



2012-2020
San Antonio Housing Authority
STRATEGIC PLAN



SAHA | SAN ANTONIO
HOUSING AUTHORITY
Opportunity Lives Here

Building a foundation for

In January of 2012, SAHA leadership took the first step toward creating a new Strategic Plan that would articulate agency priorities and establish a shared Vision, Mission, and strategic goals. The planning process, called “**Plan.Build.Live.**”, asked participants to discuss the present and future of affordable housing in San Antonio, through the year 2020, with a focus on SAHA’s role in advancing and strengthening the City’s overarching goals.



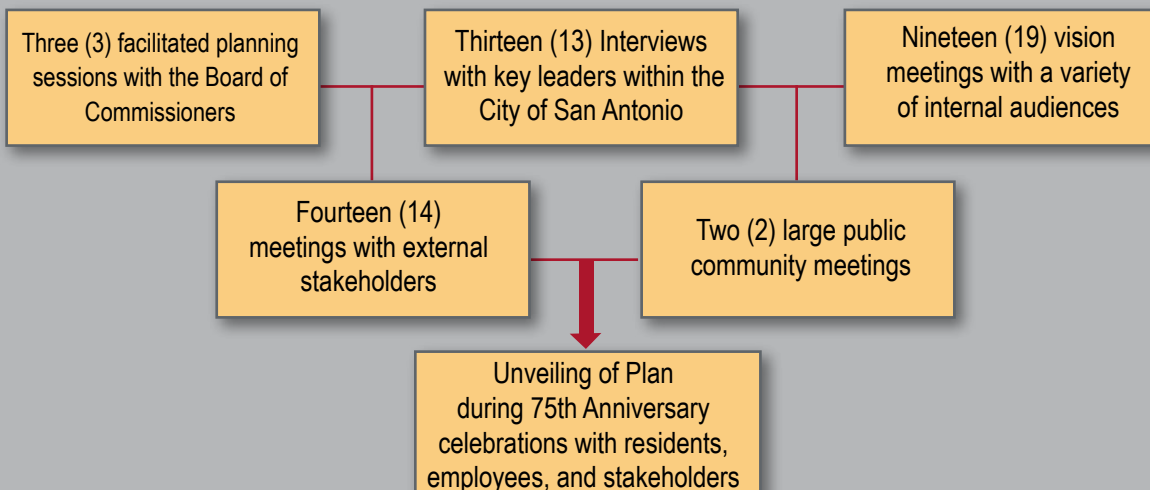
The **Plan.Build.Live.** process adopted five organizing elements:

a grounding in SAHA’s history of transformation, a data-driven understanding of the present, focused discussions with internal audiences, broad external stakeholder and community engagement, and close integration with San Antonio’s city-wide visioning process, SA2020. The timeline was divided into two phases over six months: the first phase was devoted to developing Vision and Mission statements, and the second phase focused on crafting strategic goals and objectives that describe how the agency will accomplish its Vision and Mission.

To prepare for well-grounded discussions of the future, first-phase meetings began by looking back to 1937, to review the milestones that have characterized the 75 years since SAHA’s founding. Participants discussed the numerous changes

The Planning Process

The **Plan.Build.Live.** process encompassed more than 60 meetings over six months. Initial meetings reflected on the agency’s past accomplishments, recognized the challenges that lie ahead, and developed future vision elements. Subsequent **Plan.Build.Live.** meetings explored the actions needed to achieve stated goals. Overall, this historically collaborative effort included:



transformation: Plan.Build.Live.

in housing programs and the dramatic growth in the number of families served over the years. It was also noted that the pace of change has accelerated in recent years, due to the impact of the many innovations initiated by the current Board of Commissioners and President/CEO.

Focusing on the scope of change also had the effect of highlighting one clear constant: despite funding challenges, SAHA has maintained 75 years of commitment to quality affordable housing that improves people's lives. When asked to articulate SAHA's future Vision, stakeholders provided responses that varied in detail, but all reaffirmed the continuation of that commitment.



