



SAHA Board of Commissioners

Fiscal Year 2019–2020

June 6, 2019

AGENDA

2

I. Background

- SAHA Significant Accomplishments in FY 2018–2019
- Guiding Principles and Strategic Plan Alignment
- Key Agency Budget Priorities

II. Funding Environment

- Who We Serve
- Federal Funding Trend

III. SAHA FY 2019–2020 Budget

- FY 2019–2020 Consolidated Budget - Revenues and Expenses
- MTW Proposed Uses
- SAHA Staffing Count and Organizational Chart
- Agency Goals and Priorities

SAHA AND PARTNER FY 18–19 ACCOMPLISHMENTS

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- **Received 19 Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO)** for various innovative programs and initiatives. Additionally, SAHA garnered two NAHRO National Awards of Excellence for Cyber Security Awareness and East Meadows.
- **Placed third and won \$100,000 in the Mozilla and National Science Foundation's Smart Community Challenge** for the Innovative Technology Department's creation of SMARTI, SAHA's first prototype that integrates solar energy and mesh technology to access a local network and distribute free Wi-Fi to Cassiano Homes residents.
- **Sold sixteen single-family homes**, another batch in an 88-home spread for developments in and around what was formerly known as Mirasol Homes. SAHA has billed this as the largest reconstruction effort on the city's west side in a decade and aspires to turn renters into homeowners and enable them to build generational wealth.
- **Presented 150 R.E.A.C.H. (Rewarding Educational Achievement, Cultivating Hope) Awards** to SAHA students for achieving Perfect Attendance and/or A-B Honor Roll. In addition, 54 SAHA youth received college scholarships.
- **Received approval from HUD to dispose of 94 Public Housing scattered sites units** located throughout the city which were determined to be unsustainable to operate and maintain as Public Housing. The Authority is currently auctioning the properties and will use a portion of the proceeds to preserve existing affordable housing units in higher opportunity areas.
- **Refinanced the Burning Tree and Encanta Villa Apartments** which provided approximately \$6.6 million in net proceeds, which will be used to fund capital repairs and replacements for Burning Tree, Encanta Villa, and other assets within the Beacon portfolio.
- **Partnered with the City of San Antonio, Texas State Representative, Diego Bernal, and philanthropist, Gordon Hartman**, to secure \$1.5 million in funding to provide more than 2,000 Public Housing units in twenty-two different housing complexes with air conditioning.

BUDGET GUIDING PRINCIPLES & GOALS

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I. Budget Guiding Principles

- Improve quality of life for residents
- Preserve and expand affordable housing
- Strengthen SAHA's basic internal services, systems and staff capacity

II. Goals Consistent with Strategic Plan:

1. Empower and equip families to improve their quality of life and achieve economic stability
2. Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service
3. Preserve and improve existing affordable housing resources and opportunities
4. Strategically expand the supply of affordable housing
5. Transform core operations to be a high performing and financially strong organization
6. Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

KEY AGENCY BUDGET PRIORITIES

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- **Operations:** Focus on operational excellence, high performer
- **Choice Neighborhood:** Full implementation of People, Neighborhood, and Housing goals
- **Moving to Work:** Focus on client success and people outcomes
- **5-year Asset Management Plan for capital improvements and new construction**
- **Public Scorecard for SAHA strategic plan**

THE NEED IN SA

6



25%

of San Antonio renters spend more than half of their income on housing

51,352

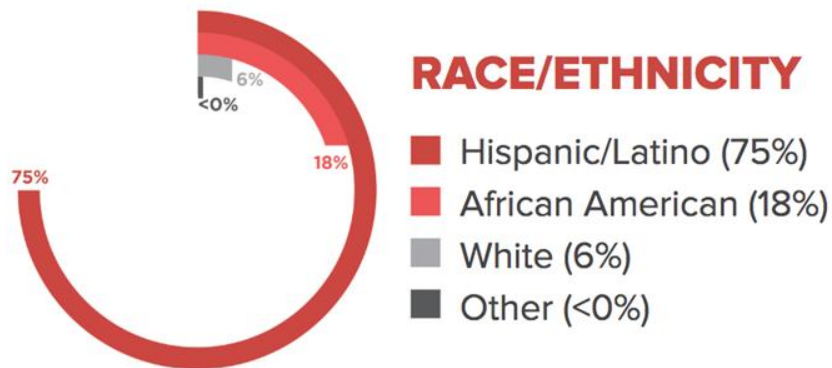
Households on the SAHA federal housing programs waitlist

WHO WE SERVE

7

55,460

individuals housed



26,621

children

97%

are very low-income
(50% of area median income and below)

10%

of San Antonio rental market

FINANCIAL BARRIERS

8

\$9,672

Average Median Income
(\$46,317 in San Antonio)

