

STRATEGY 2037

A CENTENNIAL VISION



Strategy 2037: A Centennial Vision establishes a clear framework for how Opportunity Home San Antonio will govern, prioritize and measure its work over the next decade. As the organization approaches its centennial, the Board of Commissioners views this plan as a foundational guide for aligning long-term vision, fiscal discipline and performance accountability within an increasingly complex housing environment.

The Board of Commissioners affirms Strategy 2037 as a guiding framework that reflects the organization’s mission and its long-term responsibility to the community.

In its governance role, the Board is committed to strong stewardship of public resources; alignment with the U.S. Department of Housing and Urban Development’s (HUD) Moving to Work (MTW) designation plan; and thoughtful oversight of capital, development and strategic priorities, with a continued focus on measurable outcomes and performance management.

As conditions evolve — particularly in funding, policy and housing demand — the Board will periodically revisit Strategy 2037 to support informed oversight and adaptability without losing focus.

The Board is confident this framework positions Opportunity Home to lead responsibly, deliver results and uphold the public trust while advancing affordable housing opportunities for the San Antonio community.

Estrellita Garcia-Diaz

Board of Commissioners Chair
Opportunity Home San Antonio



Opportunity Home San Antonio stands at a defining moment in its history. As we approach our centennial, we have the opportunity to move forward with greater clarity — aligning our mission, our people and our partnerships around a shared direction for the next decade.

Strategy 2037 was shaped through meaningful input from residents, employees and community partners across San Antonio. Their voices, experiences and insights helped guide a plan that is grounded in real needs, informed by data and focused on delivering outcomes that strengthen housing stability, opportunity and trust within the communities we serve.

This strategy sets a clear course for expanding and preserving affordable housing, strengthening resident-centered programs, and embracing innovation that improves how we work and how we serve. It balances ambition with responsibility, recognizing the realities of today's housing landscape while ensuring we remain adaptable to change. It builds on the successes of the last nine decades to ensure the organization remains viable for the next generation of San Antonio residents in need of affordable housing options.

With dedicated staff, strong governance and trusted partnerships in place, we are prepared to move from planning to action — and to deliver on this vision with intention and accountability.

Michael Reyes

President and CEO

Opportunity Home San Antonio



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EXECUTIVE SUMMARY

It has been 14 years since Opportunity Home San Antonio last adopted a long-term strategic plan.

Amid a deepening housing affordability crisis, rising insurance and construction costs, limited access to affordable land and ongoing federal funding challenges, this is a critical moment to establish a clear and forward-looking roadmap to guide the organization to its centennial anniversary.

After decades of underfunding, Opportunity Home faces nearly half a billion dollars in deferred maintenance across its aging public housing portfolio, with some communities dating back to the late 1930s. At the same time, the organization's public housing program continues to sustain millions of dollars in annual operating losses under an outdated, twentieth-century federal funding structure

that leaves little flexibility for capital improvements, expanded resident services or emergency needs. These realities threaten both the long-term viability of the housing portfolio and the organization's overall effectiveness.

Strategy 2037 provides a defined, measurable roadmap to address these challenges. It focuses on preserving deeply affordable housing, expanding new affordable housing options, strengthening resident support services and community partnerships, and advancing the mission of building thriving communities.

The plan addresses urgent needs while building long-term organizational capacity. It strengthens relationships with residents, employees, community stakeholders and local government partners, and outlines a development

strategy to respond to growing waitlists and affordable housing demand over the next decade and beyond.

Strategy 2037 is organized into three phases:

Phase One

Capacity Building (2026-2027)

Phase Two

Taking Bold Action (2028-2032)

Phase Three

Completing the Vision (2033-2037)

The Opportunity Home Centennial Vision is bold, ambitious and achievable.

INTRODUCTION

Opportunity Home San Antonio, formerly the San Antonio Housing Authority, was formally established on June 17, 1937. It is the largest housing authority in Texas and one of the largest public housing authorities in the United States.

As one of the original 39 public housing authorities designated by the U.S. Department of Housing and Urban Development (HUD) as a Moving to Work (MTW) organization, Opportunity Home provides housing assistance to nearly 65,000 of San Antonio's lowest-income and most vulnerable families through three primary housing programs: Public Housing, the Housing Choice Voucher program, and its nonprofit housing portfolio, Affordable Housing Communities and partnerships.

