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# Housing Commission Regular Meeting

January 22, 2020



CITY OF SAN ANTONIO  
**NEIGHBORHOOD & HOUSING  
SERVICES DEPARTMENT**

**Verónica R. Soto, AICP**  
**Director**

# Agenda

Public Comments

**Item 1:** Approval of Minutes for November 20, 2019 Regular Meeting

**Item 2:** Briefing and Update on the 2020 Housing Commission Planning Retreat

**Item 3:** Briefing and Possible Action on the Risk Mitigation Fund and Right to Counsel

**Item 4:** Briefing and Possible Action on the Renter's Commission Council

Consideration Request

**Item 5:** Director's Report



# Public Comments



## Item 1: Approval of Minutes



## Item 2: Update on the 2020 Planning Retreat





# Housing Commission Logic Model: Original

Goals	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impacts
<ul style="list-style-type: none"> <li>• <b>Oversee</b> the implementation of the HPF...</li> <li>• <b>Implement</b> anti-displacement strategy...</li> <li>• <b>Engage the public</b>...</li> <li>• <b>Cultivate partnerships</b>...</li> <li>• <b>Focus on Equity and Advocate</b> ...</li> <li>• <b>Define Outcomes and People-Focused</b> metrics ...</li> </ul>	<p>Commissioner time</p> <p>Staff time</p> <p>Accessible spaces</p> <p>Web content</p> <p>Translation Services</p> <p>Commissioner Packets</p>	<p>Regular meetings</p> <p>Work Sessions</p> <p>Commissioners representing HC in other spaces</p>	<p>Policy Recommendation for Staff and Council</p> <p>Feedback &amp; Guidance for staff and Council</p> <p>Annual Report</p>	<p>Housing-specific public forum</p> <p>Additional oversight on Housing Policy Framework</p> <p>Success and key performance metrics are people-focused</p>	<p>Clarified policy process</p> <p>Connections &amp; partnerships form across sectors</p> <p>Impacted communities are engaged more frequently</p>	<p>Coordinated &amp; equitable efforts</p> <p>Needs, especially for low incomes, are documented, tracked, &amp; met</p> <p>Policy decisions are made, evaluated with impacted community and shared metrics</p> <p>Fewer face displacement pressure and there are adequate resources for those that do.</p>



# Housing Commission Logic Model: Update

Goals	Inputs	Activities	Outputs	Short-term Outcomes	Medium-term Outcomes	Impacts
<ul style="list-style-type: none"> <li>• <b>Oversee</b> the implementation of the HPF...</li> <li>• <b>Implement</b> anti-displacement strategy...</li> <li>• <b>Engage the public</b>...</li> <li>• <b>Cultivate partnerships</b>...</li> <li>• <b>Focus on Equity and Advocate</b> ...</li> <li>• <b>Define Outcomes and People-Focused</b> metrics ...</li> </ul>	<p><b>Public Comment</b></p> <p><i>View all elements of housing</i></p> <p><i>20 year view</i></p> <p><i>Data provided</i></p> <p><i>Experienced, Community Driven Commissioners</i></p> <p><i>Dashboard</i></p>	<p><i>Community Education</i></p> <p><i>Seek out view points of all stakeholders</i></p> <p><i>20 year lens for policy decisions</i></p> <p><i>Facilitate inclusive public input</i></p> <p><i>Monitor through Strategic implementation Plan</i></p> <p><i>Community Engagement</i></p> <p><i>Focus on Policy</i></p> <p><i>Legislative Impact</i></p> <p><i>Invite outliers to meetings</i></p>	<p><i>Altruistic opinions</i></p> <p><i>Strategic planning implications spelled out</i></p> <p><i>Budget review</i></p> <p><i>Public awareness of assistance available</i></p> <p><i>Set standards</i></p>	<p><i>All voices heard</i></p> <p><i>Stakeholders think 20 years into future</i></p> <p><i>Ensure Coordination</i></p> <p><i>One Year HPF/SHIP goals</i></p> <p><i>Solutions to negative gentrification</i></p> <p><i>Define affordability</i></p>	<p><i>Criticism Blunted</i></p> <p><i>Outcomes addressed, adjusted</i></p> <p><i>3-5 year SHIP goals</i></p> <p><i>Curb negative impacts of gentrification</i></p> <p><i>Commissioners are able to provide guidance</i></p>	<p><i>Community Consensus</i></p> <p><i>Long Term Planning</i></p>