52%

on a fixed income and are
elderly and/or disabled

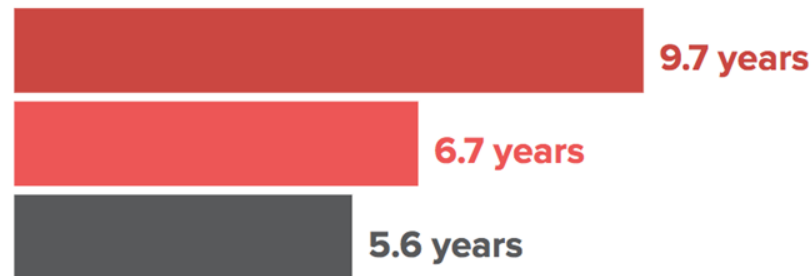
32%

are earning wages

\$233

average household rent

MEDIAN TENURE



- Older householder
- Householder with disability
- Work-able householder

RESIDENT EMPOWERMENT

9



1,649

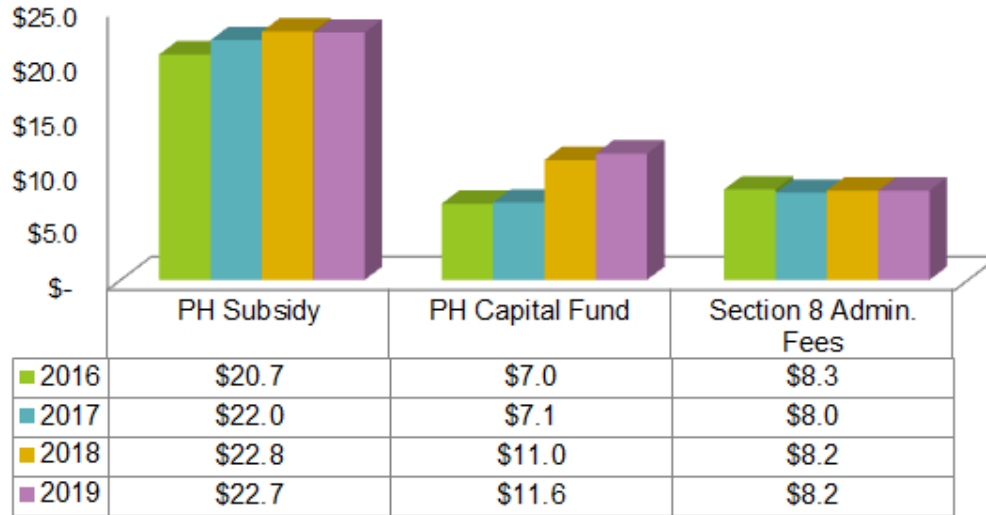
served through veteran and homeless programs with supportive services

1,500

receiving Community Development Initiatives services

FEDERAL FUNDING TREND

10

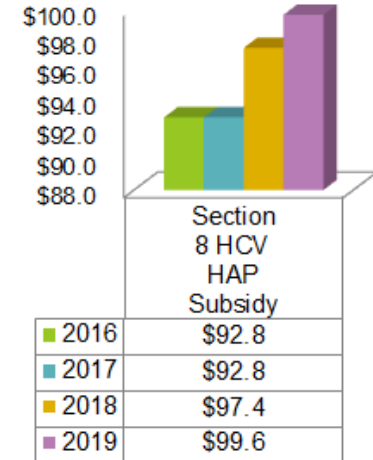


Percentage Change
2019 vs 2018

-0.44%

5.45%

0.00%



2.26%

- Section 8 Housing Choice Voucher information indicated above does not include any Section 8 special programs
- Section 8 Choice Voucher HAP proration was 99.6% in 2016, 97% in 2017, 99.7% in 2018, and 99.5% in 2019
- Section 8 Admin Fee proration was 84% in 2016, 78% in 2017, 80.6% in 2018, and is projected to be 80% in 2019
- PH Operating Fund current proration is at 88.7% for 2019, as compared to the 2018 proration of 94.7%. HUD usually finalizes proration in October

