

# **City of San Antonio**



## **AGENDA**

**Wednesday, March 27, 2019**

**4:00 PM**

**818 South Flores, 78204**

**Housing Commission**

A MEETING OF THE HOUSING COMMISSION WILL BE HELD AT THE SAN ANTONIO HOUSING AUTHORITY, BOARD ROOM, 818 SOUTH FLORES, SAN ANTONIO, TEXAS 78204 ON WEDNESDAY, MARCH 27, 2019 AT 4:00 P.M., TO CONSIDER THE FOLLOWING MATTERS:

**Briefing and Possible Action on**

1.     **19-2925**     Welcome and Roll Call.
  
2.     **19-2926**     Approval of Minutes for February 22 and March 12 Meetings.  
  
       **Attachments:**   Housing Commission Minutes 2-22-19  
                          Housing Commission Minutes 3-12-19
  
3.     **19-2927**     Citizens to be Heard.
  
4.     [19-2928](#)     Review and Approval of Housing Commission Goals.
  
5.     [19-2929](#)     Director's Report [Verónica R. Soto, Director, Neighborhood and Housing Services]  
  
       **Attachments:**   [Assessment of Fair Housing](#)  
                          [Affordable Housing October thru February 2019 Update Report \(](#)
  
6.     [19-2930](#)     Briefing and Possible Action on Coordinated Housing System Progress Update and Feedback [Verónica R. Soto, Director, Neighborhood and Housing Services; Michael Rodriguez, Assistant Director, Neighborhood and Housing Services]
  
7.     **19-2931**     Briefing and Possible Action on Displacement Prevention and Risk Mitigation Strategies [Verónica R. Soto, Director, Neighborhood and Housing Services; Michael Rodriguez, Assistant Director, Neighborhood and Housing Services]
  
8.     [19-2932](#)     Briefing and Possible Action on Other Board and Commission Memberships [Verónica R. Soto, Director, Neighborhood and Housing Services; Michael Rodriguez, Assistant Director, Neighborhood and Housing Services]
  
9.     **19-2933**     Discussion and Possible Action on future agenda items.

**Adjourn**

At any time during the meeting, the Housing Commission may meet in executive session regarding any of the matters posted above pursuant to Texas Government Code Section 551.071 (consultation with attorney).

**ACCESSIBILITY STATEMENT**

**The San Antonio Housing Authority Board Room, located at 818 South Flores Street, is wheelchair accessible to persons with disabilities. Accessible parking is located at the front of the building. Auxiliary Aids and Services are available upon request (Interpreters for the Deaf must be requested forty eight [48] hours prior to the meeting).**

**All Parties must bring photo ID to enter past security.**

**For Assistance, Call (210) 207 7720 Voice/TTY or 711 (Texas Relay Service for the Deaf).**

**DECLARACIÓN DE ACCESIBILIDAD**

**El San Antonio Housing Authority Board Room, está localizado en 818 South Flores Street. Este lugar de la reunión es accesible a personas incapacitadas. Se hará disponible el estacionamiento. Ayudas auxiliares y servicios y interpretes para los sordos se deben pedir con cuarenta y ocho [48] horas de anticipación al la reunión.**

**Necesita traer identification para pasar seguridad. Para asistencia llamar (210) 207 7720) o al 711 (servicio de transmitir para sordos).**

Housing Commission Members  
Lourdes Castro Ramirez, Board Chair

Keith Hom, VIA Metropolitan appointee; John Kenny, San Antonio Housing Trust appointee;  
David Nisivoccia, San Antonio Housing Authority appointee; Sarah Sanchez, Economic  
Development Foundation appointee

Robert Abraham, at large; Dr. Paul Furukawa, at large; Jessica Guerrero, at large; Marianne  
Kestenbaum, at large



# City of San Antonio

## Detail View

File Number: 19-2926

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**Agenda Date:** 3/27/2019

**Status:** Draft

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Approval of Minutes for February 22 and March 12 Meetings.

Approval of Minutes of the Housing Commission Regular Meeting of February 27 and Special Meeting of March 12

**FISCAL ORDINANCE LANGUAGE:**

March 12, 2019

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**HOUSING COMMISSION**  
**OFFICIAL MEETING MINUTES**  
**MARCH 12, 2019**

- The Housing Commission of the City of San Antonio met in session at Development Service Department, Board Room, 1901 S. Alamo.
- The meeting was called to order at 5:05 P.M. by Lourdes Castro Ramirez, Chair and the roll was called by the Secretary.

**PRESENT: Lourdes Castro Ramirez, Dr. Paul Furukawa, Robert Abraham, Jessica O. Guerrero, Marianne Kestenbaum, Keith Hom, David Nisivoccia**

**ABSENT: John Kenny, Sarah Sanchez**

**1. Citizens to be Heard –**

Maureen Galindo stated she is part of the Soap Works displacement. There is not good support. The Risk Mitigation Plan should have been created with the input of the Soap Works tenants.

