

HOUSING COMMISSION RETREAT

FRIDAY, JANUARY 10 2020, 8:30 AM TO 5:00 PM
SAN ANTONIO BOTANICAL GARDEN
555 FUNSTON PL, SAN ANTONIO, TEXAS 78209

Members Present: Pedro Alanis for Nicole Collazo, Member
Jessica O. Guerrero, Member
Susan Richardson, Member
Lourdes Castro-Ramirez, Chair
Dr. Paul Furukawa, Member
Sarah Sanchez, Member
Robert Abraham, Member
David Nisivoccia, Member
Keith Hom, Member

Members Absent:

Staff Present: Erik Walsh, *City Manager*;
Lori Houston, *Assistant City Manager*;
Verónica R. Soto, *Neighborhood & Housing Services Department*;
Edward Gonzales, *Department of Human Services*;
Rudy Niño, *Planning Department*;
Shanon Shea Miller, *Office of Historic Preservation*;
Veronica Garcia, *Center City Development & Operations*;
Michael Shannon, *Development Services Department*;
Edith Merla, *Neighborhood & Housing Services Department*;
Ian Benavidez, *Neighborhood & Housing Services Department*;
Sara Wamsley, *Neighborhood & Housing Services Department*;
Irma Duran, *Neighborhood & Housing Services Department*;
Kristin Flores, *Neighborhood & Housing Services Department*;
Azza Kamal, *Neighborhood & Housing Services Department*;
Anabel Marroquin- Villa, *Neighborhood & Housing Services Department*;
Munirih Jester, *Neighborhood & Housing Services Department*;

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- **Call to Order** - The meeting was called to order at 8:30 AM by Lourdes Castro-Ramirez
 - **Roll Call** - The roll was called by Irma Duran; at the time roll call was conducted, nine (9) members were present representing a quorum.
 - **Public Comments** –Duran announced one (1) resident signed up to speak on consent.
 1. Mike Gately: Saw the article on eviction by Marina Riker [San Antonio Express-News]. He has been in the private sector property management, managing apartments as senior executive for large portfolios. There should be a middle ground for people not to be evicted. Engage private sector in the discussion early on to

avoid/ eliminate eviction. He read excerpts from the article and offered suggestions. Most apartment managers are being evaluated on how well they collect rent. The managers may want to work with the tenants that need to pay late but feel pressure to collect. Could create Residents Last Resort Council where apartment managers could refer tenants to provide tenants with a solution, possible financial support. The council to be funded and operated by the City of San Antonio or Bexar County. Keeping folks from being evicted is cheaper than the social costs of eviction. He suggested a formal program run by the City or County that recognizes responsible, socially proactive landlords and apartment managers who are taking active steps to prevent eviction. This could be coordinated through organizations like San Antonio Apartment Association. This recognition would serve as a counterbalance to eviction. The program could provide one-page handout to tenants on steps they can take when faced with not being about to pay rent -- housing rights and having a conversation with their landlords.

1. **Item #1: Briefing on the Purpose of the Meeting and Director's Remarks** Lourdes Castro-Ramirez started the meeting by welcoming Susan Richardson (long-time renter in San Antonio & former educator) as a new commissioner.

Castro-Ramirez thanked staff and addressed the role of housing commission in addressing housing issues and rent increase that causes rapid change and gentrification either due rapid growth or public investments. The national policies don't usually support local quality of life. Castro-Ramirez read excerpts from book, *The New Localism*. "Cities are built as a negotiation between private ownership and the collective use of public institutions and spaces. At their best, cities have a democratic character. A low-income resident and student should have access to the city's culture. At their worst, cities are segregated in race and class and the unequal distribution of services creates fissures that fester in the collective memory and erode a sense of shared destiny. Placemaking needs its focus on shared community and prosperity."

