- Go Section 8
- Strategic land banking

Policy Recommendation: Any project that includes public funds should include incentives for affordable housing and recipients should be held accountable for results.

Ideas for Implementation

- Beneficiary of incentives should be held accountable on appropriate use of incentive conditions such as on percentage of units that would remain affordable and occupied by eligible low- to moderate-income households/individuals
- Conduct an independent 3rd party compliance audit for housing incentive packages and make findings public

Models

- Decade of Downtown incentives
Policy Recommendation: Determine metrics/goals based on the completed housing inventory; should include voluntary and regulatory data and accountability from all sectors.

Ideas for Implementation

- Identify and cross-reference all housing-related plans, including aligning land use and zoning to housing policy maps
- Include housing gaps by income category

Policy Recommendation: Improve resident planning process to better align resident, developer, city goals.

Ideas for Implementation

- Create public notice procedure that can lead to revision before a development/policy proposal goes to committees and city council for approval that includes:
  - Earlier notification to neighborhoods
  - Developers should connect with neighborhoods where they propose to work earlier in the process
  - Increase the minimum notification requirement to wider geographic area
  - Track and publish public comments
  - “Translate” to non-technical language for non-experts
- Institute a Resident Academy that is housing focused
  - Include information on development process and what does affordable housing mean
- Engage in an affordable housing marketing campaign
  - The city can engage people in helping them understand what affordable housing is and how it affects a variety of people and families.
  - Develop a matrix of engagement for different populations
  - Include information on property taxes
Creating a Transparent & Coordinated Housing System

April 17, 2018
Policy Recommendations

- Create an online portal and physical location(s) for a housing resource one-stop-center that provides the ability to access assistance for all housing types/needs. City of San Antonio prioritizes funding/redirects existing resources to support one-stop center.

- Any project that includes public funds should include incentives for affordable housing and recipients should be held accountable for results.

- Determine metrics/goals based on the completed housing inventory; should include voluntary and regulatory data and accountability from all sectors.

- Improve resident planning process to better align resident, developer, city goals.
Policy Recommendation: Create an online portal and physical location(s) for a housing resource one-stop-center that provides access to all users (such as service providers including…) and for public to have the ability to access assistance for all housing types/needs.

- Not to “redirect” city resources, but only to “direct” resources
- There are two different ideas, creating a one-stop is a great implementation step, but the bullet for directing resources (doesn’t belong there)
  - If there is a statement for prioritizing funding, there needs to be a policy statement that address all the partners involved
- It is not only the city for directing resources (other agencies that can provide resources, ex. CPS), it’s important to broaden or remove
- Want to make sure where the money is, COSA has many housing resources that are spread out. That all those people (departments) should be part of this portal. Somehow the city requires everyone to be on here.
  - All the other bullets capture this idea, just not the first statement (this statement applies to all recommendations)
- The first implementation bullet to be its own recommendation.
- Recommending that those agencies agree with this overall policy for the city. For city to be inclusive that taps into all available resources/funding
- The partners at the table service beyond the city limits (Bexar county)
  - This is a long-term goal, require different people and resources, and it does need to be inclusive (city doesn’t have all the resources, but will the work inclusively and hold accountable – whether that is city and county)
  - Issue: you have something created – then there is change in leadership.
- Change recommendation to include access and providers – for people to access and for providers that provide service to input into and communicate with each other

Added Recommendation: Commit to create, support, and sustain a regional housing framework for a coordinated housing system by formalizing a working group of interagency and community housing partners that will hold all involved parities accountable.

- To have a coordinated system for city and county – is great, and will help us to create more affordable housing. Task force wants us to think big.
- The big idea, is coordinated housing system. Although we are talking about housing center, it is really about housing system that will then become the center/portal.
- Should be looking and asking the city to create a MPO structure – and require everyone who gets funding they need to be accountable and report (this would be the model)
- Needs to be mutually beneficial
- …need a facilitator/mutual party, to help continue this work. can be interagency group and community housing partners…that is an accountability group (bullet that describes how to create policy and stays)
- Really need an MPO like organization
- Get the investment from the city to support and sustain in order to continue this portion
  - As implementation: make sure we have elected officials that are decision makers, make sure to include community members…
  - Needs to be a continued effort (long-term)
Creating a Transparent & Coordinated Housing System Working Group

Meeting 4 Notes: Policy Recommendations

- Recommendation on creating a center, becomes a sub bullet for this recommendation. The two needs to be link, to not lose this recommendation.

Policy Recommendation: Any development that includes public funds incentives should include affordable housing and recipients should be held accountable for results.

- Remove “results and reporting”
- On ideas for implementation have “eligible households” and “affordable housing”
- Have guidelines for types of incentives
- Change to any project that include public incentives should include affordable housing and recipients should be held accountable
- Any incentives of public funds, whether housing or not, should have an affordable housing component (an analysis, expanding).
- Economic development project?
- Illegally can’t be done according to state law (if tied with zoning)
- How do you connect to housing? Linkage?
- TIA (transportation impact development), health impact assessments are example of this being done – have an housing impact analysis
- Any tax money/incentives – should be placed into the policy. We are not changing zoning laws.
- Developers want to build affordable housing, but the compliance side/inspection is so high (a deterrent for developers from doing affordable) – it’s all the red tape and accountability. If the state has already been out there inspecting, why does the city need to be going out there again and using the resources.
- Any dedicated public funds… ex: 1% (a percentage based on housing impact assessment) set aside for any capital improvement project (public art) for affordable housing
- Health housing impact assessment should be done with any public investment

Policy Recommendation: Determine metrics/goals based on the completed housing inventory; should include voluntary and regulatory data and accountability from all housing sectors (public, private, and non-profit).

- An implementation process for recommendation on “create, support, and sustain….”
- What is voluntary/non-regulatory data? And is regulatory state/federal statue?
  - Is this related to 3rd party audit
  - Remove “voluntary and regulatory” – include a sub bullet, don’t ask to report data that has already been provided?
- Don’t see how it relates to metrics, only to goals
- Define “all sectors” as “public, private, and nonprofit sectors”

Policy Recommendation: Improve resident planning process to better align resident, developer, and city goals.

- No change needed
- Help educate neighborhood that we do value their feedback, and they understand what they can/can’t do – don’t need to say “can/can’t do”.
Creating a Transparent & Coordinated Housing System Working Group

Meeting 4 Notes: Policy Recommendations

- Making improvements at what is coming more transparent to a person (a better use for this recommendation”
- If encouraging affordable housing to be built, balance out (NIMBYism)
- Let neighborhoods know there is a fair housing issue, between whether it is affordable or market rate multi-family housing development
- This recommendation is for if you are a resident, here is how you can get involved. Whether they want/don’t want affordable housing, but more about understanding what it is
- City has a citizen’s academy, needs to be refined/publicize more
- Having multiple places, make it easier for residents to access, know what these sessions offer (clarity about content)
- Understanding the real estate finance process from the builder’s perspective
- Make sure everything is bilingual as a standard
Creating a Transparent, Coordinated Housing System
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