The MTW designation is valuable to Opportunity Home because it provides a pathway to seek waivers from certain federal regulations to test innovative, locally driven strategies. Through an annual plan process, Opportunity Home must demonstrate that proposed changes will increase housing cost-effectiveness, expand housing choice or promote self-sufficiency for low-income families.

To serve the individuals and families it supports, Opportunity Home manages approximately 70 public housing developments, 46 mixed-income apartment complexes (referred to as Affordable Housing Communities), and nearly 12,000 rental housing vouchers across the San Antonio metropolitan area. In addition, through partnership communities in which Opportunity

Home has invested, approximately 17,500 more individuals are housed across 40 affordable communities — bringing the total number of individuals served to more than 82,000. Appendix 4 - Opportunity Home Community Portfolio provides a complete list and map of these communities.

The mission, vision and impact of Opportunity Home remain unchanged:

Mission

Improve the lives of our residents by providing quality, affordable housing and building sustainable, thriving communities

Vision

Compassionate, equitable and vibrant communities where people thrive

Impact

San Antonio Area has a high quality of life where all are thriving

The development of this new strategic plan represents a landmark undertaking for Opportunity Home. It is designed to guide the organization's mission and operations for more than a decade, culminating in its centennial anniversary. Unlike a traditional short-term plan, this strategy reflects a deeper, sustained commitment to addressing an evolving housing landscape. It looks beyond immediate priorities and establishes a foundation that will shape Opportunity Home's legacy for its next era of service.

A long-term horizon is essential to meeting complex challenges such as housing affordability, climate resilience and equitable community

development — challenges that require solutions spanning multiple leadership cycles and economic conditions.

This plan represents the first comprehensive, long-range strategic planning effort undertaken by the organization in nearly 15 years. The last comparable framework, PLAN BUILD LIVE, was created in 2012 as a ten-year plan. Although it was refreshed following the global pandemic in 2020, it did not fully evolve to reflect post-pandemic realities.

Since that time, economic, social and technological conditions have shifted significantly, rendering much of the 2012 framework outdated or in need of substantial revision. As a result, this planning process was not a simple update, but a fundamental re-evaluation of Opportunity Home's strategic position. It incorporates contemporary best practices, leverages new federal and local funding mechanisms, and responds to the acute need for safe, quality and affordable housing across the service area.

The housing market continues to place significant strain on low- and moderate-income residents. The current landscape is defined by a persistent and widening gap between the supply of affordable housing and demand — particularly for units serving households earning 30% to 50% of the Area Median Income (AMI) — rising costs, geographic and economic concentration of resources, and the continued aging of the existing affordable housing stock.



Mission

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LOFTS AT MARIE McGUIRE

211

NO
SMOKING
THIS IS
A SHARED
FREE
PROPERTY

STATE OF AFFORDABLE HOUSING SAN ANTONIO

San Antonio is grappling with a severe affordable housing crisis characterized by high demand, rising costs and a critical shortage of supply — particularly for extremely low-income residents.

The city is actively responding through initiatives such as the Strategic Housing Implementation Plan (SHIP), bond programs and strategic partnerships focused on developing and preserving housing units.

Opportunity Home San Antonio plays a vital role in advancing these efforts by preserving existing affordable communities, creating new properties and administering housing choice vouchers. However, rapid population growth and a continued focus on market-rate development place additional strain on already limited resources.

As a result, a significant number of households remain cost-burdened, spending more than 30% of their income on housing, while homeownership remains increasingly out of reach.

The city of San Antonio faces systemic barriers that restrict the availability and accessibility of affordable housing for its most vulnerable residents.

A widening gap persists between the supply of affordable housing and the demonstrated need among low- and moderate-income families.

The inventory of units priced for extremely low-income households is severely inadequate, leading to extensive waitlists for public housing and housing choice vouchers that can stretch for years.

Financial pressure on low-income residents continues to intensify as housing costs outpace wage growth. Data on Area Median Income (AMI), combined with census information on household income and educational attainment, reveals that a substantial share of low-income households are severely cost-burdened.

For many, housing expenses exceed 50% of income, forcing difficult trade-offs between essential needs such as housing, food, healthcare, child care and transportation. This sustained financial strain limits economic mobility and reinforces generational poverty among Opportunity Home families.