Castro-Ramirez read a statement that expresses the importance of prioritizing housing HC (Housing Commission) is the oversight body to provide and ensure accountability. The body can bridge many sectors. VIA metropolitan, EDF (Economic Development Foundation), SAHA (San Antonio Housing Authority), SAHT (Housing Trust) banded to create affordable housing, help members of the community. We [HC] have the opportunity to grasp this opportunity to briefly share the reason of being on the commission throughout the 2019; we felt we're not advancing. She concluded by saying they are trying to understand the difference between a commission and Housing Taskforce.

To address displacement mitigation & prevention, Commissioner Jessica O. Guerrero has been involved in the Risk Mitigation Program and ForEveryoneHome initiative.

In addition, during the year:

- Housing Commissioners reminded staff that it is not about numbers, it is people who are impacted.
- Housing Commissioners weighed in on the low-income tax credit policy, we're producing housing for families that have deeper need.
- Housing Commissioners reviewed the Housing Trust assessment that was recommended by the Housing Policy Framework. We didn't lose sight of the public input. We run the

meetings with residents from SAHA properties share their concerns, to ensure staff to be treated with respect. Castro-Ramirez appreciates David Nisivoccia for his due diligence to ensure that.

However, the affordability issue on the macro level doesn't seem to be doing any better. The homelessness system is not able to support those who are navigating several challenges of securing a home. So, the Commission's responsibility is higher. The Commission needs to focus our strategic approach to be able to say by the end of 2020 what it had accomplished to combat these challenges.

Erik Walsh, City Manager, recognized Verónica R. Soto, Director of Neighborhood & Housing Services, and her team. The City has to continue to be creative. The macro level we deal with is connected to many things.

State law is very restrictive to cities and counties.

He updated the Commission on the search for a Chief Housing Officer. The City hired a recruitment agency that searched locally and outside San Antonio. Recruitment ended on the January 10th. The recruiter met with several Housing Commission members. The CHO will report directly to Walsh. Stakeholders and Housing Commission will be in the review process.

Soto reminded Commissioners that they were here to revisit the charge and how to make the most of their time working for the City and for the whole community.

Commissioners need to figure out the "WHY" for the work for this community, how to make it impactful, meaningful. Does the City communicate in the right way? How we communicate that there is a policy that impact housing that we could tell you about. How do we build that trust? One department cannot do it alone, one division cannot do it alone, and one executive cannot do it alone. How do Commissioners find this meaningful impact and the right partnership? Soto introduced Francisco Gonima, facilitator, to help commissioners in finding that impact.

Item #2: Briefing and Possible Action on the Housing Commission Course and Progress

Facilitator Gonima asked the Commission if this entity had the proper understanding of the context and if everyone knew the Common Operating Picture (COP), and were the pictures aligned?

The second stage of the retreat asked what was possible and what might we [Commission] do? The Commission would go into design thinking – look for innovation and breakthrough, not binding actions. He asked the Commission what would the proper actions be and who was going to do it? He asked them to consider what was it going to cost and could they do it?

Gonima explained the Collective Impact (CI) model; recognition that the world has become so complex (interrelated). The Commission and SA2020 are examples of Collective Impact entities. After talking to Commissioners and the staff, the day was to re-level and reframe the work to have the best use of CI of everyone today. Gonima asked the Commission to consider the following:

Micro (output):

- What's happening at the individual level?

- What do people need and expect from me?
- What do I expect from them?
- What people know that I don't know, and what I know that they don't know? Game theory, "it's the only move I've got"

In order to be effective, we have to be investigators.

Macro (outcomes):

- What happens at the program/ agency level?
- Are goals clear?
- What resources do we have to work with?
- How do we structure & organize to deliver service?

In a macro system, we create structures, departments, government, organizations, etc.

Meta (Impact):

- What's emerging at the broader eco-system level?
- What forces drive the needs we serve?
- Where is the system hindering us?

