

---

# Meeting of the **Housing Commission**

February 7, 2019



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

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

# Agenda

- Swearing-in - City Clerk's Office
- Welcome and Overview - City Manager Sheryl Sculley
- Guidelines, Ethics and Expectations - City Attorney's Office
- Introduction to Neighborhood and Housing Services - NHSD
- Housing Commission Background, Roles and Responsibilities - NHSD
- Implementation of 2019 Affordable Housing Business Plan - NHSD
- Future Meeting Set up Discussion - Housing Commission Chair



# Swearing-in of Board Members



## OFFICE OF THE CITY CLERK



# Welcome and Overview



## OFFICE OF THE CITY MANAGER



# Guidelines, Ethics and Expectations



## **OFFICE OF THE CITY ATTORNEY**



# Conflicts of Interest

- A committee member should not take any official action that he or she should reasonably know is likely to affect the economic interest of:
  - the committee member;
  - their parent, child, spouse or other close relative;
  - a member of the committee member's household;
  - the outside employer of committee member, spouse, adult child or parent;
  - business entity in which economic interest exists;
  - business or nonprofit entity for which committee member serves as director or officer; or
  - business with which committee member has negotiated employment or business opportunity.



# Unfair Advancement of Private Interests

- A committee member may not use their official position:
  - to unfairly advance or impede private interests;
  - to represent to a person that he or she may provide an advantage to that person; or
  - to acquire an interest in a matter pending before the city if city action will directly or indirectly affect that interest



# Gifts

- Committee members should not accept any gift from any source that:
  - influences or rewards official conduct; or
  - the committee member knows or should know is being offered with the intent to influence official conduct
- Exceptions
  - Items of nominal value
  - Meals up to \$50, no more than \$500 total in calendar year from a single source
  - Admission to a training or education program, if related to official duties
  - Admission to events attended in a ceremonial capacity or as an official representative of city
  - Gifts from friends that are in keeping with the personal (non-city) relationship



# Meeting Protocol

- Meeting” means deliberation between a quorum of members at which any public business is discussed or considered, or at which any formal action is taken.
- “Quorum” is a simple majority of committee members
- “Meeting” can include electronic communications
- “Meeting” excludes:
  - Social Functions
  - Conventions and workshops



# Meeting Requirements

- A quorum of the committee should be present in the room to convene a meeting.
- May take action only on agenda items posted.



# Open Sessions

- Body must vote in public open session;
- Public may attend meetings
- The committee chair may allow public commentary or “citizens to be heard” and may limit time for comments



# Contact Information

Edward Guzman

[Edward.guzman@sanantonio.gov](mailto:Edward.guzman@sanantonio.gov)

Direct line: (210) 207-8917

Camila Kunau

[Camila.kunau@sanantonio.gov](mailto:Camila.kunau@sanantonio.gov)

Direct Line: (210) 207-5602

Jameene Williams

[Jameene.williams@sanantonio.gov](mailto:Jameene.williams@sanantonio.gov)

Direct Line: (210) 207-2094



# Introduction to NHSD



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



# Major Programs



Neighborhood Engagement and Homeownership



Housing Production



Coordinated Housing System



Grants Monitoring Administration



Housing Bond



Fair Housing



Tax Increment Finance



Fiscal Division

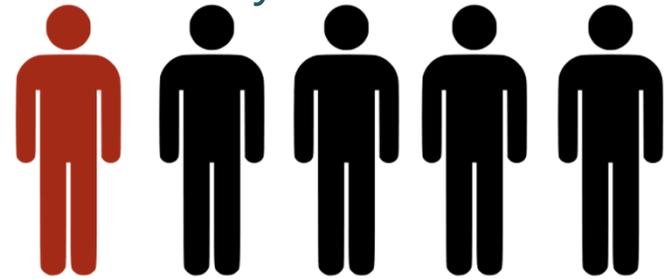


# Spending More on Housing

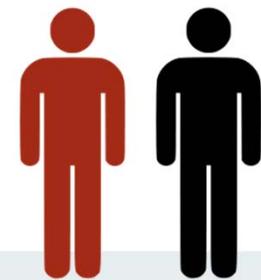
- 165,000 of 498,000 total households spending more than **30% of income** on housing
- Cost burdened households spending on average **\$330 more per month** on housing than they should