Rapid and steady population growth continues to exert pressure on the housing market. While new construction is underway, the pace and type of development have not kept

up with demand. Growth also strains infrastructure and public services, complicating efforts to build affordable communities in high-opportunity areas.

Much of the region's expansion has occurred in undeveloped or unincorporated areas, contributing to sprawl rather than increased density in the urban core, where public transportation and employment opportunities are more accessible.

At the same time, the prevailing economic model for housing development often prioritizes profitability, favoring market-rate and luxury construction over deeply affordable options.

The effects of this imbalance are not evenly distributed.

Seniors, individuals with disabilities, veterans and youth aging out of foster care experience some of the highest levels of housing instability and remain most vulnerable to displacement and homelessness.





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STATE OF OPPORTUNITY HOME

Opportunity Home San Antonio is a cornerstone of the San Antonio community and the city's largest provider of affordable housing.

Since its establishment in 1937, Opportunity Home has evolved from a traditional housing agency into a dynamic, multi-faceted organization. Its five housing service sectors include Public Housing, the Housing Choice Voucher program, Affordable Housing Communities, Partnership Homes and Community Development Initiatives (CDI).

Opportunity Home serves nearly 1 in 15 San Antonio residents, providing a stable foundation for more than **65,000 individuals**. This work is carried out by more than **550 employees** who operate all facets of property management and in-house support departments.

Through the Public Housing and Housing Choice Voucher programs, Opportunity Home serves approximately 18,000 households across its subsidized housing initiatives. The volume of applications received when the waitlist is open demonstrates the depth of need. As of Dec. 31, 2025, the total number of **unique applicants stood at 78,479** — slightly lower than figures reported at the start of the fiscal year (see Appendix 5 – Waitlist Overview).

A significant demographic characteristic within this population is the high prevalence of single-adult-headed households. Of the 18,000

households served, **94% are led by a single head of household**, and **45% of Opportunity Home's total population are children**.

This means that in nearly all participating households, one adult bears primary responsibility for financial management, health care, child care, employment, system navigation and engagement with support services. This structure often results in increased financial and logistical vulnerability compared to multi-adult households and underscores the importance of services and policies tailored to the unique challenges of single-parent, single-adult-led and single-person households.

The demographic and economic realities of the residents we serve further highlight the critical need for comprehensive support. The median household income for a public housing resident is approximately **\$12,000** per year, reflecting the vulnerability of families working to meet basic needs and achieve financial stability. Thirty-two percent of households report earned income, while **50% rely on fixed income sources** such as Social Security, retirement funds or pensions.

In this context, resident services are not an add-on, but a fundamental component of the Opportunity Home model. While a traditional landlord's role centers on property management and rent collection, Opportunity Home views housing as the stabilizer and resident services as the catalyst for upward mobility.

1 in 15

San Antonio Residents

65,000

Individuals Served

18,000

Households

78,479

Individuals on an Opportunity Home Waitlist

94%

Single-Head-of-Household Families

45%

Children

\$12,000

Median Income

50%

Fixed-Income Households
(Social Security, SSI or Pension)

5,000

Enrolled in Resident Service Programs



Collectively, the organization’s resident services arm, Community Development Initiatives (CDI) Department, serves more than **5,000 residents annually** through a range of programs focused on self-sufficiency, aging in place, resident leadership and youth services.

Self-sufficiency efforts include personalized case management through HUD-funded programs such as Family Self-Sufficiency (FSS), Resident Opportunities and Self-Sufficiency (ROSS) and Jobs Plus.

FSS supports participants in increasing earned income while depositing related rent increases into an escrow account, creating a financial incentive tied to goal completion.

ROSS connects public housing residents to community-based services and programs.

Jobs Plus, currently operating in the Lincoln Heights community, is built on three pillars: employment services, financial incentives through an earned income disregard and community support for work.

To support residents aging in place, Opportunity Home employs case management staff for elderly and disabled communities who provide assessments, referrals and opportunities for social and community-building activities.

Resident leadership initiatives strengthen community engagement through active Resident Councils. Communities with established councils are better positioned to articulate concerns, advocate for improvements and foster collaborative relationships with management on issues such as maintenance, safety and broader community initiatives.

Youth services provide safe, supportive environments that promote educational achievement, digital literacy and overall well-being, helping to break cycles of generational poverty.

CDI works with a network of partners to support academic success and offers renewable scholarships for higher education, along with annual recognition for perfect attendance and honor roll achievement for elementary, middle and high school students.