Councilmember Shirley Gonzales, District, arrived to share her housing vision with the Commission. Gonzales discussed her first budget request was \$200,000 for minor rehabs in her district. Connecting with senior and homeowners and build trust in community so that Gonzales could take on bigger projects. People care about home and neighborhood. The City didn't have structure mechanism for minor home repair and the HUD program was in decline. She discussed the previous structures of the rehabilitation programs and how the needs increase.

She mentioned her work with LiftFund for small-scale contractors. The pieces are in place to do a successful housing program for our community. City government has money to invest into programs such as this and started to make housing a priority at a point to make a real investment into the community. Parts of her district are a burden on parts of City that are not up to code but historic; what can we do to bring them up to standard to be reinvested in? People want more money for owner occupied rehab. Get young people into housing. Title clearance is a reason that people don't rehab or vacate their home.

Gonima continued the conversation to ask the commissioners the following:

- Why are you in the room?
- Identify the moment you felt moved to become a champion for housing?
- What unique perspective do you bring to the work?
- Share your partner's story?

Ian Benavidez, Affordable Housing Administrator, introduced Commissioner Dr. Paul Furukawa. Furukawa does not have a specific spider bite. Lifetime of experiences. He is a social worker and sees important role of shelter and housing. He lived in areas prone to hurricanes and understands vulnerability of housing. His social work perspective motivates him to help fill immediate needs for shelter and deal with the causal roots.

Commissioner Robert Abraham introduced Commissioner David Nisivoccia. Nisivoccia's parents were in the military. He started in for-profit, where he was making \$1M homes. He went to a speech about affordable housing. This was the moment made him think how he could develop affordable housing and help people rent affordable housing. His unique perspective is

to bring housing available and manage it to be always available to the people.

Commissioner Jessica O. Guerrero introduced Commissioner Sarah Sanchez. Sanchez told Guerrero about working in government relations at VIA, working with people's experiences. Her family is from the Westside, so she saw how people take care and pride in their homes, so she wanted to honor people's homes and the work pride they take in them. Affordable housing for workforce.

Commissioner Keith Hom introduced Chair Castro-Ramirez. Castro-Ramirez had the spider bite in her academic and employment as an urban planner. She was involved with farmworkers. That experience made her think of community planning, stability of housing, important of community actions and local activism.

Lori Houston, Assistant City Manager, told Soto's story. She grew up in Mexico. She moved to El Paso. She was kicked out of the home, and she moved to Mexico and worked to build up enough money to get a home and go back to El Paso because school was so important. She has the perspective on being displaced and dealing with affordable housing.

Commissioner Pedro Alanis introduced Commissioner Susan Richardson. Richardson worked with her students on the Southside. She visited students and their households with no water in their homes. This perspective is very valuable to the HC. She has vision for renters' rights. She wants to make sure renters have a voice.

Furukawa introduced Benavidez. Benavidez brings several important perspectives. One of his parents is Canadian, so he grew up spending time between SA and Toronto. San Antonio is spread out and Toronto is compact. Homeless is more visible in Toronto, but because homelessness isn't as visible here doesn't mean it isn't there. He focuses on affordable housing because this is what makes sense from him and his experience.

Soto introduced Houston. Houston has a beautiful daughter, quiet and shy. Though, when she gets home, she is who she is. Not shy nor quiet. That safety of the home brings that sense of self. She sees how the kids need that sense of safety and self, and she hopes all moms could have that in SA. Has worked in finance and housing. Knows how to get things done. Has a heart to get things done.

Richardson introduced Alanis. Alanis was involved with the modern repair program and has witnessed the list of foreclosure just in one day and knows what the level of impact we should bring to the city.

Sanchez introduced Guerrero. Guerrero was born and raised in SA. She is inspired by the displacement of residents of Mission Trails Mobile Home Park. She is working on helping the community in translation, and helping them to stay at their homes, and making sure historic sites are preserved. This is grassroots perspective that is important to the Commission.