Amelia Adams stated she has concerns with the Risk Mitigation Plan. The plan lacks consequences for landlords who refuse to participate. Landlord participation in the policy should be a requirement not a suggestion. Also, landlords should contribute funds to the displacement of residents.

**2. Discussion and possible action on proposed recommendations to City Council relating to the adoption of a Risk Mitigation Policy for the City of San Antonio**

Verónica Soto, NHSD Director, presented. Stated the work on the Policy started with the task force. Mayor is engaged in conversations, stressed compassionate part of that. This is to address the vulnerable communities and not lose sight to assist families regardless of income. This is one piece, not the answer to the problem.

**Risk Mitigation Fund background:**

- Recommended by the Mayors Housing Policy Task Force as part of the Protect and Promote Neighborhoods action item.
- FY 2019 Budget and 3 year business plan
- \$1 million for mitigating the impacts of displacement
- Displacement prevention leverages rehabilitation and preservation dollars to target rental properties in need of repair, rehabilitation, and preservation in parts of the city facing or anticipated to face redevelopment before families become displaced.
- The dollars allocated to the Risk Mitigation Fund and Displacement are for the purpose of mitigating displacement that has already occurred and minimizing its impact on families and individuals.

The risk mitigation fund is for mitigating the financial impacts of households who do face displacement, and preventing displacement for households who are experiencing a temporary hardship.

**The Policy is intended to:**

- Ensure people who face displacement can relocate to an equivalent or better home with time, financial support, and other needed services
- Create a standardized and predictable relocation policy for the development community
- Create more transparency for the public on the development timeline and resources available
- Add flexible dollars to current City-operated relocation & housing assistance programs
- Enable more efficient relocation for people who experience displacement

**The Policy is NOT intended to:**

- Stop displacement
- Solve the negative impacts of gentrification
- Create or preserve affordable homes
- Freeze or lower property taxes
- House anyone currently homeless

**Timeline:**

March 12, 2019

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The process started in September with the Mayors Housing Summit before we started our series of 5 public meetings and focus groups. We have already attended CPC last month and are returning this month to brief council on our progress

**Causes of Displacement:**

Housing Education

- o Renter Rights
- o Property Tax Exemptions
- o Insurance

Housing Risks

- o Paycheck-to-paycheck households
- o Renter vulnerability
- o Emergency events

Market Forces

- o Growth patterns
- o Property valuation
- o Rising rent, property taxes and cost of living

Public Investment

- o Infrastructure projects
- o Development incentives
- o Neighborhood amenities

Societal Factors

- o Poverty
- o Crime
- o Education

**Preservation Strategy**

- Preserve Existing Affordable Housing
- Build Affordable Housing
- Educate
- Support Programs
- Protect Residents
- Mitigate
- Emergency Assistance
- Relocate

**City Displacement Prevention**

- o Ad Valorem Tax
- o Coordinated Housing System
- o Rehab Programs
- o Neighborhood Empowerment Zones

**Options to Prioritize Displacement Prevention**

Delay Work in Affordable Housing Business Plan to Prioritize Displacement Prevention

1. Delay By-Right Zoning
2. Delay Fee-Exemption
3. Delay Coordinated Housing System (Dashboard, Annual Report, and fewer meetings with partner agencies)
4. Redirect funding from Housing Production Program to hire a consultant to complete a displacement prevention strategy

**Community Outreach**

Comprehensive Plan Committee several times  
Hope to go to council this month to implement in April

5 community meetings  
3 technical focus groups  
10 stakeholder meetings  
235 survey responses (online and paper)

Outreach was done in all parts of the City including:

Downtown (Mayor's housing summit),  
Westside (Our Lady of the Lake campus),  
Eastside (Ella Austin Community Center)  
Southside (Pre-K 4 SA),  
Northside (Phil Hardberger Park)

**Community Feedback**

Mayors Housing Policy Task Force

- o Relocation assistance for households up to 80 percent AMI
- o Relocation assistance package
- o Emergency financial assistance to renter households facing an adverse event

Outreach

- o Relocation assistance
- o Housing Navigators
- o Emergency Assistance

Other Priorities

- o Property tax increases
- o Housing education/support
- o One-stop (consolidated support)

**Balance**

- o Community need
- o Available funding

With limited funding, we're focusing on those most in need and are trying to assist as many households as possible.

**Risk Mitigation Overview**

There are two main components under consideration:

- o Resident Relocation Assistance Program (RRAP) to mitigate the harms of development-induced displacement.
- o Emergency Assistance to mitigate the impacts of de-stabilizing life events for renters and homeowners

We are also working on the creation of a Rental Incentive Fund to mitigate the risks assumed by landlords who rent to rapid-rehousing program participants. This may be a partnership with SARAH and other partners.