Plan.Build.Live. started at a critical moment, just after the successful completion of the SA2020 comprehensive visioning process. SA2020 crystalized a vision for San Antonio's future, a broad vision that would require the dedication of many individuals and organizations to realize. SAHA has embraced the implementation phase of SA2020, serving as a co-lead in the Neighborhoods and Growth Management area. At the same time, SAHA also carefully crafted the **Plan.Build.Live.** conversation around SA2020's key ideas.

These ideas helped structure the implementation conversations that characterized phase two of **Plan.Build.Live.** During the first of two large community meetings, stakeholders were asked to provide recommendations about how to achieve SAHA's new Vision and Mission, given SA2020's mutually supportive aims. At the second community meeting participants suggested specific action steps for SAHA and its partners.

Like SA2020, **Plan.Build.Live.** used data to drive the visioning, as well as to establish indicator metrics that will track progress. The question of "who do we serve?" was asked early and often, and became a key to open conversations about how different types of households (an elderly couple, for example, as compared to a single mother) could require very different types of housing and services.

Over the course of 60 meetings – with Commissioners, community leaders, employees, Section 8 participants and landlords, public housing residents, local service partners, public agencies, real estate developers, and the community at large – **Plan.Build.Live.** underscored how tightly SAHA's future is intertwined with that of San Antonio as a whole. SAHA's greatest ambitions to strengthen neighborhoods and improve the quality of life throughout our community require deep coordination with the City, school districts, the private sector, non-profit agencies, and others.

SAHA's new Strategic Plan lays the groundwork for future successes by identifying a common vision for the future: a future that is vital not only to SAHA employees and residents, but integral to the type of city San Antonio is striving to become by 2020.

Vision

Create dynamic communities where people thrive

Mission

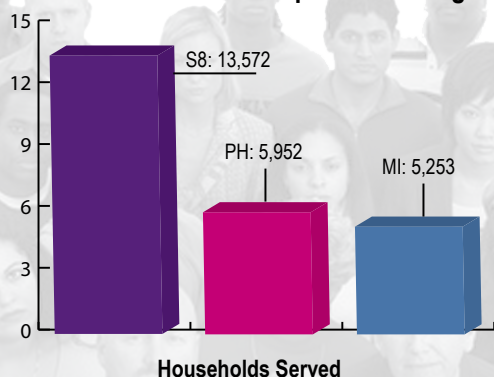
The San Antonio Housing Authority provides quality affordable housing that is well integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance resident independence.

1

Empower and equip families to improve their quality of life and achieve economic stability.

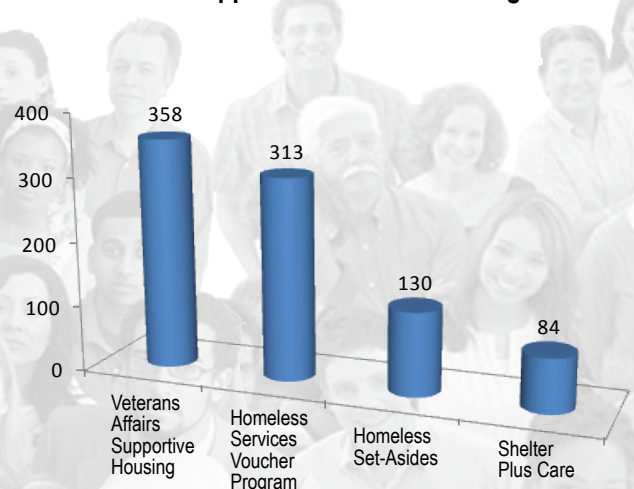
- Ensure that families have access to the resources they need to improve their lives and the lives of their children
- Expand partnerships, especially those focused on children and youth
- Foster an environment of wellness, work, education and community service in all SAHA communities
- Identify and expand successful, existing economic stability programs
- Foster innovation through new pilot projects

More than twice as many households receive Section 8 assistance than public housing



S8 = Housing Choice Voucher/Section 8
 PH = Public Housing
 MI = Mixed-Income; Assumes 100% occupancy and does not include public housing units or units utilized by a Section 8 voucher

885 Vouchers Support Four Homeless Programs



Data as of 10/31/2012 | Unless otherwise noted, "Households" includes both Public Housing and Section 8 programs

Goals

2

Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service.