Castro-Ramirez introduced Hom. Hom was born in Brooklyn to parents who owned a small business. His family are hardworking low-income family. They were forced to move to the suburb to be able to purchase their first home. He was in a very good school district. Went to State university (Bachelor in Sociology/ Master in URP). He thinks about the families in Brooklyn and if they have the same opportunities that he had. As he was growing up, and working in his family business, he would hope on bus and train. Public transportation to get to

work is important for him to think about it for families and students.

Nisivoccia introduced Abraham. Abraham is from the Midwest. Raised to think of how to make things better. He moved to SA (D8). Traveling around the city and started seeing other areas in other districts that doesn't have the type of housing and amenities like his district. He brings a desire for the common decency that he had to all residents. Deep down to his core, he is a good guy, which is beneficial to this Housing Commission.

Item #3: Briefing and Possible Action on the Housing Commission Course and Progress

Mayor Ron Nirenberg spoke on the city's watershed moment with Mission Trails development and how it was important to be engaged. He stated he recognized the real fracture. Compassion matters in everything whether it is building a sidewalk, transportation, planting a garden, or building a house to become a modern and prosperous city. Nirenberg thanked the Housing Policy Task Force for their passion and compassion while uncovering the different layers of housing policy.

At the foundation of everything Housing Commission is doing now, the trauma that happened in our community, we started reaching a turning point of the need to have something done. The City now has a housing policy framework that is being looked at by other cities and communities nationwide. Whether they adopt the City's policies or not, San Antonio taught them how to listen to the community and the people.

Housing Commission was created as a public oversight board, what does that mean? The Commission would guide the implementation of a compassionate policy that's part of the Housing Policy Framework. They're developing a report that tells people how we're doing. All are continuously part of the process to make things better and engaging with the public. The hardest work for the Commission is to represent a bureaucracy when there are changing policies, and how we turn the ship around. It takes self-awareness and effort to do that.

Gonima asked what the actual nature and mission of the Commission is.

Soto shared the 2019 goals as the ones requested in the beginning of last year and asked if they still wanted the same goals. She continued with the logic model and housing ecosystem document. A lot of individuals that have inputs and things to do and then there are the final projects. What is the charge and what is not the charge? What do you want to know and what do you need to know?

Alanis responded that engagement with speakers, direct feedback in citizens to be heard should be listed as an input, should be recognized in the logic model.

Gonima explained the genesis of the logic model. Some City programs use logic models to support results-based accountability. The genesis of societal change is when people who need change were engaged. In a charity-focused model the emphasis is on the donor, not on the problem. But, what's the impact? What are the things that are being created? What is done with the money? Now we're tracking the output, but the fundamental social issues are not changing. We have to measure impact.

Castro-Ramirez asked if the logic model would be designed for the Commission to address the macro (how many units, owner rehab issues.). Are we doing this model for our body or for the

system? Are we going to do some exercises to populate that model?

Soto responded that staff needed to know what Commissioners need in the system to be tackled.

Castro-Ramirez suggested that a presentation of what everyone is doing would be beneficial. At some point, she would like for our Commission members to weigh in on the logic model. It is helpful to understand the relationship between short-term, long-term outcomes and impacts. In order to get there, we need to get informed.

Gonima responded that it was a brand-new model, which was created by conversations with staff and was not finalized. Benavidez added that the model was a starting point, and we [staff] wanted to have a start that could change.

Hom asked what oversight meant and if they developed policy, monitor progress or identify gaps with the process? Roles and activities (under different roles) will help define what we do under each workplan. This will also help the staff articulate the work, and know what should or should not get involved in.

Gonima explained collective impact was about getting agreement on where the Commission was trying to go as a group. As a commission, when we get the feeling that we get something done. What did they think will help define that character? He asked them when they felt that was their role and were productive. He divided them in groups of 3 and in three minutes to discuss and share.