**Resident Relocation Assistance Program (RRAP)**

Relocation assistance for renters and mobile home owners who are forced to move due to redevelopment or code enforcement action against the owner or a significant increase in rent; services

- o 100% AMI or below (sliding scale)

**RRAP Benefits**

Housing Counseling

Referrals

**Resident Relocation Assistance**

Partner with City Departments to include displacement provisions as they are revised

- o City Fee Waiver Program
- o TIF (directed to a project)
- o Economic Development Fund
- o Tax Abatements

Policies/programs that include this language:

- o CCHIP
- o Housing Bond

**Rental Incentive Fund Pilot Project**

The final piece of the Risk Mitigation Fund is a partnership that we are exploring with SARAH (South Alamo Regional Alliance for the Homeless.) This partnership would create a pilot project to facilitate more efficient relocation for people in emergency relocation scenarios.

**Short Term Emergency Assistance**

March 12, 2019

Funds held by the City to pay for rental or utility assistance both for renters and homeowners encountering sudden life events.  
Goal:

To further the effectiveness of displacement prevention, this fund expands beyond the existing programs for rent and utility assistance administered by the by COSA and Bexar County, and through service providers that may not have the proper capacity to assist clients for prevention purpose.

**Eligibility:**

To receive emergency assistance fund, tenants and homeowners with an income not exceeding 100% of AMI (sliding scale) are required to provide documents to support a proof of hardship, including:

Unemployment/ Termination  
Hours/ or Wage Reduced  
Medical Emergency  
Unsafe Housing  
Rent Increase  
Unexpected Expenses

**Process:**

Applicants will be eligible to receive up to (3) three months of rent and/or utility assistance.

Receiving assistance is subject to an assessment conducted by the COSA staff after the first month of payment dependent on proof of hardship

**Emergency Assistance Eligibility**

- o At or below 100% AMI
- o Reside within San Antonio City Limits
- o Experiencing a temporary hardship

**Recommendation**

Recommends approval to support the policy  
Ongoing 1:1 meetings  
Go out to the community  
Policy available for public comment online  
Council early March

Lourdes Castro Ramirez opened up the floor for discussion and questions.

Keith Hom asked staff what will be the continued public outreach if Council were to adopt the plan.

Marianne Kestenbaum asked if the plan could be a pilot program test and further evaluated.

Jessica Guerrero requested that comments and feedback made by Commission about the policy be shared to City Council. Soap Works and Town Center started at 381 units with 200-250 units being uninhabitable by the tenants that were there when the renovations began. Outreach efforts need to be prioritized at Soap Works and Town Center.

David Nisivoccia asked if there was consideration in the plan for the single family units that will see a drastic increase in rent. Also, is there a time line on the utility assistance portion?

Jessica Guerrero stated there is a need for standards of quality of service in the policy. The need to address displacement in the community is important. Also, throughout the plan, there is a lack of housing navigators working to collaborate a working relationship with the residents.

Lourdes Castro Ramirez stated that most of the burden for qualifying is on the family that is being affected. There does not seem to be a clear expectation of the landlord/owner. Staff should evaluate the language that is within the plan and come up with additional expectations and requirements for the property owners. Further revisions need to be made to the policy.

Keith Hom asked if the program is a first come first serve type of program. Is there room for consideration of a contingency fund strategy?

Jessica Guerrero requested an outreach plan be submitted. The outreach plan should also include a function that also serves to collect additional data. Further, a request for an evaluation process is proposed alongside the Risk Mitigation Policy.

Lourdes Castro Ramirez summarized the suggestions from the Commission. Commission is suggesting modifying or enhancing the policy as presented. Including a preamble that speaks to the spirit of how this connects to the larger commitment of the City has to prevent and mitigate and minimize displacement. Important to add a section in the policy that speaks to conduct

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intentional outreach, and provide education to the public. Robust language around property owner/landlord engagement and/or requirements to ensure there is balance between property owner and family being impacted.

Robert Abraham stated the Commission should move forward with the minor revisions.

**COMMISSION ACTION:**

The motion was made by Robert Abraham and seconded by Keith Hom to approve with minor revisions to the policy and recommendation to move forward to the City Council.

**AYES:** Lourdes Castro Ramirez, Dr. Paul Furukawa, Robert Abraham, Jessica O. Guerrero, Marianne Kestenbaum, Keith Hom, David Nisivoccia

**NAYS:** None

**THE MOTION CARRIED**

Lourdes Castro Ramirez stated the Commission should get a monthly update report on the implementation.

Jessica Guerrero requested that the comments made at the Housing Commission be shared with Council.