In addition, CDI works to bridge the digital divide through the **ConnectHomeSA program**, which focuses on three core components: affordable high-speed internet, access to low-cost computing devices and digital literacy training.

Further details and program outcomes are provided in Appendix 3 - Opportunity Home Community Development Services.



RESIDENT PERSPECTIVE

RONALD MCGARITY

Resident Advisory Board Member

“Opportunity Home has supported me and my community by keeping us informed about the organization during community and board meetings. Getting involved in those meetings allows us to hear from leaders, ask questions, and gain an understanding of the direction the organization is heading.

By sharing these important updates, they provide our community comfort and peace of mind because we know they are working to support us.

Outside of keeping us informed, the organization supported me when I underwent a medical procedure. They kept me uplifted and checked on me to make sure I was in good spirits.

Their care and support helped relieve me of my worries and assured me that I wasn't facing this issue alone.”

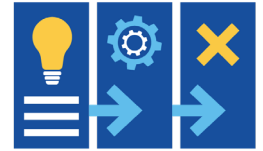




**OPPORTUNITY
GROWS**
where people,
resources and
communities
CONNECT.



THE STRATEGIC PLANNING PROCESS: STRATEGY 2037



Opportunity Home San Antonio is a cornerstone of the San Antonio community and the city's largest provider of affordable housing.

Opportunity Home's Strategy, Data and Innovation (SDI) Department engaged CVR Associates, Inc. in spring 2025 to support the development of an 11-year strategic plan that will guide the organization through its centennial year of service to the San Antonio community. This collaborative effort culminated in the creation of Strategy 2037.

CVR provided a structured six-step methodology to guide the process, ensuring open communication with stakeholders and multiple opportunities for feedback and review.

Opportunity Home is grateful to the employees, community stakeholders, partners and residents who offered candid input about their experiences. Their feedback established a shared understanding of the organization's current state, its challenges and opportunities, and the broader operating environment.

The process began with **Discovery**, the foundational phase. During this stage, CVR collected employee feedback to assess perception of the organization's performance and future needs. Opportunity Home also collected resident data to gauge satisfaction with housing. A series of focus groups further deepened engagement and dialogue.

CVR conducted focus groups on July 9 and 10, 2025. Each session was structured to encourage open and thoughtful discussion. Participants were intentionally segmented into three groups: employees, key community stakeholders and current residents.

The purpose of these discussions was to gather meaningful input to inform the strategy's priorities. Conversations focused on identifying strengths to build upon, weaknesses requiring attention and opportunities for growth and improvement. Insights from these sessions directly shaped the next phase of the process.

Beyond the formal focus groups, stakeholder engagement continued throughout the planning period.

Discussions and presentations were held with the Opportunity Home Board of Commissioners; the Collaborative Connections partners, convened by the Community Development Initiatives (CDI) Department; the newly formed Resident Advisory Board (RAB); the Housing Huddle network, hosted by the City of San Antonio's Neighborhood and Housing Services Department (NHSD); and participants in Opportunity Home's Housing Power Hour Plus, a monthly housing policy forum hosted by the Government and Community Affairs Department.

Following Discovery, the process moved into **Priority Development**. Findings were synthesized to identify the strategic areas requiring focused attention and resources, resulting in a clear, evidence-based set of organizational priorities.

Common themes emerged across surveys and discussions. Participants affirmed Opportunity Home's focus on housing and emphasized the need to expand affordable housing in more areas of the city. There was also strong interest in addressing aging infrastructure and improving living conditions through renovation or redevelopment.



Resident services, currently funded through HUD grants, were another central topic. While resident services staff are widely viewed as effective and the services beneficial, perspectives differed on future scope. Some stakeholders advocated for expansion, while others expressed concern about overextension. Feedback also identified gaps, including access to mental health support and life-skills training. These discussions encouraged exploration of innovative approaches that support long-term stability and upward mobility.

Discussions about Opportunity Home staff performance centered on customer service and communication. Stakeholders noted that when a consistent point of contact was established, service quality was strong.

However, residents may not always experience that continuity due to staff turnover or case reassignment. Community stakeholders expressed appreciation for being included in communication and engagement efforts, while also encouraging additional opportunities for collaboration.

The third phase, **Goal Development**, built upon the established priorities. This stage focused on articulating high-level, aspirational statements describing what the organization intends to achieve during the strategic timeframe.