# Keep Stop Start

Keep	Stop	Start
Flexibility, Adaptability	Information 'dump' –busy agendas	Hearing from other Departments
Dashboard	Monthly Reports on numbers/widgets unless requested	Community Engagement
Annual Report	Focus on Policy and not on program implementation	Define Affordable Housing
Budget Review		Monitoring stakeholders/ other departments
Community Engagement		Legislative Impact



# Work Plan 2020 Priorities

- **Flexibility and Adaptability** to respond to community needs
- **Online Dashboard** to show progress to community
- **Annual Report** to keep accountability for housing issues
- **Budget Review** to prioritize housing funding
- **Community Engagement** to continue community dialogue
- **Updates from other departments** to understand city-wide housing impacts
- **Define Affordable Housing** to have a common understanding of the issue
- **Legislative Agenda** to support housing policy from the Federal and State levels

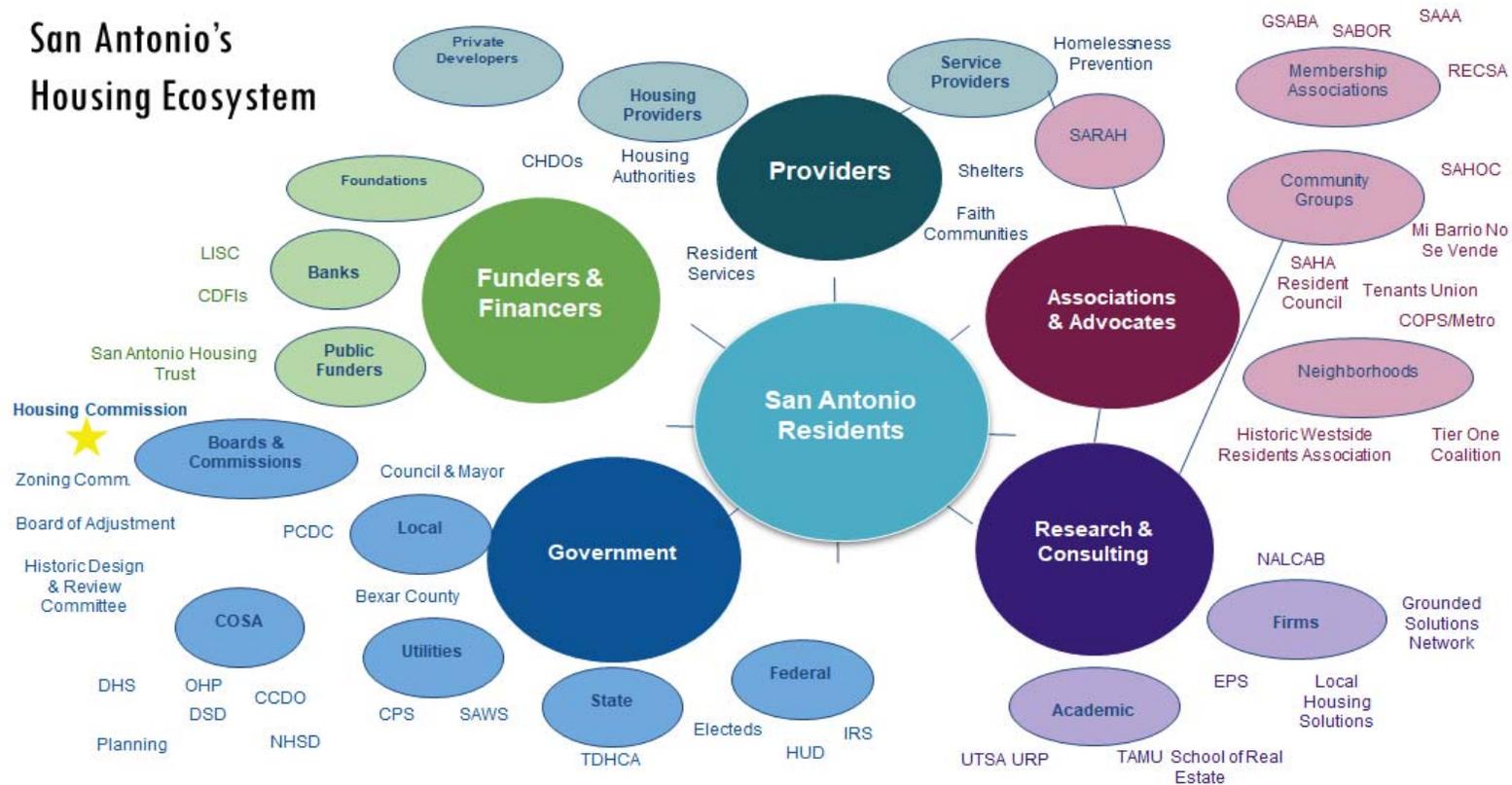


# Work Plan 2020 Timeline

February-March	April-May	June-July	August-September	October-November
Recalibration Briefing	Implementation Plan Approval	UDC amendments	Legislative Agenda	ForEveryoneHome Final Deliverable
ForEveryoneHome Needs Assessment				
Dashboard Release		FY 2021 Budget Priorities		
Define Affordable Housing	CCHIP Briefing	ForEveryoneHome Anti-Displacement & Inclusive Growth Agenda	Affordable Housing Campaign	
Annual Report	<b>Public Listening Session</b>	Funding Strategy for Five Year Consolidated Plan & FY 2020 Action Plan	<b>Public Listening Session</b>	