Marianne Kestenbaum requested the most recent monthly report be on the next agenda.

Jessica Guerrero requested a status of amendments to the Consolidated Plan. Also, request that SAHA provide an update on the Development Plan.

**Adjournment – 7:15 P.M.**

February 22, 2019

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**HOUSING COMMISSION**  
**OFFICIAL MEETING MINUTES**  
**FEBRUARY 22, 2019**

- The Housing Commission of the City of San Antonio met in session at Neighborhood and Housing Services Department, Main Conference Room, 1400 S. Flores Street.
- The meeting was called to order at 8:14 A.M. by Lourdes Castro Ramirez, Chair and the roll was called by the Secretary.

**PRESENT: Lourdes Castro Ramirez, Dr. Paul Furukawa, Robert Abraham, Jessica O. Guerrero, Marianne Kestenbaum, Keith Hom, John Kenny, David Nisivoccia, Sarah Sanchez**

**ABSENT: None**

1. **Welcome remarks** – Verónica Soto, NHSD Director
2. **Conversation with the Mayor’s Housing Policy Task Force -**  
Maria Antonietta Berriozábal  
Noah Garcia  
Jim Bailey

Discussion/conversation was held on the process, priorities and policy recommendations. This is to help define the roles of the Commission and the findings/objectives in helping to shape the Commission’s work.

**Lourdes Castro Ramirez opened up floor for questions of the Mayor’s Housing Policy Task Force:**

Marianne Kestenbaum asked of the importance to adhere to the timeline plan and to remain true to the report. The purpose would be to create an environment for the Commission to work together in a collegial manner.

Maria Antonietta Berriozábal stated there has to be coordination. The Business Plan of the NHSD is just one piece of the puzzle.

Lourdes Castro Ramirez stated one of the recommendations included in the Mayor’s Housing Policy Task Force Report was to focus on creating the right government structure to ensure proper oversight and transparency. The Commission needs to be mindful of the policy goals and how they get implemented. When it comes to affordability, Commission cannot lose sight of the specific goal related to creating and preserving affordable housing for families with below 60% AMI.

**3. Development of Housing Commission Goals**

Michael Rodriguez, Assistant Director, presented.

**Reconstituted Housing Commission Roles**

- Public Oversight Board
- Guide implementation of the taskforce recommendations
- Engage the Public

**Responsibilities**

- Annual report to track results

**Objectives should be SMART**

- Specific
- Measurable
- Attainable
- Realistic
- Time-Limited

The charge of the new Housing Commission will be to serve as a public oversight Board to guide the implementation of the MHPTF’s recommendations and engage the public. This also would include an annual report of the implementation progress made for the affordable housing programs and projects included in the City’s annual budget as well as other affordable housing issues and polices in the City’s affordable Housing Work Plan

The new Housing Commission, to be named as such, is proposed to be comprised of nine members: four of the members should be filled by the CEO/ Executive Director of the following organizations: San Antonio Housing Authority; San Antonio Housing Trust; San Antonio Economic Development Foundation; and VIA Metropolitan Transit. The remaining positions are to be filled by five at large community members with a history of neighborhood engagement to hold elected officials and city staff accountable for the implementation of the Housing Policy Framework Report. These five positions will be nominated by the Mayor in consultation with the Council and approved by the full City Council. The Mayor will appoint the Chair of the Housing Commission from among its members, and the Commission would have a process for inclusive and ongoing engagement with the public. The Department of Neighborhood Housing Services would provide staff support to the Housing Commission.

Lourdes Castro Ramirez opened up the floor to the Commissioners to present their top goal for the Housing Commission.

Lourdes Castro Ramirez stated one of the most important goals for the Housing Commission is to define the metrics that the Commissioners will be looking at on a regular basis to access the implementation of the policy document. Also, the Commission needs a clearly defined role for the budget development process for the upcoming fiscal year.

Jessica Guerrero stated the Commission should not lose sight that displacement has been occurring. It is important that the Commission look at an approach to all of the policies.

Keith Hom stated he would like to work within the Mayor's Housing Policy Task Force report in identifying the programs that lead to the strategies and the successful implementation of the goals that are in the report. Also, identify what is the best in class affordable housing program and best practice measures.

Marianne Kestenbaum stated she would like to make sure the Commission honors Jim Bailey's insight and that in the process in monitoring the implementation, the Commission stick to the framework. Commission recommendations should be in line with the Mayor's Housing Policy Task Force.

John Kenny stated he would like to see the Commission develop policies that can bring higher levels of funding.

Dr. Paul Furukawa stated he would like to see a project management tool.

Sarah Sanchez stated public engagement is very important. It is important that the Commission continue to reach out to the communities and inform them of the progress, possibly on a quarterly basis. Also, gentrification should be a topic to be focused on. Further, increase/stimulate growth of affordable housing policies related to extending TIRZ to the development of affordable housing.