In consultation with the Executive Leadership Team, the priorities were refined into three central themes: Housing, Opportunities and Innovation. These goals reflect Opportunity Home's core housing mission, its expanding role within the community, its commitment to resident services and its investment in employees.

The process then moved into **Objective/Action Step Development**.

This detailed phase translated the high-level goals into specific, measurable, achievable, relevant and time-bound (SMART) objectives, along with defined action steps necessary to achieve them. This phase established a clear operational roadmap for implementation.

Each goal was assigned to a member of the Executive Leadership Team, and nearly 70 employees representing all departments and classification levels

participated in a workshop held in August 2025 to develop objectives and outline action frameworks. As a result, each goal includes at least five objectives and a structured plan for execution.

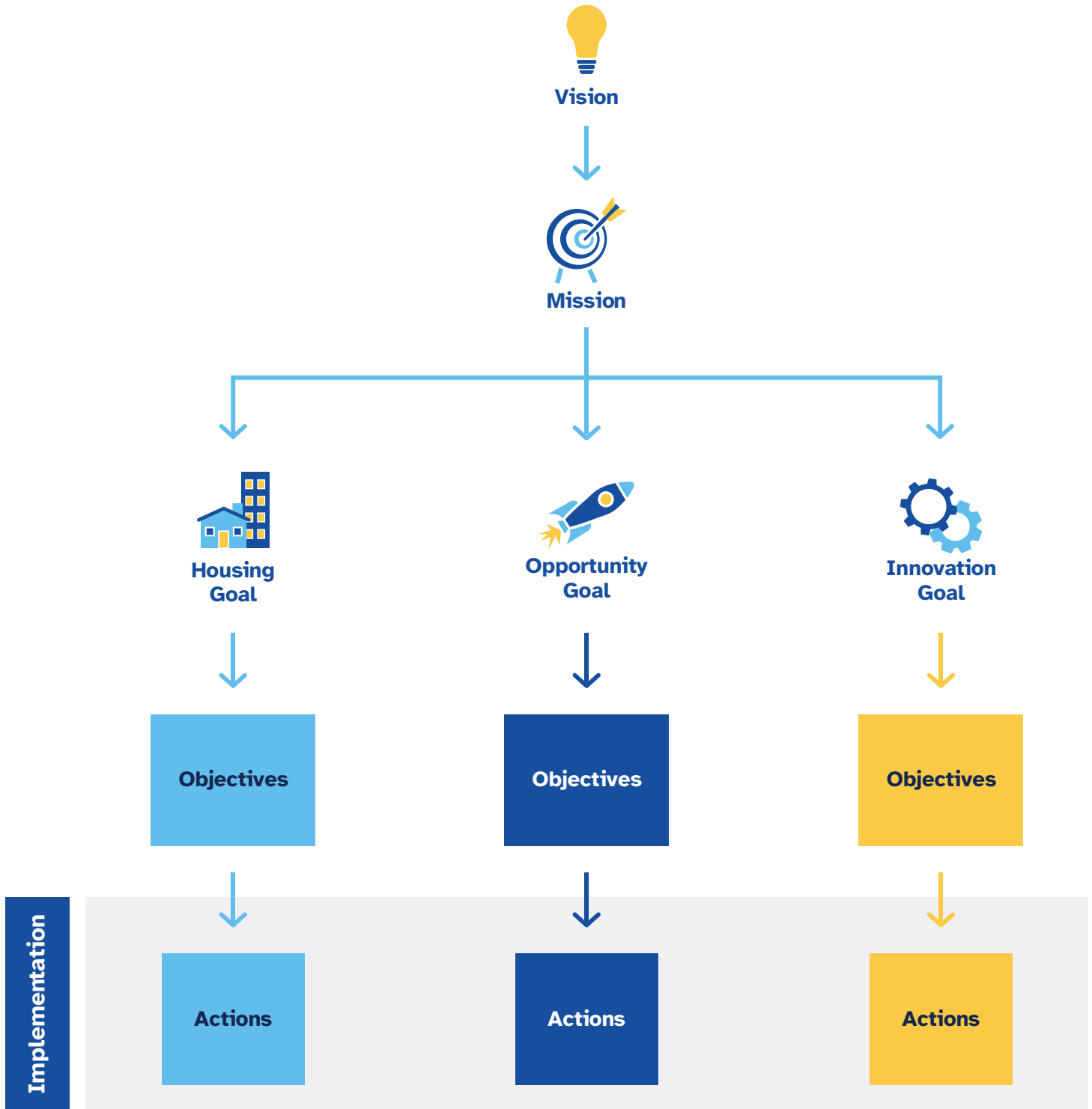
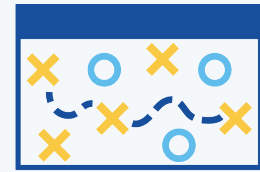
The fifth step, the **Filter** phase, involved a rigorous review of all goals, objectives and action steps to ensure alignment with organizational capacity, available resources and strategic direction.