Benavidez stated NHSD started to connect with all different departments that deal with housing. We also heard from the community about things that touch housing in other departments. This is part of the presentations for a B-Session. He displayed a chart that shows areas for collaboration and policies that may overlap in other departments.

Castro-Ramirez asked if the departments involved in the Housing Huddle could present. Houston affirmed this and stated it included City Attorney's Office and Mayor's Office. Need to have uniform training on how we do a residential needs assessment when we are all going into people's homes. We identify opportunities. We have small-group conversations about our work-plan. Everyone has a seat at the table.

Gonima brought up several departments to present on their housing programs.

Michael Shannon (Development Services):

We rely on codes and ordinances that tell people how they can build, where they can put houses, and where to get variances through boards and commissions. Building and maintaining a home shouldn't be separate. Their department does deal with affordable housing (single family homes, multi-family housing, owner occupied repair programs, etc.), how can we as a group codify that things done with safety including the codes (building codes, fire codes). Affordable housing can last for decades. All codes are being updated and looked at this year.

Castro-Ramirez responded that she wanted to make sure everything was codified. The work done was very important.

Shanon Shea Miller (Office of Historic Preservation):

The Office of Historic Preservation (OHP) does design reviews for everything in downtown and historic areas. We also have a vacant buildings program for properties to go back to a productive use. It is important that we asked them to look at properties prior to 1960 (historic or not). We can build our way out of an affordable housing problem, so we need to address these existing units. We also do hands-on training called Rehabarama three times/year. We also do certified contractor training to work on older property stock. Most of properties pre-1960 are not in very bad condition. OHP needs interplay with HC, from policy perspective, we're recognizing what we do is in aligned with the work of the HC. 2020 is the UDC update year. We're looking at streamlining development review process and decreasing administrative approval items. No changes will go to incentives policy.

Castro-Ramirez asked if when buildings go back to the productive use, was OHP prioritizing those to specific income levels?

Miller responded that the Vacant Building Program does not dictate use, and the idea is that it is not a detriment to the neighborhood. The program does not decide what the building becomes. So, through the Housing Huddle, these units could be housing added to the inventory.

Nisivoccia asked if OHP was looking at only residential or commercial structures as well.

Miller responded that they look at all types of buildings. Based on the program area; downtown and historic districts, which comprise about 1/3 of city.

Castro-Ramirez asked what the policy was.

Furukawa asked if OHP had an interest in churches that want to do housing around their historic properties?

Miller responded that there are historic churches and they have a potential role in that. Any change is all about protecting these properties and the neighborhood.

Houston stated a summit was held with some of these churches and we distributed a survey to them to tell us how they want to build housing in their properties. This will be part of what we will present to the City Council. There is funding in budget- about \$300,000- to bring this project to fruition.

Miller continued that the criteria for landmark designation are very broad. We have also areas with cultural significance, historical significance. Anyone can submit an application for designation. We do that through thematic or geographic surveys. We see a combination of this designation process.

Rudy Niño (Planning Department):

The Planning department is responsible for the implementation of the SA comprehensive plan. Affordable housing is a key goal in the plan. Subarea plans take geography within the city and identify unique characteristics of the community to see how it should develop. Residents should make intentional decisions that are consistent with city's long-range vision. Data has shown that thousands of jobs will be added to specific areas and the Council has decided to focus on

the regional centers for these added jobs. Planning also focuses on transit corridors and planning for amenities that make these communities complete.

It is important to focus on the housing element in the comprehensive plan. There are opportunities for housing choices and work with and educate folks. We can continue to coordinate to implement ideas into development plans and create more inclusive communities.

Abraham stated that when they develop the area between UTSA Blvd and Hausman, they need affordable housing for students to live in.

Niño responded that all districts should have a place for everyone to live and work regardless of income. Developers in that area approached the Planning Department with interest in developing workforce housing. He is doing a study called UDC diagnostic, and one of the areas we look at is the disconnect between comprehensive plan and the UDC.