Robert Abraham stated community communication and education is key.

David Nisovocchia stated he would like to find a pathway to help the most vulnerable, 30% or less AMI.

Verónica Soto stated one of the things that staff can do is send a monthly update.

Keith Hom suggested funding to address program development.

Sarah Sanchez requested that timing be considered on the budget process.

Marianne Kestenbaum asked if Commission could get access to the budget reports, spread sheet format.

Keith Hom requested that staff identify developing partnership, whether private sector or within the agencies.

Lourdes Castro Ramirez requested the summarized goals be sent out to Commission members before the next Housing Commission to allow comment.

Dr. Paul Furukawa asked if the Commission is involved with hiring of the high level executive and is the Commission involved with the Charter amendment.

Lourdes Castro Ramirez stated the Commission does not have a role in hiring the executive.

Ed Guzman, City Attorney, stated the City Manager is in charge of hiring and delegating through Assistant City Manager's and department directors. The Mayor has a City Charter Review Committee that has been meeting for a year. The City is limited by State law to only have a charter election not more frequently than every two years, 730 days.

**Citizens to be Heard**

Rich Acosta, President of Mi Ciudad is mi Casa, stated March 20, 2019 marks one year organization's anniversary. The organization will be building homes for \$100,000 or less, in partnership with Alamo Architects, for gentrified homeowners facing foreclosure. The organization also assists residents in connecting them to various resources.

**4. Meeting and Agenda Structure**

- Recurring Meeting Date
- Location of Meeting
- Citizens to be Heard
- Chairperson Alternatives
- Robert's Rules of Order
- Open Meeting Training

Michael Rodriguez stated a poll will be sent out on the recurring meeting dates to get consensus on best dates. Moving forward, staff would like to add Citizens to be Heard item on each agenda. An alternate Chairperson for the Commission would be needed. The Housing Commission follows Robert's Rules of Order and the Commission will be required to attend an open meeting training.

Jessica Guerrero stated she would like the Commission and staff to consider moving the commission meetings around the City. This would allow more citizens attend.

Dr. Paul Furukawa expressed concern with only having evening meetings.

Marianne Kestenbaum requested meeting locations have a recording system option. Also, meeting on a more frequent basis should be considered due to the Commission term limitations.

Jessica Guerrero stated the Commission should consider meeting more than once a month and possibly include weekend meetings to help advance further.

Sarah Sanchez stated Saturday meetings would be challenging.

David Nisivoccia asked if there would be opportunity for committee work, formation of a committee.

Lourdes Castro Ramirez stated the first phase of developing the goals and objectives of the plan should be done together.

Verónica Soto stated staff will always send a draft of the agenda. Any one of the Commissioners can request a specific item be placed on the agenda.

Lourdes Castro Ramirez indicated she would like an item for Citizens to be Heard on each agenda to continue public engagement.

Sarah Sanchez stated she would like to follow City protocol on the Citizens to be Heard item and allow 3 minute speaking time limit.

**5. Development of Dashboard to Provide Oversight of Housing Priorities - Discussion**

New staff team to:

- Coordinate information with housing entities
- Meet new housing production goals

Online Housing Accountability Dashboard and examples from other cities  
Dashboard will guide affordable housing strategy providers  
Dashboard to be launched June 2019

Lourdes Castro Ramirez stated, in terms of mapping, dashboard should include the service providers that are providing housing or housing opportunities for individuals that are looking for housing. This would allow them to go to the map and identify where those housing opportunities are located.

**Adjournment – 10:57 A.M.**



# City of San Antonio

## Detail View

File Number: 19-2927

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**Agenda Date:** 3/27/2019

**Status:** Draft

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Citizens to be Heard.

**Summary:**

Citizens wishing to speak at the meeting register prior to the start of the meeting

**Issue:**

Housing commission chair to call citizens registered to speak on agenda items

**FISCAL ORDINANCE LANGUAGE:**



# City of San Antonio

## Detail View

File Number: 19-2928

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**Agenda Date:** 3/27/2019

**Status:** Agenda Ready

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Review and Approval of Housing Commission Goals.

**Summary:**

During the March 12 meeting, Commission members provided priorities that would be to create the goals. Goals are to be submitted to the Boards and Commissions for recording.