This stage strengthened feasibility and prioritization. Stakeholders were re-engaged during this phase to validate that their input was reflected in the evolving plan.

The methodology concluded with **Finalization**, during which all refined components were integrated into a cohesive and comprehensive strategic plan prepared for executive approval and implementation.

THE FRAMEWORK

STRATEGIC PLAN





This strategic plan serves as the blueprint for the organization’s vision, mission, three strategic goals and associated objectives.

The document intentionally does not detail the specific actions and implementation tactics required to achieve those objectives. Those operational steps will be defined internally by goal owners and workgroup leaders during the implementation phase.

To ensure continued relevance and accountability, implementation plans will undergo annual review in conjunction with the organization’s annual budget cycle. This approach ensures resources remain aligned with strategic priorities and allows for adjustments based on performance data and evolving community needs.



HOUSING

Across every engagement method used during the planning process — including focus groups with residents and stakeholders, one-on-one interviews with community leaders and partners, and employee and resident surveys — a consistent theme emerged: the clear prioritization of safe, stable and affordable housing.

This message was expressed across demographic groups and geographic areas within the service community. The provision of quality housing is not simply one program area among many; it is the foundational pillar of Opportunity Home's work and central to overall community well-being.

Stakeholders emphasized that housing stability is a prerequisite for success in education, health and economic opportunity. Without a safe and secure place to live, other support services — from workforce training to health care access and educational enrichment — are limited in their effectiveness.

Given its foundational role in the organization's mission and its overwhelming prioritization by the community, housing is established as the primary goal of this 2026-2037 strategic plan. This deliberate focus ensures that objectives, partnerships, resource allocation and performance measures align with preserving affordability and expanding Opportunity Home's capacity to meet the city's future housing needs.

To increase the development of deeply affordable units serving households at or below 30% of AMI, Opportunity Home must pursue higher-density development models supported by stratified income tiers that include 50%, 60% and 80% AMI, as well as market-rate units.

GOAL

Provide quality, affordable housing by preserving, developing, acquiring and financing at least 14,500 affordable units across a diverse portfolio of housing options, ensuring long-term affordability and stability for residents throughout the San Antonio area.

OBJECTIVES

- 1** Lead a comprehensive preservation effort within the public housing portfolio, **modernizing 6,000 homes** to elevate living standards and preserving long-term affordability.
- 2** Unite a cross-sector alliance of partners to **produce 5,500 new housing units**, including transit-oriented developments.
- 3** **Acquire 500 existing housing units** to expand affordability in areas of San Antonio with limited affordable housing options.
- 4** **Revitalize 2,500 homes** within the Affordable Housing Communities — the organization's nonprofit portfolio — transforming aging infrastructure into modern, sustainable housing.
- 5** **Champion impactful partnerships** with local government and nonprofit entities to leverage resources and reduce barriers to housing in the city's most vulnerable neighborhoods.
- 6** **Coordinate with and support city initiatives** to expand permanent and transitional supportive housing inventory.
- 7** **Transform the Asset Management portfolio** to ensure long-term resiliency and sustainability of the organization's housing assets.
- 8** **Increase collaboration** with community organizations to enhance internal and external safety initiatives and resources.



The value of housing extends **FAR BEYOND** the home itself.



Comprehensive Preservation and Modernization of Public Housing

The first and most critical objective under the overarching Housing goal is to lead a comprehensive, sustained preservation and modernization effort across the public housing portfolio. This undertaking is designed to elevate living standards by modernizing at least 6,000 existing public housing homes.