Furukawa asked how can they change the face of affordable housing to eliminate the NIMBY?

Houston responded that they need to change the face of affordable housing. This is part of the charge for this Commission. There is a face that people think of and it is all wrong.

Niño stated he is always surprised when he goes into a new master plan area that needs affordable housing and people ask about how it will affect their property value. When we educate them on the types of folks that need affordable housing to neighborhoods, the lightbulb goes off and mindsets change. It takes time though. How do we market what we are preaching? The City cannot rely on those conversations to change mindset. There needs to be alignment and open communication between departments in how to deal with NIMBYism and what they are hearing.

Nisivoccia stated that what has does connect is affordable housing for the elderly. Everyone is right, the definition of affordable housing is a challenge.

Castro-Ramirez brings up what Michael Shannon said about codifying and importance of defining affordability. Among the many things the departments are doing, we need to connect these things. Around the issues of education, as a Commission we can help improve education and develop policies. Council started to move to this direction a few years ago. Equity issue is a challenge as a city. We are segregated. We need to think about the role of the Housing Commission regarding the integrated socioeconomic system.

Hom asked if the SA and Regional Comp Plan explicitly addressed affordable housing.

Niño responded that they do and that they work closely with NHSD and they weigh in on our plans.

Houston discussed the development of the implementation plan, implementation of the framework, strategies, and goals.

Niño continued that the Planning Department is working on studying appropriate land use and looking at appropriate zoning policy.

Guerrero asked what are the gaps in outreach that the Commission could help with?

Niño responded the small business community and nonprofit sector are not really engaged because they are limited. We tend to get pretty good response from community residents and folks in planning. Maybe help make connections with small business/nonprofit.

Veronica Garcia (Center City Development & Operations Department):

The Center City Development and Operations department (CCDO) works with nonprofit developers. We have a series of incentives. We work with NHSD and the Planning Department to see the impacts of these incentives. We do work closely to make sure each project comes to fruition. We have updated our incentive policy and fee waiver program to speak to affordable housing development. We have seven (7) projects apply for the Center City Housing Incentive Program (CCHIP) including market-rate developers who wanted to apply for the incentives. We'll be working closely with everyone that's here today. We are updating our CCHIP policy. We need from you is what other issues we need to take into consideration when we apply those incentives. Your feedback on that is very important.

Houston stated there are projects run in Soto's department that are a shift in affordable housing. The market rate housing component is happening in other areas.

Alanis responded that If we looked at the cost of housing, and we must be in touch with the housing market with a complete understanding. What is the real market and submarkets?

Nisivoccia added that it is beneficial to know where City wants to see that investment, application process, and where Tax Credits are going.

Edward Gonzales (Department of Human Services):

The Department of Human Services (DHS) focuses on improving the quality of life for the residents of SA and knows how important this process is for long-term outcomes. We included categories of residents to improve their quality of life: Seniors and homeless. We want seniors to be healthy and active, and to be able to age in place. For homelessness, we want to ensure it is brief and non-recurring. All our strategies are towards improving these outcomes. Partnership with SARAH (The South Alamo Regional Alliance for the Homeless) helps to ensure we reach our goal. One committee we work with is the Community Action Advisory Committee that represents the poor and has been a part of DHS for 25 years. One of the main priorities is senior housing; how are they going to stay in their home? Are they going to live in other locations that are affordable to their income? Everyone experiencing homelessness should be able to find a permanent housing. On the other side of that, how can we prevent families from becoming homeless? Our programs focus on financial education, rental assistance, and utility assistance. We served over 12,000 people with utility assistance.

Gonima asked where the interface was between DHS and the Commissioners.

Gonzales asked for help to align outcomes with the Commission in the following areas:

- How can we create enough permanent supportive and senior housing?
- How can we make our strategy towards that permanent housing for the homeless?

Abraham asked if there were examples of people whom DSD helped with reverse mortgage or something like that?