<b>Public Listening Session</b>		<b>Public Listening Session</b>		

# Housing Ecosystem

## San Antonio's Housing Ecosystem



## Item 3: Briefing on the Risk Mitigation Fund and RTC



# Who We Are



# Our Purpose & Principles

## **Purpose:**

“Evaluate the current implementation of the Risk Mitigation Fund Policy and understand the root causes of the need for the fund in order to improve the eligibility guidelines and policy implementation.”

## **Principles:**

- **Uphold the City’s core values** of integrity and professionalism by treating all clients/residents with respect while preserving their privacy and dignity.
- **Understand the community and serve** clients without bias
- **Collaborate with the impacted community** and clients served in making improvements to the policy
- **Actualize the City’s guidelines for public participation** and apply an equity lens
- **Use best practices** to inform Risk Mitigation policy



# Participatory Action Research (PAR)

**Participatory Action Research:** a method of performing research that empowers change in society through collective inquiry of a problem

## Principles:

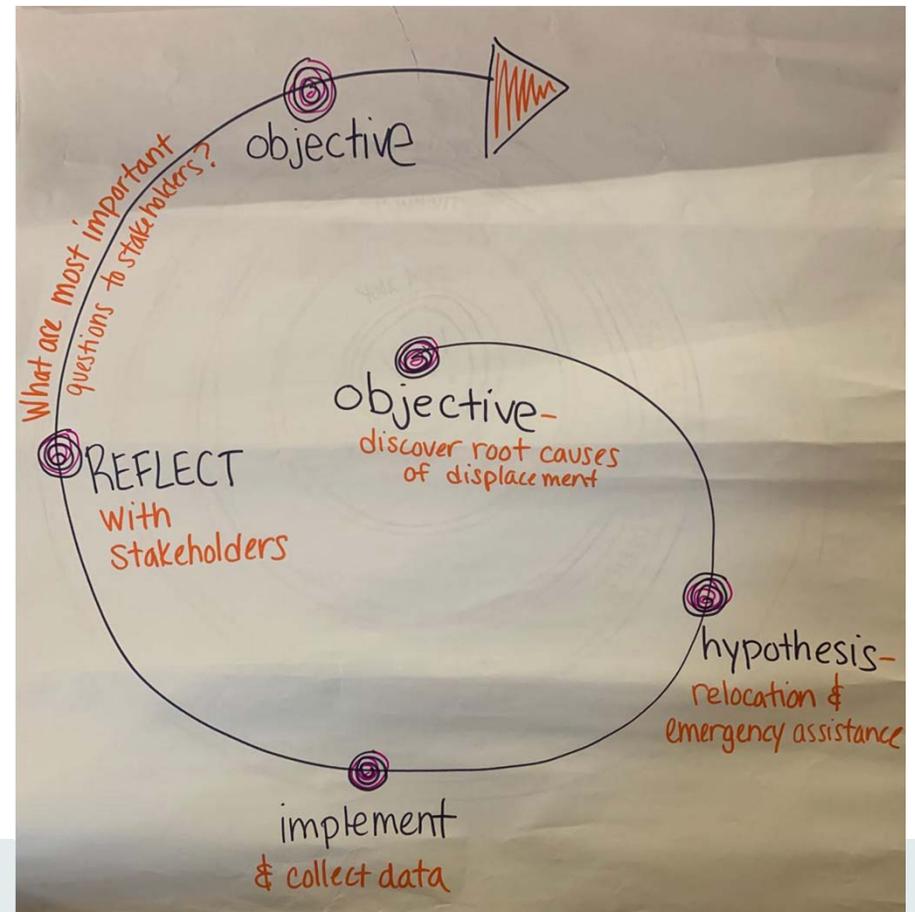
- Equity in stakeholders
- All stakeholders are considered co-researchers and have equal value to contribute
- Power dynamics are critically assessed every step of the process
- Stakeholders develop new research skills by co-creating data from different perspectives
- Collective Empowerment: better, more sustainable results