CALENDAR YEAR AVERAGE HAP PER UNIT

11

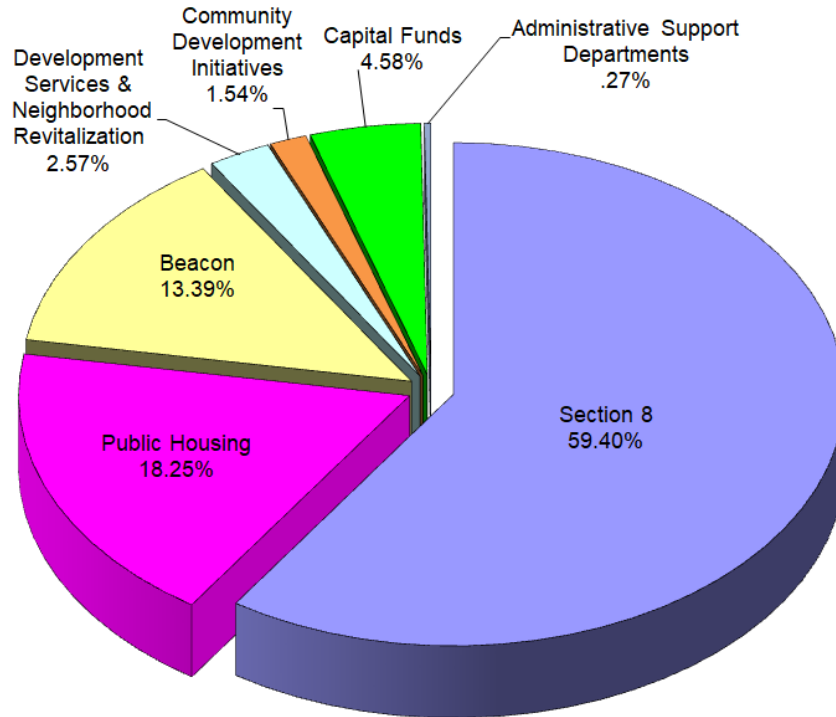
YEAR	HAP COST PER UNIT	DOLLAR INCREASE	PERCENT INCREASE
2015	554.87	-	-
2016	571.10	\$16.23	2.93%
2017	589.87	\$18.77	3.29%
2018	618.65	\$28.78	4.88%

Current Monthly HAP expense is approximately \$8 million, which leaves only \$3.6 million to fund MTW, Section 8 administration and Capital Planning efforts

FY 2020 CONSOLIDATED REVENUE (SOURCES)

\$185 MILLION

12



Line of Business	Projected Revenue (Mil) \$185.0
Section 8 (HAP & Admin Fee)	\$109.9
Public Housing	\$ 33.7
Beacon	\$ 24.8
DSNR	\$ 4.8
Community Initiatives	\$ 2.8
Capital Funds	\$ 8.5
Administrative Support departments	\$ 0.5

- Revenue above reflects Fiscal Year funding as opposed to Slide 10, which reflects HUD Calendar Year funding
- Section 8 Revenue includes all special programs
- Capital Funds include Capital Funds Project and Choice Neighborhood Implementation Grant

FY 2020 CONSOLIDATED REVENUE TREND

PROJECTED REVENUE IN FY 2020 WILL INCREASE BY \$6.7 MILLION

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Description	FYE 6/30/18 Actual	FYE 6/30/18 Budget	FYE 6/30/19 Budget	FYE 6/30/20 Budget	Variance 2020 Budget vs 2019 Budget Increase/ (Decrease)
Rental Revenue	\$ 30.1	\$ 31.9	\$ 32.3	\$ 32.5	\$ 0.2
Grant Revenue					
Section 8 - HAP	102.4	92.4	92.5	100.9	8.4
Section 8 - Admin.	8.7	8.4	7.9	8.9	1.0
Operating Subsidy	22.3	19.7	20.9	21.5	0.6
Capital Grants ¹	13.8	14.2	14.4	8.3	(6.1)
Other Grants	4.4	4.8	4.3	5.2	0.9
Total Grant Revenue	\$ 151.6	\$ 139.5	\$ 140.0	\$ 144.8	\$ 4.8
Other Revenue ²	5.2	4.6	6.0	7.7	1.7
Total Revenue	\$ 186.9	\$ 176.0	\$ 178.3	\$ 185.0	\$ 6.7

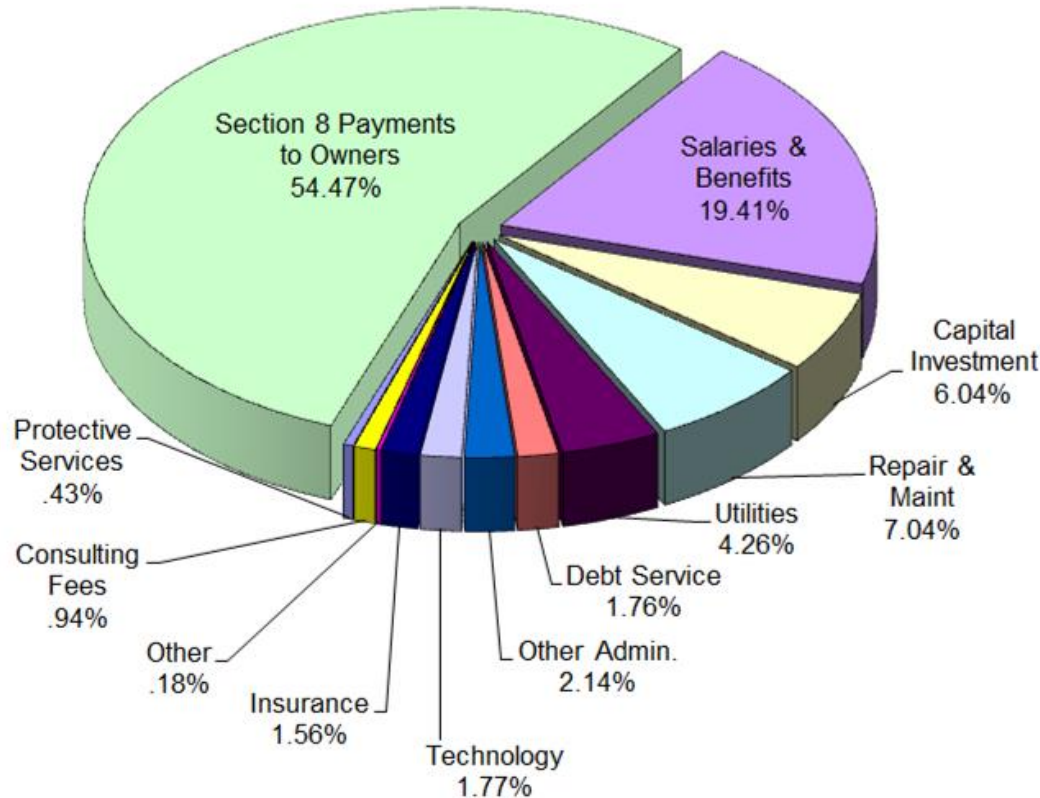
¹ Capital Grants include Capital Funds Project and the Choice Neighborhood Implementation Grant