Gonzales responded they had experts in classes to help answer these questions.

Alanis asked what DHS was focusing on with Consolidated Funding.

Gonzales listed the following challenges heard in each Commission.

- How do you align with long-term outcomes (homelessness, make sure it is short-term)
- Financial stabilization (to ensure that families are financially stable)
- Youth development
- Senior housing (having people age in place)

The meeting reconvened at 1:42 pm

Gonima referred back to collective impact and asked Commissioners to take a few minutes, based on the things that you have heard from the department heads—where do we need to focus so you all, as Housing Commissioners, can have the biggest value-add?

Benavidez said public engagement and public education could be a focus so we are crafting one story as well as integration of many department ideas. Body of synthesis and integration of public conversation, messages, and education surrounding affordable housing.

Guerrero said we agree with the importance of public engagement. We think this could be a good place to set models, standards, and methodology for the City around public engagement and education.

Hom said developing an umbrella policy for affordable housing so there is a common understanding of outcomes, tracking, and understanding the major objectives

Castro- Ramirez said landing on a definition of affordable housing that is well understood by the community, Commissioners, and City staff. We need a common definition when going to the community.

Soto said there have been complaints about there being no one door for housing questions since there are so many players. The Housing Ecosystem diagram represents this complex system which makes it hard to simplify. The City alone cannot address housing, so we work closely with partners to deliver work. Also counts on non-profits to deliver part of the work (policy, partnership, service providers). How the Housing Commission relates to this ecosystem needs to be discussed and how do you want to handle all your relationships?

Castro-Ramirez asked how does someone in a more vulnerable position navigate this ecosystem? As we talk about having a policy maybe there is a way to create a sense of direction that will prioritize making this digestible to the day to day person. This is role the commission can help with.

Benavidez said we work with all these people during different times for different reasons. If there is a way to influence this process so it is more streamlined and help people ensure they are talking to each other.

Hom said the Commission is the mouthpiece for affordable housing to say how and why it is so important. We don't need to be part of every organization up there, but they should be coming to the Housing Commission for some guidance around affordable housing and determining how each piece of this fit together. To understand what everyone was doing was extremely helpful.

We can measure the impact that the departments' activities are having on the issue of affordable housing.

Gurrero said these are all the spaces where San Antonio might find solution to housing problems/issues. We should have those communities as part of these conversations and consider how they can be part of each 'flower' in the housing ecosystem graphic. When we heard from different departments, I asked how they were involving the community to help us inform their efforts. We need to value to perspectives of people impacted by these decisions.

Alanis asked if the middle 'flower' was the residents.

Guerrero said maybe it's just putting arrows around San Antonio Residents pointing out toward everything else. I know that some of these things are already in motion, but I think housing Commission has a role to provide an example of what public engagement should look like.

Gonima introduced Leilah Powell to present on her organization.

Leilah Powell (Local Initiative Support Corporation):

We've been working on three main issues: build capacity of non-profits, increase affordable housing units, and working with vulnerable populations. We've been working with the City as well as other outside entities such as USAA to address homelessness/affordable housing. A lot of the things we are working on are in conjunction with the City. On the capacity building side, we do training targeted toward non-profits which is created in conjunction with the city. We are also working on accessory dwelling units (ADUs) as well as permanent supportive housing (PSH) for San Antonio. We do trainings for non-profits and small developers to what they need to know about city requirements, how you read financial statement, providing housing for chronically homeless individuals. Town twin project.

Abraham asked what does pipeline mean?

Soto responded that it included every project that has received some type of incentive from the City and is tracking for completion. Projects such as the Under One Roof houses, housing tax credit projects, CCHIP, and other affordable units. Those are in pipeline and once they are completed, they are production.

Benavidez added that the creation of the pipeline led staff to recalibrate targets since we were exceeding some of goals in some areas, but not in others,

Richardson asked where the 10-year goals and numbers came from?