## Cost Burdened Households

1 of every 5 home owners



1 of every 2 renters



# Supply-Demand Mismatch

- Supply/demand mismatch of **34,000** affordable **rental** housing units for households earning 30% or below AMI
- Supply/demand mismatch of **16,400** affordable **owner households** units for households earning 30% or below AMI



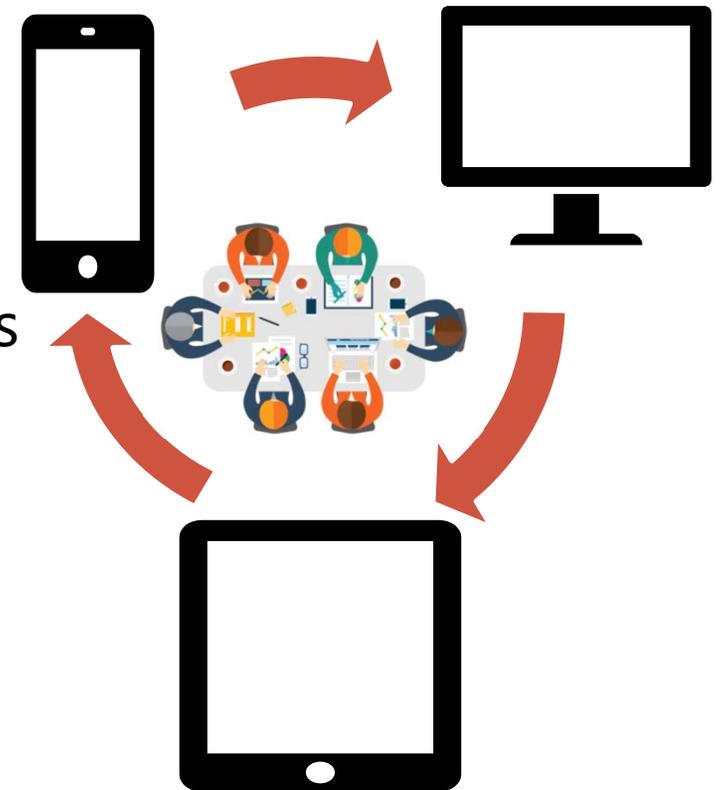
# Homeownership and Neighborhoods

- Over 10-year period (2005 – 2016), City's home ownership rate declined from **61%** to **54%**
- Displacement pressures from redevelopment and investment in neighborhoods



# Coordinated Housing System

- New staff team to:
  - Coordinate information with housing entities
  - Meet new housing production goals
  - Be housing navigators
- Online Housing Accountability Dashboard
- Create recommendations for new housing policies



# Coordinated Housing Includes



Create, update, and share database of citywide affordable housing



Preserve existing affordable housing



Increase service-enriched housing in vulnerable housing neighborhoods



Increase affordable housing supply across the city



Coordinate housing preservation/repair programs



Track impact measures for housing programs and Risk Mitigation Fund



# Housing Commission Background

- July 14, 2014: Mayor's Task Force on Preserving Dynamic and Diverse Neighborhoods convened
- May 14, 2015: San Antonio Housing Commission to Preserve Dynamic and Diverse Neighborhoods convened
- Charged with making recommendations to Council on workforce/affordable housing preservation to minimize displacement and mitigate effects of neighborhood change.
- Created Annual Work Plan for policy related issues



*2014 Logo*



# Housing Commission Background

- Key Accomplishments
  - Developed and implemented recommendations included in the 2014 Task Force Report.
  - Redesign of rezoning signage as well as posting the information in Spanish
  - An interim measure for changes to the City's ICRIP
  - Provided the framework for the affordable housing bond



# Housing Commission Background

- Key Accomplishments (cont.)
  - A City-led legislative agenda that includes Homestead Preservation Districts
  - Completed Vulnerable Communities Assessment
  - Completed Fiscal Impact of Residential Development Study
  - Assisted in the planning of the Annual Housing Summit