² Includes Revenue such as Lease Payments, Cash Donations, Compliance Monitoring Fees, Other Income, Deposit Forfeitures and Interest Income

FY 2020 CONSOLIDATED USE OF FUNDS

\$185 MILLION

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Budget Line Item	Projected Expenses (Mil) \$185.0
Section 8 Payments to Owners	\$100.74
Salaries & Benefits	\$35.91
Capital Investment	\$11.18
Repair & Maint (Non-Capital)	\$13.03
Utilities	\$7.88
Debt Service Interest	\$3.26
Admin. & Other	\$3.95
Technology	\$3.27
Insurance	\$2.89
Other	\$0.34
Consulting Fees	\$1.75
Protective Services	\$0.80

FY 2020 CONSOLIDATED EXPENSE TREND

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Description	FYE 6/30/18	FYE 6/30/18	FYE 6/30/19	FYE 6/30/20	Variance 2020 Budget vs 2019 Budget Increase/ (Decrease)
	Actual	Budget	Budget	Budget	
Section 8 Payments to Owners	\$93.1	\$92.4	\$92.4	\$100.7	\$8.3
Salaries & Benefits	31.4	34.2	34.0	35.9	1.9
Technology ¹	1.8	2.4	2.5	3.3	0.8
Admin and Other ²	2.9	3.7	3.5	4.0	0.5
Consulting Fees ³	2.3	3.5	1.7	1.7	0.0
Utilities	7.5	6.8	7.5	7.9	0.4
Other	0.9	2.2	1.8	0.3	(1.5)
Repair & Maintenance	14.0	10.2	11.4	13.0	1.6
Insurance	2.5	3.3	2.9	2.9	(0.0)
Protective Services	0.7	0.9	0.9	0.8	(0.1)
Debt Service Interest	2.9	2.4	2.4	3.3	0.9
Capital Investment	26.9	14.0	17.3	11.2	(6.1)
Total Expenses	\$ 186.9	\$ 176.0	\$ 178.3	\$ 185.0	\$ 6.7

¹ Includes telephone, technology/licensing costs and internet

² Includes expenses such as audit, postage, office supplies, dues and fees, advertising, legal fees, training, travel, etc.

³ Includes \$.3 Million for the Capital Grants

CONSOLIDATED BUDGET BY LINE OF BUSINESS

(Millions)

16

Balanced Budget

Description	Public Housing Budget	Section 8 Budget	Beacon Budget	Real Estate Budget	Central Office Budget	CD/MTW Initiatives Budget	Subtotal
OPERATING REVENUE	\$ 32.9	\$ 109.9	\$ 24.3	\$ 3.9	\$ 1.4	\$ 2.8	\$ 175.2
OPERATING EXPENSE	29.0	107.5	15.2	1.8	13.1	3.8	170.4
OPERATING INCOME	\$ 3.9	\$ 2.4	\$ 9.1	\$ 2.1	\$ (11.7)	\$ (1.0)	\$ 4.8
INTEREST INCOME	\$ 0.8	0.0	0.5	0.9	0.1	0.0	2.3
NON-OPERATING INCOME & EXPENSES*	(5.0)	(3.3)	(5.6)	(0.1)	10.8	(0.5)	(3.7)
NET SURPLUS or (DEFICIT)	\$ (0.3)	\$ (0.9)	\$ 4.0	\$ 2.9	\$ (0.8)	\$ (1.5)	\$ 3.4

* Management Fee and Interest Expense are the primary sources of the listed Non-Operating Expenses, but also includes Replacement/Extraordinary items