**Issue:**

Commission members are to review the following goals. Staff to update the goals as requested by the commission *The charge of the new Housing Commission will be to serve as a public oversight Board to guide the implementation of the MHPTF's recommendations and engage the public. This includes an annual report on the progress made towards the affordable housing goals included in the City's annual budget and affordable Housing Work Plan. The commission goals are as follows:*

- **Define** metrics to stay on track for short-term and long-term goals while implementing best practices
- **Engage** and educate the Public on the resources available and the performance of the commission
- **Advocate** for additional funding for affordable housing to help deter displacement, build new affordable housing targeting deeper affordability

**FISCAL ORDINANCE LANGUAGE:**



# City of San Antonio

## Detail View

File Number: 19-2929

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**Agenda Date:** 3/27/2019

**Status:** Agenda Ready

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Director's Report [Verónica R. Soto, Director, Neighborhood and Housing Services]

**Summary:**

Director to provide updates on Neighborhood and Housing Services Department

**Issue:**

Topics to be discussed are (a) Assessment of Fair Housing Update and (b) February Business Plan Update

**FISCAL ORDINANCE LANGUAGE:**

# NEIGHBORHOOD & HOUSING SERVICES DEPARTMENT

## *Assessment of Fair Housing*



The City of San Antonio (the City) is the recipient of federal funding from the U.S. Department of Housing and Urban Development (HUD). As such, the City has an obligation to affirmatively further fair housing as required by the Fair Housing Act (the Act) of 1968. The Act prohibits discrimination in the sale, rental, and financing of dwellings and in other real estate-related transactions because of race, color, religion, gender, familial status, national origin or disability. In addition, it requires that the City administer HUD-funded programs and activities relating to housing and urban development in a manner that affirmatively furthers the policies of the Act.

HUD's Affirmatively Furthering Fair Housing (AFFH) Rule, previously the Analysis of Impediments (AI) to Fair Housing Choice, provides an effective planning approach to aid program participants in taking meaningful actions to overcome historic patterns of segregation, promote fair housing choice, and foster inclusive communities that are free from discrimination.

The Assessment of Fair Housing (AFH) requires program participants to:

1. Analyze data and other information and engage the community in fair housing planning;
2. Conduct and submit to HUD an AFH that identifies, at a minimum, certain types of fair housing issues in the jurisdiction and region;
3. Identify and prioritize significant contributing factors for each fair housing issue identified;
4. Set fair housing goals for overcoming the effects of the prioritized contributing factors, and related fair housing issues;
5. Integrate the goals and priorities established in the AFH into subsequent plans for the use of HUD funds (Consolidated Plans, annual action plans, and PHA Plans) consistent with the statutory requirements and goals governing such programs; and
6. Certify that the program participant will take meaningful actions to further the goals identified in its AFH and take no action that is materially inconsistent with its obligation to affirmatively further fair housing.

To assist with this very important planning process, HUD has provided the City with technical assistance through the National Association of Latino Community Asset Builders.

The City initiated the SA Speak Up on Fair Housing Campaign on March 4, 2019 and is conducting a Fair Housing Survey which can be accessed online at [www.saspeakup.com](http://www.saspeakup.com) through May 3, 2019. Additionally, the City held a Community Input Session on March 13, 2019 and is holding a second Community Input Session on April 10, 2019 at 6:00 pm in the Central Library Auditorium (600 Soledad). To date, the City has collected about 250 surveys. In May, the City will compile and analyze the input provided and develop the draft Assessment of Fair Housing. On June 2, 2019, the City will post the draft AFH for review and public comment.

For more information, visit [www.sanantonio.gov/gmainaction](http://www.sanantonio.gov/gmainaction) or call (210) 207-6600.

**CITY OF SAN ANTONIO  
CITY MANAGER'S OFFICE**

**TO:** Erik Walsh, City Manager

**FROM:** Peter Zanoni, Deputy City Manager 

**COPY:** Mayor and City Council; San Antonio Housing Commission

**SUBJECT:** February 2019 Report on Implementation of the Affordable Housing Business Plan

**DATE:** March 8, 2019

This provides you an update on our progress implementing the City's Affordable Housing Business Plan through February 2019. The FY 2019 Affordable Business Plan is attached to this memo for reference. For this report, the Business Plan has been updated to better reflect the City's housing displacement prevention work plans.

The FY 2019 Adopted Budget includes \$25 million for Affordable Housing initiatives including \$17 million in new funding. The \$25 million budget includes \$11.7 million for housing preservation and repair, \$3.2 million for homebuyer assistance, \$1.4 million to develop a coordinated housing system, \$7.7 million for gap financing, and a \$1 million housing Risk Mitigation Fund. In November, the City received a \$1 million private sector donation for additional funding for our Under 1 Roof program.

Below is a table that summarizes the implementation status of activities for the 10 major housing-related activities that are included in the FY 2019 Affordable Housing Business Plan. Following the table are summary paragraphs that provide updates on each activity not completed to date.