An Analysis of Housing  
Vulnerability in  
San Antonio

January 2018

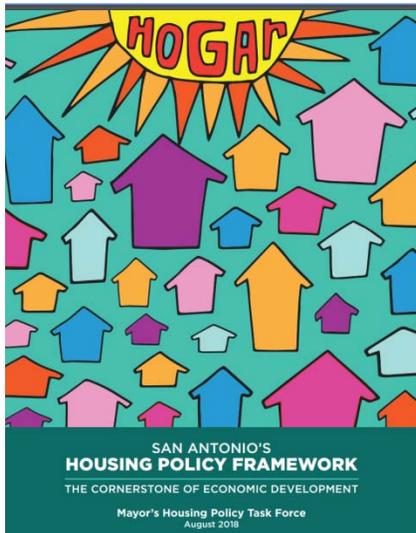


# Commission Roles and Responsibilities

- Reconstituted Housing Commission Roles
  - Public Oversight Board
  - Guide implementation of the taskforce recommendations
  - Engage the Public
- Responsibilities
  - Annual report to track results



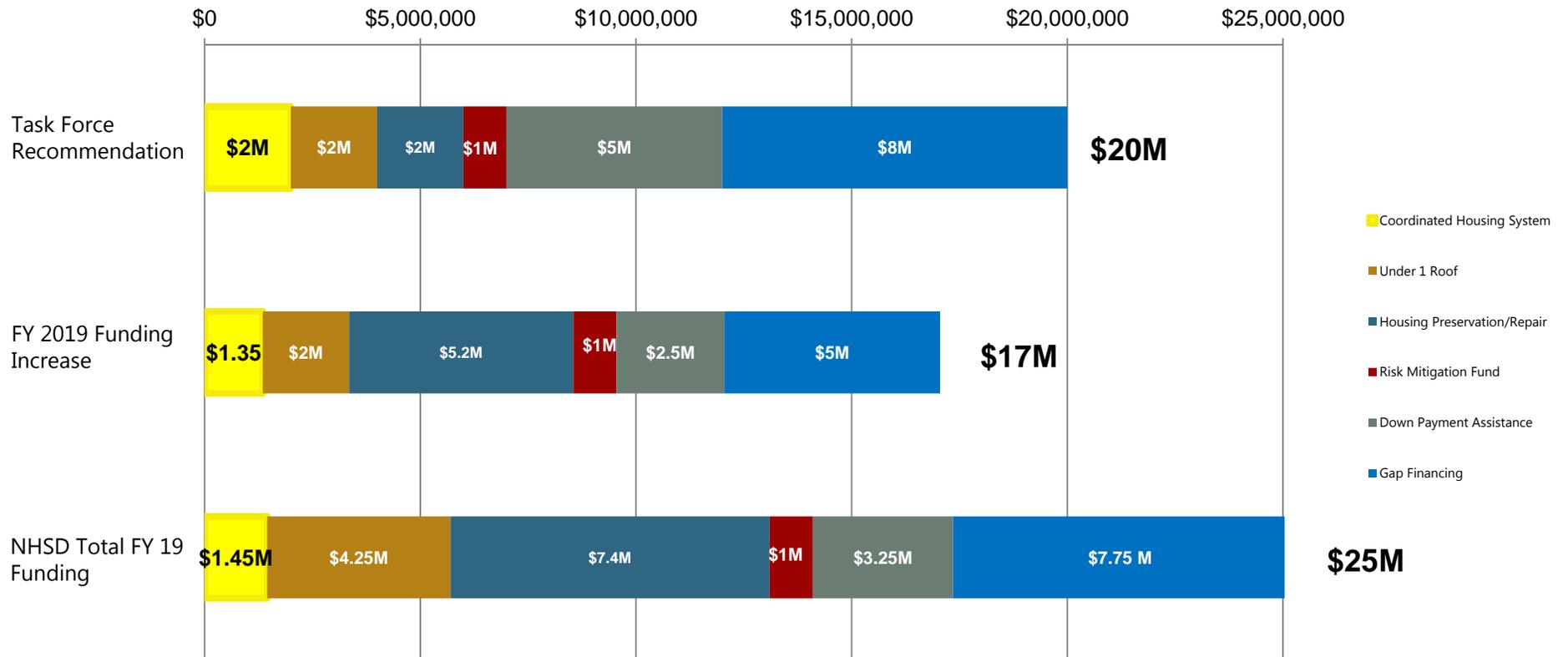
# Task Force Report Priorities



- ✓ Increase City Investment in Housing
- ✓ Develop Coordinated Housing System
- ✓ Ensure Accountability to the Public
- ✓ Increase Affordable Housing Production, Rehabilitation, and Preservation
- ✓ Protect and Promote Neighborhoods