USES OF SAHA MTW FUNDS

PRESERVATION AND EXPANSION OF AFFORDABLE AND PUBLIC HOUSING

17

Priority	Purpose	MTW Goal	Amount (in Mil)
Section 8	To enable Section 8 to continue to serve residents after continued funding cuts	Strategic Goal # 4 - Strategically expand the supply of affordable housing.	\$0.9
Community Development Initiatives	<p>Program administration and implementation of MTW strategic goals:</p> <ul style="list-style-type: none"> Recruit and maintain the number of participants in the PH/HCV FSS, Jobs Plus and the Earned Income Disregard (EID) to over 1,500 participants Ensure over 1,500 or 40% participants secure/maintain employment Provide college scholarships and other academic incentives for up to 300 students Provide more than 3,000 referrals for services to residents on an annual basis 	Strategic Goal # 1 - Empower and equip families to improve their quality of life and achieve economic stability.	\$1.5
Preservation and Expansion of Affordable and Public Housing	<ul style="list-style-type: none"> Choice implementation matching grant for Wheatley Courts transformation. Development of Labor multifamily property Capital Planning Funding for the rehabilitation of Victoria Plaza Additional funding for East Meadows Development Preservation and expansion of affordable and public housing Additional cost for fire sprinkler systems at Villa Tranchese and Fair Avenue 	Strategic Goal # 4 - Strategically expand the supply of affordable housing.	\$1.5 \$5.5 \$0.4 \$11.0 \$0.6 \$13.3 \$1.2
Total Proposed Use of SAHA MTW Funds			\$35.9

SAHA PERSONNEL COUNT

18

	2019 Budgeted Positions	2020 Budgeted Positions	Personnel Distribution by Department
Public Housing	194	196	35%
Section 8 & Special Programs	90	89	16%
Community Development Initiatives	52	54 ¹	10%
Beacon	70	87	16%
Real Estate Services	12	9 ²	2%
Management & Administrative Support (COCC)			
Property Management	15	19	3%
Other Management & Administrative Support	97	102 ³	18%
Total	530	556	100%

Public Safety/Security (Full-Time Equivalents)

11

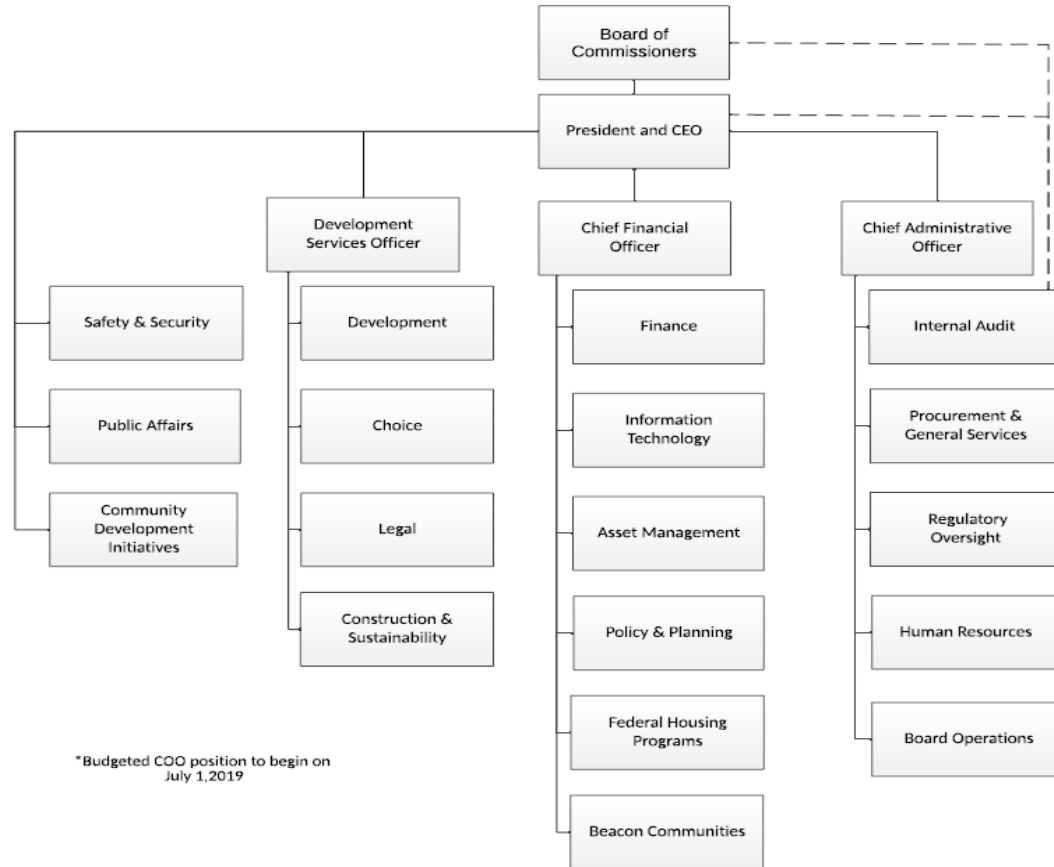
¹ Includes 31 grant-funded positions for the Jobs Plus, ROSS, Annie E. Casey Foundation, Family Self Sufficiency, HPOG, Endowment, ConnectHome and Choice Implementation Grants