The scope of work will include significant structural repairs, upgrades to mechanical systems, modern amenities and aesthetic improvements that enhance the quality of life and preserve the dignity of residents. In cases where rehabilitation is not feasible, Opportunity Home will pursue new redevelopment and transfer the affordable housing subsidy to newly constructed units. In accordance with U.S. Department of Housing and Urban Development (HUD) relocation guidelines, tenants' rights will be protected, and all required procedures will be followed throughout the process.

A core component of this objective is the preservation of long-term affordability and continued ownership by Opportunity Home.

This commitment ensures that these homes remain publicly owned and accessible to low- and very low-income families for generations, safeguarding the community's deeply affordable housing inventory. During any portions of the preservation or redevelopment, Opportunity Home will maintain the occupancy and management process and standards.

To further enhance its development capacity, Opportunity Home will leverage its status as a credit-rated organization. This position enables the organization to serve as a bond issuer, providing direct financing for new development and redevelopment projects across the San Antonio community. This capability supports diversified funding, strengthens long-term financial sustainability and accelerates the delivery of affordable housing.

Lead Department

Development Services and Neighborhood Revitalization

Supporting Units

- Affordable Housing Communities
- Asset Management
- Capital Projects Division
- Community Development Initiatives
- Finance
- Government and Community Affairs
- Housing Voucher Services
- Human Resources
- Innovative Technology
- Procurement
- Public Housing



Produce New Units (Partnerships)

The second key objective of the strategic plan is to build a unified, cross-sector alliance of partners to produce 5,500 new housing units. This production goal includes a strategic focus on transit-oriented development, aligning with broader community priorities related to sustainability, reduced commute times and improved connectivity.

To achieve this objective, Opportunity Home will implement a dual approach to partnership engagement. First, the organization will actively engage and onboard mission-aligned nonprofit developers, leveraging their expertise in affordable housing and community-centered development.

Second, Opportunity Home will expand its network of for-profit developers to ensure sufficient scale, capacity and specialized expertise to meet the 5,500-unit goal.

Of the 5,500 new units, at least 1,000 units are designated to align with and support public housing preservation and modernization efforts. This integration is intended to maximize density opportunities when comprehensive redevelopment of existing public housing sites is necessary. By incorporating new construction into preservation projects, Opportunity Home will create sustainable, mixed-income and higher-density communities.

The remaining units will be developed through the established processes currently in place. All projects will adhere to the guidelines, standards and strategic priorities outlined in the Opportunity Home Development Plan, ensuring consistency, quality and alignment with the organization's mission. In addition, as noted in Housing Objective 1, Opportunity Home will leverage its status as a credit-rated organization.

Lead Department
Development Services
and Neighborhood
Revitalization

Supporting Units

- Asset Management
- Finance



Acquire Existing Housing Units



This objective calls for the acquisition of 500 existing housing units to expand affordable housing into areas of San Antonio that currently lack affordable options and to increase access for the broader community.

Expanding Opportunity Home’s housing stock through new construction carries significant financial implications. The current average cost to construct a single housing unit is approximately \$300,000. At that rate, even a modest development of 80 units would require a minimum construction investment of \$24 million.

In addition to capital costs, new development presents logistical challenges.

There is limited availability of land within the city that is appropriately zoned and suitable for large-scale residential development.

Projects may also encounter community opposition — often referred to as “Not In My Backyard” (NIMBYism) — driven by concerns related to infrastructure capacity, property values and neighborhood character.

Addressing these financial and logistical constraints requires strategic acquisition of existing housing to expand affordability into new areas.

By integrating quality affordable housing into established neighborhoods, Opportunity Home can deepen community trust and position itself for future development opportunities.

Lead Department

Development Services and Neighborhood Revitalization

Supporting Units

- Asset Management
- Finance

Preserve and Modernize Affordable Housing Communities

This objective focuses on revitalizing 2,500 homes within Opportunity Home’s Affordable Housing Communities, a critical component of the organization’s nonprofit, mixed-income portfolio.

The goal is to modernize aging infrastructure and deliver energy-efficient, sustainable homes that meet contemporary residential standards.

Affordable Housing Communities represent a significant portfolio of properties owned and managed by Opportunity Home. Many of these communities were developed through strategic partnerships, frequently utilizing the Low-Income Housing Tax Credit (LIHTC) program as a primary financing tool. A long-standing strategy of Opportunity Home has been to retain ownership and management of these properties after the initial LIHTC compliance period has expired. This approach

ensures long-term affordability and prevents conversion to market-rate housing, preserving access for low-income residents. During any portion of the preservation or redevelopment, Opportunity Home will maintain the occupancy and management process and standards.