# Fiscal Year 2019 Budget



**\$26.1  
Million**

Funding for  
Affordable  
Housing

**\$1 M  
Donation**

**\$8 Million  
Base Budget**

**\$17.1 Million  
New Funding**

**13 New Positions  
11 Reorg Positions**

# 2019 Housing Business Plan



Activity	FY 19 Goal	Cumulative Target	Cumulative Actual	Variance
Hire Staff for Affordable Housing Coordination	13	13	12	(1)
Under 1 Roof (completions)	400	65	67	2
Owner Occupied Rehab (qualifications)	81	62	61	(1)
Homebuyer Assistance (loan closings)	265	37	25	(12)
Homebuyer Assistance Qualified (home/lender seeking)	363	14	62	(48)
Homebuyer Incentive Program (loan closings)	243	24	12	(12)
Homebuyer Incentive Program (home/lender seeking)	340	0	52	0
Risk Mitigation Fund Public Input Meetings	6	5	5	0



# Future Meeting Set up Discussion

- Framework
- Structure
- Scheduling
  - Frequency
  - Length
  - Location
  - Day and Time
- Communication



---

# Meeting of the **Housing Commission**

February 7, 2019



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

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

# Three Year Business Plan

Activity	FY 2019				FY 2020				FY 2021
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Consolidate City Housing Staff into NHSD	Reorg Staff	Evaluate Staff for Efficiencies							
Affordable Housing Coordination across all Housing Entities & Policy Development	Hire Housing Administrator, 2 Sr. Analysts, & 2 Admin Staff (5 FTEs)			Hire Sr. Housing Coordinator (1 FTE)	Hire Sr. Analyst (1 FTE)		Develop Team; Coordinate Housing		
Restructure Housing Commission	Work with Mayor to Accomplish								
Establish Financial Leverage: LISC Support	LISC (\$250K)								
Housing Preservation: Under 1 Roof	\$2.25M in General Fund: 161 Units \$2M in SA Housing Trust Request: 140 Units				\$2.25M in General Fund: 161 Units \$2M in SA Housing Trust Request: 140 Units				TBD
Housing Preservation: Owner Occupied Rehab	Hire Intake, Accounting, & Contract Staff (3 FTE)		\$6.5M: 81 Units		\$2M in General Fund: 23 Units Pending HUD Entitlement Award				TBD
Homebuyer Assistance & Counseling Programs	Hire 1 Intake Staff (1 FTE)		\$3.25M: 265 Clients		\$2.32M in General Fund: 172 Clients Pending HUD Entitlement Award				30

# Three Year Business Plan (Continued)

Activity	FY 2019				FY 2020				FY 2021
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Housing Trust Strategic Plan	Consultant for Operational Analysis & Strategic Plan		Finalize Strategic Plan (\$200K)		If recommended, provide dedicated revenue source to fund Housing Trust				
Accountability Dashboard & Annual Report				Design, Develop and Implement (\$200K)					
City Charter Amendment for Housing Bond					Nov. 2019 Election				
One-Stop Housing Center					Feasibility Study (If practical, implement in FY 2021)				
Add Gap Financing Funding in General Fund to Leverage Housing Units					\$3M to \$4M				\$3M to \$4M
Evaluate Dedicated Revenue Source(s) to fund affordable housing						Complete Study: Implement in FY 2021, if practical			

# Three Year Business Plan (Continued)

Activity	FY 2019				FY 2020				FY 2021
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Develop a Risk Mitigation Fund Policy (Mitigate Private or Public Funded Projects)	1 Sr. Analyst Assigned	Complete Displacement Policy							
Create a Risk Mitigation Fund to offset a portion of mitigation costs	Fund \$1M in the Risk Mitigation Fund				Fund \$1M in the Risk Mitigation Fund				\$1M
Implement a City-Wide Public Education Campaign & Develop Recs for 2021 Housing Bond									
2021 City Housing Bond and Subsequent Bond Programs									
Evaluate policy for exempting fees for affordable housing						Fund Fee Waiver Programs, if practical			
Evaluate By-Right Zoning Policy for Affordable Housing									
Develop a legislative strategy and lobbying efforts to address rising property taxes on housing									