# PAR & Policy Making

Participatory Policy-making process is applying PAR to policy creation and implementation

**Goal:** Stakeholders develop a collective and critical understanding of a problem in order to democratically decide what interventions will be most effective and efficient.



# Outreach

## What we've together so far done:

- Program information and flyers to:
  - 3-1-1 & other City departments
  - United Way 2-1-1
  - Bexar Necessities
  - SACRD (San Antonio Community Resource Directory)
  - San Antonio Board of Realtors (SABOR)
  - San Antonio Apartment Association (SAAA)
- Special outreach & intake sessions at Christopher Columbus Hall and at Neighborhood Day
- Outreach at intake: detailed interviews and options to engage further
- Community Conversations (Focus Groups)



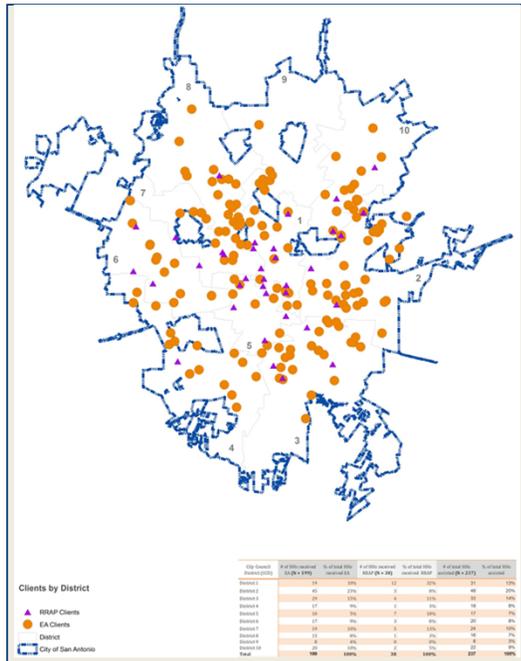
# Community Conversations



# Community Conversations



# Discoveries



Households served



Individuals served



HH served by EA



Hispanic individuals



Black/ African American



Children served



Disabled served



Median household income



Spending



Wait-list



Female-headed HH



## Causes of Hardship

Loss of employ./ income



At different stages of eviction



# Process Improvements in Progress

- **Expanded uses of the Fund:**
  - **Marketing & Outreach** in vulnerable communities + supports
  - **Request for Additional Staff & Training**
- **Continue to analyze** post-implementation data gathered from 6 & 12 months surveys
- **Track root causes of hardship** using a new metric at the intake/client's interview process
- **Continue the community conversations and community participation** in data analysis



# Right to Counsel Pilot

- Came out of Risk Mitigation Fund & will mirror stakeholder engagement process
- Collaboration between NHSD, TRLA, DHS & community
- Access to counsel for renters with low-incomes facing eviction
- Data collection & analysis in keeping with Risk Mitigation Fund principles
- February- September 2020



## Item 4: Briefing on the Renter's Commission



## Item 5: Director's Report



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