Activity	2019 Status (October thru February)
Under 1 Roof Program Delivery	On Schedule 146 of 146 Roofs Completed
Owner Occupied Rehab Program Delivery	On Schedule 6 of 6 Home under Contract
Affordable Housing Coordination across all Housing Entities	On Schedule
Housing Trust & PFC Strategic Plan Development	On Schedule
Develop a Housing Risk Mitigation Fund Policy	On Schedule
Homebuyer Assistance & Counseling Programs	Behind Schedule 54 of 97 Clients Completed
Gap Financing Awards for New Affordable Rental and Homeownership Development Projects	Completed
Consolidate City Housing Staff into the Neighborhood and Housing Services Department (NHSD)	Completed
Reconstitute the Housing Commission	Completed
LISC Support Contract Execution	Completed

**Homebuyer Assistance & Counseling Programs:**

*Behind Schedule.* NHSD staff assisted 54 residents to close on a mortgage loan through the month of February. This is 43 less than the target of 97 year to date. Staff has met with realtors, developers and Community Housing Development Organizations to increase the pipeline of first-time homebuyers. Twenty-three clients are pending closing in March 2019. Recent marketing efforts have contributed to a substantial increase of online Homebuyer Incentive Program applications with a total of 331 applications received during the month of February. Staff is processing 260 applications to determine eligibility. NHSD's lending partners have pre-qualified 76 residents for mortgage loans. All 76 of the pre-qualified residents currently are searching for a home to purchase.

**Under 1 Roof:**

*On Schedule.* A total of 146 of the targeted 146 roofs have been replaced since October 1, 2018. In order to achieve the target goal, NHSD coordinated with the City Attorney's Office to develop and implement a new process to expedite the qualifying of program applicants. The new qualifying process proved very effective resulting in a total of 63 roofs being replaced in February.

**Owner Occupied Rehabilitation:**

*On Schedule.* NHSD has six approved contracts for the Owner Occupied Rehabilitation (OOR) Program which meets the target goal of six for the month of February. All six homes will begin construction in mid-March. NHSD expects that 50 OOR projects will be completed by September 30, 2019. The remaining 31 should be completed by December 31, 2019.

**Coordinated Housing System:**

*On Schedule.* The Coordinated Housing System has a total of eight employees that will coordinate with over 30 housing partners in the community to coordinate information and strategies for affordable housing in San Antonio. Six of the eight positions have been filled and have begun engaging with the partner agencies to coordinate affordable housing strategies. The Affordable Housing Administrator position will be filled in April 2019. The final position will be advertised and filled in the last quarter of FY 2019 as scheduled in the Affordable Housing Business Plan.

**Strategic Plan/Review of Housing Trust & Public Facility Corporation:**

*On Schedule.* NHSD staff has begun reviewing and collecting background documentation for the San Antonio Housing Trust (SAHT) and Public Facility Corporation (PFC). Staff also has notified the SAHT and PFC Board of Directors to ensure they understand and are committed to the organizational review process. Both Boards are supportive of the review. The recommended consultant that was selected through a Request for Proposals process to assist in this effort was approved by City Council on January 17 and their work began in January. The Strategic Plan is expected to be presented to the City Council Comprehensive Plan Committee in June 2019.

**Risk Mitigation Fund:**

*On Schedule.* A proposed Risk Mitigation Policy that was approved by the Comprehensive Plan Committee on February 20 will be presented to the Housing Commission on March 12 and is scheduled to be considered for approval by the City Council on March 21. Currently, staff is working to ensure that all organizations, key stakeholders, and Councilmembers are informed of the proposed policy prior to Council consideration. The Risk Mitigation Policy will provide guidelines for the utilization of the FY 2019 \$1 million Housing Risk Mitigation Fund providing housing relocation and emergency assistance to qualifying families. The Fund and policy address and minimize the effects of housing displacement—they do not address the root causes of displacement.

## City of San Antonio Recommended Three-Year Affordable Housing Business Plan

Activity	FY 2019				FY 2020				FY 2021	FY 2022 through FY 2028	
	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	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	TBD	
Homebuyer Assistance & Counseling Programs	Hire 1 Intake Staff (1 FTE)		\$3.2M: 265 Clients		\$2.32M in General Fund: 172 Clients Pending HUD Entitlement Award				TBD	TBD	
Housing Trust Strategic Plan	Consultant for Operational Analysis & Strategic Plan		Finalize Strategic Plan (\$200K)		If recommended, provide dedicated revenue source to fund Housing Trust						