Soto responded the 10-year funding plan, page 50 of the Housing Policy Framework, are the numbers we are recalibrating

Castro-Ramirez asked about the Dashboard, if there an end date on that?

Benavidez responded the dashboard is based on pipeline. Staff is making sure the information that is relevant is captured and up to date.

Guerrero asked if the Housing Summit was still happening

Benavidez confirmed and stated it had a representative from the Housing Commission who is helping plan. We are still planning and can bring that to the commission.

Castro-Ramirez asked if the Summit could be used to announce updates to the community and use it as opportunity to educate.

Soto responded the definition of affordable housing should be created by then.

Item 4: Briefing and Possible Action on the Next Steps [Francisco Gonima, Facilitator]

Facilitator Gonima presented an exercise called “Keep, Stop, Start” to clarify next steps. In groups of three, the Commissioners decided what the Commission and supporting staff were going to keep doing, stop doing, and start doing. Team discussions were presented to the group. To wrap up, Gonima spoke about the logic model again and asked the group about their biggest take away. Each retreat attendee gave their response.

The teams re-grouped at 3:19 PM

Team 1 (Guerrero, Abraham, Castro-Ramirez)

Keep: Flexibility and adaptability. Keep doing the annual planning and annual report.

Stop: Don't let Housing Commission become a housing “info-dump.” Be strategic about how info is received.

Start: Hearing from other departments, larger focus on community engagement, define affordable housing.

Team 2 (Hom, Nisivoccia, Furukawa)

Keep: Dashboard, annual report, budget review/comment.

Stop: Monthly reports of number reporting at the meeting. Not sure we need it every month.

Start: Education and engagement, affordable housing policy, monitoring stakeholders and other departments.

Team 3 (Alanis, Richardson, Sanchez)

Keep: Community engagement.

Stop: Focus on policy and not on program implementation.

Start: looking at legislative impacts (city and state) to be aware of what is happening.

Gonima asked what the Commission meant by community engagement? We could track citizen to be heard comments and analyze what was behind them to better address community concerns.

The logic model was presented to the Commission with the idea they would review and provide feedback before the next housing commission meeting, so that there will be a common language and clarification between departments.

Wrapping up, Gonima asked each member what the big take away was:

Castro-Ramirez said it is so important to understand context and lay of the land. Really enjoyed the keep, stop, start.

Nisivoccia said defining who we are as a collective body and what we should be working

towards.

Guerrero said “Keep, stop, start” was the biggest bell-ringer, it was good to see the commonalities between the group. We have some direction, but also still have flexibility.

Furukawa said getting introduced to the people who attend the by-weekly housing huddle was eye opening. I think we need to know the goals and priorities of group.

Richardson said there is an overwhelming sense of optimism, everyone came to similar conclusions, and everyone was very respectful, cognitive and compassionate.

Abraham said the definition of what we are doing and the group presentations.

Alanis said the process itself was a success. It was valuable to see retroactively how this Commission has influenced policy.

Hom said commonality around the things we want to focus on in 2020.

Benavidez said t’s great to have a focused agenda, but it is also good to know when to stop doing something.

Sanchez said agreeing on what we want to do next year.

Soto said she has this really nice, warm, fuzzy feeling which is the best part of today. Thanked the Commissioners for not asking for everything in depth every time; establishing the “whys” for this Commission.

Houston said she feels really proud of the City staff that came to present. She’s happy that we are all wanting the same thing and that we are all wanting to keep the flexibility.

Closing-

Castro-Ramirez thanked Gonima for his work. She stated the day was a success and was a result of the work that went into it and his presence. The Commissioners have all learned to work and move forward together. She reminded commissioners that the Housing Trust is searching for an Executive Director. She concluded that she would like to see ConnectSA and a discussion on the proposed Renter’s Commission on agenda.

There being no further discussion, the meeting was adjourned without contest at 4:23 PM.