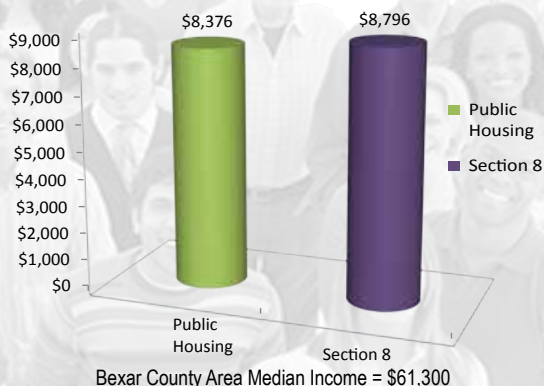
- Work as a unified team and provide the highest quality of customer service
- Expand skill and knowledge base by recruiting, developing, and recognizing high-performing employees
- Create a supportive learning culture that prioritizes staff training and development
- Establish clear accountability standards that are integrated into every employee's work plan and performance review

3

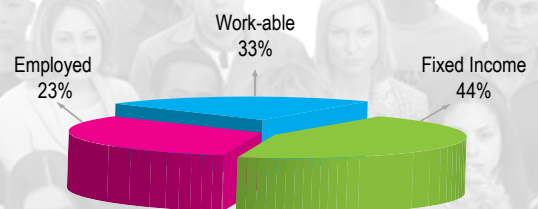
Preserve and improve existing affordable housing resources and opportunities.

- Maintain high livability and safety standards for all public housing, mixed-income, and Section 8 units
- Increase safety and security in all SAHA communities
- Establish a comprehensive asset management system for rehabilitation, construction, and redevelopment activities
- Work with local law enforcement authorities to facilitate information-sharing and effective response
- Develop a plan for each community that identifies health, education, transportation, and employment resources
- Enhance relationships with landlords, neighbors, and residents to ensure that San Antonio continues to benefit from high-quality affordable housing

Median Household income



The majority of adults in SAHA's housing programs are employed or work-able



Adults by Income Category

Fixed Income: Social Security, SSI, or Pension
 Employed: Employed currently or receiving unemployment benefits
 Work-able: Not employed and not on a fixed income

4

Strategically expand the supply of affordable housing

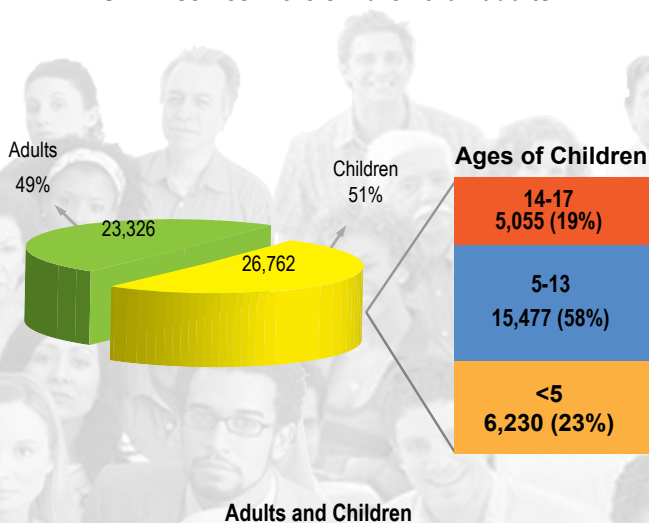
- Expand the supply of affordable housing while being mindful of the specific needs of the San Antonio community
- Ensure new communities provide access to childcare services, elderly activities, employment, education, and healthy living opportunities
- Work closely with partners to identify locations where new affordable housing would provide the greatest benefits
- As a lead in the SA2020 “Neighborhoods and Growth Management” vision area, engage a broad discussion of affordability, innovative practices and Transit-Oriented Development
- Evaluate existing agency land assets and develop a plan to maximize the affordable housing supply, while balancing the demand for inclusive development, diverse communities, and homeless services

5

Transform core operations to be a high performing and financially strong organization.