² Includes 1/4 grant-funded position for the Choice Implementation Grant

³ Includes 1/4 grant-funded position for the Choice Implementation Grant

SAHA ORGANIZATIONAL STRUCTURE

19



*Budgeted COO position to begin on July 1, 2019

GOALS FOR ASSISTED HOUSING

20

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

- Refer 10% of clients to CDI for FSS enrollment
- Employ a minimum of 5 youths from the Summer Youth Employment Program

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

- Increase staff capacity through advanced training to include change management, project management and leadership
- Automate evaluation documentation

Preserve and improve existing affordable housing resources and opportunities

- Special Programs: Utilize vouchers at 95% or above
- MTW Utilization: Maintain utilization above 100%

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

- Design and implement a Client Portal
- Research and develop timeline for the implementation of a Client Portal
- Implementation of the electronic RTA submission

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

- Develop training courses for local realtor organizations to increase understanding and landlord participation

GOALS FOR PUBLIC HOUSING

21

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

- Refer 10% of clients to CDI for FSS and/or JobsPlus enrollment
- Employ a minimum of 5 youths from the Summer Youth Employment Program

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

- Increase staff capacity through advanced training to include change management, project management and leadership
- Establish an ongoing training curriculum for Maintenance Technicians

Preserve and improve existing affordable housing resources and opportunities

- Improve REAC scores at all properties by at least 10 points and maintain score at high performing communities

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

- Research and develop timeline for the implementation of a Client Portal
- Implement Housekeeping Inspection software
- Increase Occupancy rates to 97% or above

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

- Investigate rent reform activity to promote family self-sufficiency

GOALS FOR BEACON COMMUNITIES

22

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

- Complete an increase of 10% of training opportunities over the previous year with a focus on certification and an increased concentration on readily available training.
- Continue to work with HR and recruiting to ensure progress is made and plan with ample time to fill vacancies with overlapping staff for transitions.

Preserve and improve existing affordable housing resources and opportunities

- Coordinate with Asset Management to complete the refinance of Sunshine Plaza and Pecan Hill for rehabilitation of the communities and potential proceeds sharing and begin capital work at each community estimated at approximately \$4M.
- Complete comprehensive rehabilitation of Castle Point, Monterrey Park, La Providencia for an estimated improvement investment of \$10M.

Strategically expand the supply of affordable housing

- Complete the 15-year tax credit ownership and management transition of Legacy at Science Park, Legacy on O'Connor, and Refugio.
- Add new partnering opportunities to designate additional market units to affordable programs

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

- Successfully complete the final transition of management towards our 3 year transition plan to include software implementation for the final communities. Saving the communities approximately \$1M annually in management fees
- Increase occupancy to 96%

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

- In addition to participating on the North Chambers-Government Affairs Committee and the HAI Group Risk Management committee, join a multi-family industry committee or board and encourage staff to get involved

OPPORTUNITY LIVES *HERE*

@HousingSAT



GOALS FOR REAL ESTATE SERVICES

23

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

- 3 Staff Members complete SAHA Leadership Program (Nov 2019)
- Director to complete HCV executive management training (April 2020)
- Staff member complete HERS Rater Certification renewal training (Feb 2020)

Strategically expand the supply of affordable housing

- Finalize financing for 100 Labor Street development (Sept 2019)
- Procure Master Developer for build out Victoria Commons (98 townhome lots) (Aug 2019)
- Obtain 9% tax credit award for Alazan Lofts Development and Our Lady of Charity Apartments (July 2019)
- Begin pre-development and close on Majestic Ranch (Aug 2019) and Mira Vista (Jan 2020) developments
- Begin pre-development and close on Tampico development (Nov 2019)
- Begin pre-development and close on St John's Square (Oct 2019)
- Close on acquisition of the Oaks at Westlake (Aug 2019)

GOALS FOR CHOICE NEIGHBORHOOD IMPLEMENTATION

24

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

■ **Neighborhood**

- Completion of 22 rehabs of Owner Occupied single family homes and expend all dollars (Sept 2019)

■ **People**

- Create Endowment with anticipated leftover Choice funds (Sept 2019)
- Transition from Urban Strategies to SAHA CDI (Sept 2019)
- Continue to emphasize employment, careers and increase household income (Sept 2019)
- Continue to provide workshops for returning residents to become successful tenants (Sept 2019)

Strategically expand the supply of affordable housing

■ **Housing**

- Complete East Meadows II (May 2020)

■ **Neighborhood**

- Complete the In-Fill Housing Strategy (Sept 2019)
- Complete Owner Occupied Rehab Strategy (Sept 2019)