- Staff
- Programs
- Leveraged Resources
- Displacement Prevention Plan/Action

Three-Year Ramp Up

Seven-Years at Full Capacity

## City of San Antonio Recommended Three-Year Affordable Housing Business Plan

Activity	FY 2019				FY 2020				FY 2021	FY 2022 through FY 2028
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
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	TBD
Evaluate Dedicated Revenue Source(s) to fund affordable housing						Complete Study: Implement in FY 2021, if practical				
Develop a Risk Mitigation Fund Policy (Mitigate Private or Public Funded Projects)	1 Sr. Analyst Assigned	Complete Risk Mitigation Policy								
Create a Risk Mitigation Fund to offset some portion of mitigation costs	Fund \$1M in the Risk Mitigation Fund				Fund \$1M in the Risk Mitigation Fund				\$1M	TBD
Implement a City-Wide Public Education Campaign & Develop Recs for 2021 Housing Bond										
2021 City Housing Bond and Subsequent Bond Programs										

- Staff
- Programs
- Displacement Prevention Plan/Action

Three-Year Ramp Up

Seven-Years at Full Capacity

## City of San Antonio Recommended Three-Year Affordable Housing Business Plan

	FY 2019				FY 2020				FY 2021	FY 2022 through FY 2028
Activity	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
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										

- Policies
- Displacement Prevention Plan/Action

Three-Year Ramp Up

Seven-Years at Full Capacity



# City of San Antonio

## Detail View

File Number: 19-2930

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**Agenda Date:** 3/27/2019

**Status:** Agenda Ready

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Briefing and Possible Action on Coordinated Housing System Progress Update and Feedback [Verónica R. Soto, Director, Neighborhood and Housing Services; Michael Rodriguez, Assistant Director, Neighborhood and Housing Services]

**Summary:**

Making housing a priority requires that it be a structural and organizational priority.

The establishment of a coordinated system:

- Leverages significant new funding for housing production, home rehabilitation and affordable housing preservation.
- Aligns public and private sectors, services, regulations and funding requirements.
- Distributes information more effectively and efficiently, particularly so that the private and nonprofit sector capacity can be leveraged.
- Bridges the digital divide-which currently poses a challenge to the community in accessing information.
- Keeps the City and its partners accountable for tracking and monitoring their investments and production targets.

**Issue:**

On January 28, 2019, staff held a kick off meeting to introduce the system to 70 service providers, nonprofit developers and inter-governmental partners. On April 30, a meeting will be held to review goals, establish metrics and complete the coordinated housing directory form.

**FISCAL ORDINANCE LANGUAGE:**



# City of San Antonio

## Detail View

File Number: 19-2931

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**Agenda Date:** 3/27/2019

**Status:** Draft

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Briefing and Possible Action on Displacement Prevention and Risk Mitigation Strategies [Verónica R. Soto, Director, Neighborhood and Housing Services; Michael Rodriguez, Assistant Director, Neighborhood and Housing Services]

**Summary:**

Discussion and possible action on the displacement prevention and risk mitigation strategies

**Issue:**

Topics to be discussed are (a) Risk Mitigation Outreach Plan; (b) Risk Mitigation Policy Implementation; and (c) Displacement Prevention Plan and Timeline

**FISCAL ORDINANCE LANGUAGE:**



# City of San Antonio

## Detail View

File Number: 19-2932

**Agenda Date:** 3/27/2019

**Status:** Agenda Ready

**In Control:** Housing Commission

**File Type:** Staff Briefing - Without Ordinance

**POSTING LANGUAGE:** Briefing and Possible Action on Other Board and Commission Memberships [Verónica R. Soto, Director, Neighborhood and Housing Services; Michael Rodriguez, Assistant Director, Neighborhood and Housing Services]

### Summary:

Discussion and possible action on other board and commission memberships

### Issue:

Commission members are asked to sit on the following committees. Members are to express interest in participating in one of the following:

Neighborhood Improvements Advisory Committee:

- The Neighborhood Improvements Advisory Committee was established by City Council on December 15, 2016 to ensure ongoing citizen feedback throughout implementation of the proposed 2017 Neighborhood Improvements Bond. The Committee will meet on an ad-hoc basis to advise the City and the Office of Urban Redevelopment San Antonio (OUR SA) on selection of proposed projects within the 12 Neighborhood Improvement Areas approved by City Council.
- Considerations for project selection may include (a) the degree to which a proposed project will eradicate distressed conditions; (b) the likelihood that the project will spur further investment in the area; (c) the need for infrastructure investment in the area; (d) the need for workforce and mixed-income housing in the area; and (e) the need for retail or neighborhood-serving commercial uses (if proposed).

Removing Barriers (By Right Zoning):

- The Mayor's Housing Policy Task force recommended the creation of two committees to focus on removing affordable housing barriers. One would develop recommendations to improve Section 35.372 of the UDC and one would examine tools to encourage affordable development. Both are overseen by a steering committee, which would seat a representative from the housing commission. Reports from this committee would be provided to the Housing Commission and Comprehensive Plan Committee for milestones.
- Committee would meet on a monthly basis.

Chair Pro-Tempore:

- In the event the acting chair is unable to attend a Housing Commission meeting, the "Pro Tem" would fill the position.