- Maintain high-performance standards for properties, programs, and employees
- Leverage Moving to Work (MTW) designation to support self-sufficiency efforts, increase housing options, and improve the agency's financial performance
- Diversify funding sources and maximize funding leverage, with a special emphasis on technological innovation to increase efficiency, provide better data collection, and improve customer service

SAHA serves more children than adults



Households with Children

55%

Goals

6

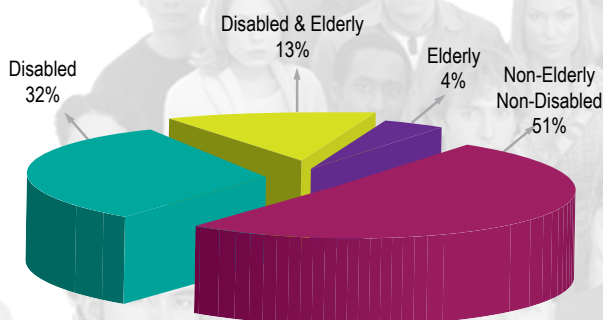
Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents.

- Use the Choice Neighborhoods revitalization effort to establish models that can be replicated elsewhere
- Support SA2020 by co-chairing the Neighborhoods and Growth Management component of the SA2020 vision and incorporating relevant SA2020 goals and indicators into all key initiatives
- Create strategic and effective partnerships with schools and employers, strengthen community involvement by SAHA staff, and expand relationships with national, state, and local housing influencers and funders
- Raise awareness about the agency, its work and its contributions to San Antonio, and provide ongoing opportunities to educate San Antonio's current and future leaders

SAHA's Strategic Plan provides the big-picture goals and general direction that will guide the agency to the year 2020. At the same time, the shorter-term Actions and Objectives in the Strategic Plan describe the detailed steps the agency will take toward its long-term Strategic Goals. Go to www.saha.org for a more detailed version of the Strategic Plan.

Over the coming years, SAHA looks forward to sharing ongoing progress with all the partners that helped create this plan. The agency is developing a comprehensive strategic and operational scorecard that tracks implementation through the year 2020. When this scorecard is operational, it will provide both general and detailed analysis of the many ways in which SAHA is providing quality affordable housing that is well integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance economic independence.

Nearly one-half of heads of households are elderly or disabled



Elderly & Disabled Heads of Households

Percentage of Households with one Head of Household

92%

82% of Single-Headed Households are headed by a female

SAHA VISION

Create dynamic communities where people thrive.

SAHA MISSION

The San Antonio Housing Authority provides quality affordable housing that is well integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance economic independence.

SAHA provides housing assistance to over 70,000 children, adults and seniors through its Public Housing, Section 8 Housing Choice Voucher and Mixed-Income housing programs. The agency employs more than 500 individuals, with an annual operating budget of \$172 million, and real estate assets valued at over \$500 million. SAHA's affordable housing programs include 71 public housing properties, more than 13,000 vouchers in the Housing Choice Voucher and special programs, and 45 properties in a Mixed-Income portfolio.

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Yolanda Hotman

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Charles Muñoz

President and CEO

Lourdes Castro Ramírez

SAHA would like to thank everyone who helped realize this Strategic Plan. Our thanks to HausAngeles, Ximenes & Associates, and Creative Civilization for all their assistance. Special thanks to the more than 500 community leaders, employees, residents, participants, landlords, and stakeholders who participated in the **Plan.Build.Live.** conversations.