GOALS FOR CONSTRUCTION SERVICES & SUSTAINABILITY

25

Preserve and improve existing affordable housing resources and opportunities

- Obligate 90% 2018 CFP Grant, Expend 100% 2016 & 2017 CFP Grants
 - 2016 CFP Expenditure Date: 4-12-2020 - 92% expended as of 12-10-18
 - 2017 CFP Expenditure Date: 8-15-2021 - 48% expended as of 12-10-18
 - 2018 CFP Obligation Date: 5-28-2020 - 63% obligated as of 12-10-18
- Contract and complete Fire Alarm & Sprinkler Projects at Fair Ave & Villa Tranchese
- Contract and complete Cassiano Offline Units Project
- Contract and begin Construction at Castle Point Site and Bldg. improvements
- Contract and begin Construction at La Providencia Site and Bldg. improvements
- Contract and begin Construction at Burning Tree, Encanta Villa and Churchill Estates Site & Bldg. improvements
- Develop and Design Construction Bid Documents for Parkview, Villa Veramendi and Mirasol Homes roof replacement projects, and Cassiano foundation repair project
- Partner with Jefferson H.S Arch. Program for Container Homes Affordable Housing Project

GOALS FOR COMMUNITY DEVELOPMENT INITIATIVES

26

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

- Improve quality of life for residents
 - Host 1,448 community events/activities with 18,000 participants
 - Maintain 30 Resident Councils
- Provide access to resources and non-SAHA programs
 - Provide 40,000 households with food assistance valued at \$1.3 million
 - Provide 3,000 referrals for services valued at \$160,000
- Improve resident capacity
 - Maintain over 1,500 FSS/Jobs Plus participants; 40% maintain employment
 - Provided 50 college scholarships and over 180 REACH Awards
- Facilitate residents to achieve self sufficiency
 - Facilitate 20 residents to graduate from FSS; provided over \$150k in escrows
 - Assess over 1,500 EDS residents and facilitate 90% maintain independence
- Improve agency performance
 - Raise \$100,000 and secure \$1.3 million in grants

GOALS FOR ASSET MANAGEMENT

27

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

- Implementation of PNA Asset Management Database
- Develop Performance Scorecard for Tax Credit partnership properties

Preserve and improve existing affordable housing resources and opportunities

- Complete sale of 94 scattered site PH single family homes
- Obtain 9% and historic tax credits for Our Lady of Charity Redevelopment
- Submit Disposition Application with HUD for remaining 69 scattered site PH single family homes
- Obtain Board approval for EPC II contract for 2,311 PH units
- Evaluate and execute on financing opportunities for assets in Beacon Communities portfolio
- Continue to evaluate sale or adaptive reuse of remaining land and administration building at Springview

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

- Support and encourage staff to pursue certifications and higher education opportunities

GOALS FOR PROCUREMENT

28

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

- Increase the number of new individuals in Resident Pool List
- Continue effort to have 100% participation from vendors reporting Section 3 compliance online instead of submitting manually
- Hire at least one summer youth to assist the Procurement and General Services Department

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

- Increase opportunities for new staff related to State and HUD Procurement training
- Identify training opportunities for custodial and mailroom staff and courses related to fleet and facilities

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

- Develop and implement the new Section 3 and SWMBE Policies
- Finalize and implement the Fleet Management Policy and Procedures
- Pursue the outsourcing of fleet maintenance with a private sector third party provider

GOALS FOR INNOVATIVE TECHNOLOGY

29

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

- Implement Mozilla winning solar mesh Wi-Fi design at Cassiano Homes and Lincoln Heights

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

- Implement new help log system that will include new hire and exit process as per audit
- Develop training model that will provide ongoing and consistent technical training for staff
- Provide technical support and consulting services for the NeoGov perform implementation

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

- DocuSign to replace Public Housing manual paper-driven processes
- As part of the goal to go paperless, create a client portal for improved communication and better information delivery for the people we serve.
- Upgrade JDE hardware, server software and JDE Tools
- Move core operations to co-lo or hosting facility
- Use cloud API's frameworks to develop applications and dashboards for relevant data mining
- Implement new project management/ planning/ procurement, Nemo-Q, Compliance software and Risk software

GOALS FOR FINANCE

30

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

- Continue to develop the skill set of staff by offering opportunities for cross-training in addition to encouraging staff to pursue educational opportunities and professional certifications

Preserve and improve existing affordable housing resources and opportunities

- Coordinate with Asset Management and lender(s) to potentially leverage various properties from the Beacon portfolio
- Collaborate with the Asset Management, Legal, and Beacon departments to convert tax credit properties reaching the end of their 15 year compliance period into the Beacon portfolio

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

- Implement Optima, the accounts payable automation software, in collaboration with IT department
- Facilitate the Yardi system conversion for properties that are transitioned back to SAHA-managed

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

- Plan and manage all accounting functions to ensure a “clean” audit report, increase SAHA organizational controls, and follow up on all audit findings and management letter recommendations
- Review newly issued GASB Pronouncements and implement as required
- Implementation of GASB 87 (Leases)

GOALS FOR HUMAN RESOURCES

31

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

- Partner with selected vendor to provide HR support on the Compensation Study and Pay Range Review that will affect 167 unique positions and various compensation practices
- Present to ELT 1 to 2 new and affordable benefit plans to enhance our current selection of programs
- Review metrics for first year turnover to determine effectiveness of Onboard module and reduction of 20% first year turnover
- Review metrics to ensure a 30 day completion of performance reviews, based on new changes:
 - Implementation of NeoGov Performance Module
 - Change to Fiscal Year Performance Review in FHP (07/01/19 to 06/30/20)
- Assist HRBPs with identifying targeted training for their business units
 - Compliant with required certifications
 - 100% participation of new manager training on HR fundamentals and compliance with employment laws
 - Selection and participation of next cohort for leadership training
- Decrease the time to fill open positions, reducing vacancies

GOALS FOR INTERNAL AUDIT

32

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

- Develop and implement the 2019-2020 Internal Audit Plan by July 1, 2019, based on a comprehensive risk assessment process
- Identify and pursue opportunities to charge out services to other
- Network and identify audit best practices that can support SAHA operations

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

- Introduce a college-age SAHA summer youth employee to Internal Audit, and provide them with mentoring and audit work experience; provide encouragement to attend college and/or complete their higher education

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

- Provide at least 20 hours of audit training to Internal and Compliance auditors, provide additional engagement and learning opportunities for Internal Audit staff to gain experience for advancement
- Host a “Lunch and Learn “ for SAHA staff to understand the role of Internal Audit

GOALS FOR LEGAL

33

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

- Continue to provide training to various departments on evolving subjects such as Fair Housing, Reasonable Accommodations, Contract requirements from HUD, etc.
- Make Open Records portal more visible on the SAHA website

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

- Reduce litigation by continuing to train employees on policies and best practices of the industry
- Continue to provide training to employees throughout the year, including one lunch and learn session
- Reduce number of paper files

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

- Continue to refine the web-based tool for open record requests to increase efficiency and in coordination with paperless initiatives
- Provide training to other departments on Open Records, reasonable Accommodations, fair Housing issues
- Assist to reduce litigation through training and support of other departments on policies and risk management

GOALS FOR POLICY & PLANNING

34

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

- Finalize and start tracking self sufficiency progress metric; work with SAISD to develop a framework to more directly support better education outcomes for SAHA children

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

- Increase training opportunities for staff; complete performance evaluations on time

Strategically expand the supply of affordable housing

- Work with AHP and DSNR to develop new MTW Activities

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

- Develop at least one new department income source; lead Data Governance Committee. Establish a coordinated strategic data plan that lays out the agency's long-term strategy on how we can expand and improve its use of data to not only track and improve core operations but also to help better inform high-level affordable housing planning and policy efforts - to include identifying key positions for cross-training in GIS, coordinated data sharing efforts and expanded use of new technologies

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

- Update Strategic Plan and develop new 2020-2024(5) Strategic Plan
- Work with external partners on key initiatives (SALSA, Housing Commission, CI-NOW, LISC). Monitor National, State, and local legislation and policies and take appropriate action, especially around agency priorities

GOALS FOR PUBLIC AFFAIRS

35

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

- Proactively highlight SAHA's success stories in the community through organic and earned media opportunities and robust media engagement
- Maintain employee engagement and support for the Agency's long-term goals

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

- Influence influencers in the community to help reverberate SAHA's messages across many platforms and channels
- Spearhead a robust digital strategy
- Support legislation and legislative activities in support of SAHA's strategic goal
- Build upon SAHA's local, regional and national reputation by seeking and coordinating public speaking, media opportunities, and media training for the Agency's President & CEO and subject-matter experts
- Launch a responsive and interactive website that will increase engagement and improve client satisfaction

GOALS FOR REGULATORY OVERSIGHT

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

- The Department will provide at least 20 hours of training to staff during the fiscal year
- The Fraud Investigator will increase the number of investigations closed out, once the CHR process has been transitioned to Federal Housing Programs

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

- Compliance Manager will continue to collaborate with internal departments to create a performance tracking system for development/management partners
- Compliance Manager will conduct an annual file review for each partnership property, document findings and follow up on corrections
- The Board Relations Manager will develop a board relations training plan that includes work instruction sheets

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

- Compliance Manager will develop a comprehensive compliance training program for SAHA's 3rd Party Management groups

GOALS FOR SECURITY

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

- Pooling Resources in Defense of our Environment (PRIDE) between on-duty SAPD assets and SAHA LEAPS Partnership
- Fusion Liaison Officer (FLO) program

Preserve and improve existing affordable housing resources and opportunities

- Intelligence-Based Systemic review of critical challenges and opportunities for communications across the various SAHA developments
- Strategic plans converted into operational level deliverables between service providers and law enforcement agencies, with a clear destination for the results that impact quality of life issues and a lower crime rate

DISCUSSION