Although these properties have been consistently maintained and remain structurally sound, they face increasing competitive pressure from newer multifamily developments offering updated amenities and design features.

These assets have not benefited from the level of comprehensive capital investment necessary to keep pace with modern residential standards and sustainability requirements. Preserving and modernizing this portfolio is essential to protecting a vital source of deeply affordable housing.

To ensure residents receive housing quality comparable to newer developments, comprehensive reinvestment is required. Planned renovations will include major system replacements, energy efficiency upgrades, improved accessibility and modernized interior and common areas.

Lead Department

Development Services and Neighborhood Revitalization

Supporting Units

- Asset Management
- Capital Projects Division
- Finance



Partner with Local Government and Nonprofit Entities



This objective advances coordinated partnerships with key stakeholders, including local governments, municipal departments and nonprofit organizations.

The purpose of this collaboration is to leverage collective resources, expertise and policy alignment to remove systemic barriers to affordable housing access and stability, particularly in vulnerable and historically underserved neighborhoods.

Key actions include formalizing collaboration agreements with the City of San Antonio and Bexar County. These efforts will emphasize innovative land-use strategies such as land banking — acquiring and holding underutilized or strategically located parcels for future affordable development — and land swaps, which involve exchanging public or nonprofit-

owned land to streamline development timelines and maximize community benefit.

A critical component of this objective is the intentional embedding of community-based services within new development and redevelopment projects. As communities are planned and revitalized, a network of nonprofit and community partners will operate within each site to provide essential supportive services directly to residents. These services may include workforce development and job training, financial literacy and asset building, early childhood education and youth programs, access to health care and wellness resources, and digital literacy initiatives.

This approach extends beyond housing production. It reinforces a commitment to building resilient, opportunity-rich communities where residents have access to the support systems necessary to achieve long-term success.

Lead Department
Development Services and Neighborhood Revitalization

Supporting Units

- Affordable Housing Communities
- Community Development Initiatives
- Government and Community Affairs
- Public Housing

Support Initiatives to Expand Permanent and Transitional Supportive Housing

This objective commits Opportunity Home to coordinating and supporting the City of San Antonio's efforts to expand the inventory of Permanent Supportive Housing (PSH) and Transitional Supportive Housing (TSH).

Opportunity Home recognizes the complexities and barriers associated with planning, financing, developing and operating supportive housing units.

To advance this objective, Opportunity Home will strengthen collaboration with the City of San Antonio's Department of Human Services, local Continuums of Care (CoC), health care

providers, mental health organizations and nonprofit supportive housing developers.

These partnerships will align efforts, pool resources and streamline development processes. The organization will also support partners in securing funding and advancing project implementation.

To better serve special populations, Opportunity Home will work with partners to advocate for municipal policy adjustments, regulatory reforms and more efficient zoning and permitting processes that reduce development timelines and associated costs.

Lead Department

Development Services and Neighborhood Revitalization

Supporting Units

- Asset Management
- Finance
- Government and Community Affairs
- Housing Voucher Services



Transform the Asset Management Portfolio



This objective seeks to transform the structure, operations and financial stewardship of the Asset Management Division to ensure the organization’s housing assets maintain long-term resiliency, financial stability and sustainability.

This transformation is essential to maximizing the value and performance of properties throughout their life cycle.

The Asset Management Division plays a strategic role across the housing portfolio, including oversight of partnership developments. This responsibility involves monitoring compliance with regulatory, contractual and financial obligations throughout required compliance periods to ensure that affordable housing commitments remain intact.

Asset Management also evaluates opportunities for strategic portfolio growth. A key function is assessing the viability of acquiring partnership-developed communities through

comprehensive due diligence that reviews physical condition, financial performance, market positioning and long-term operating costs. When acquisition is warranted, Asset Management determines whether Opportunity Home should assume full ownership and property management responsibilities, integrating the community into the permanent portfolio.

For the existing Affordable Housing Communities portfolio, Asset Management serves as the primary financial strategist and evaluator. This includes identifying and securing debt financing, grants or other capital resources to support major repairs, capital improvements, refinancing or asset repositioning. The goal is to optimize financial performance while managing risk and maintaining the physical and competitive strengths of the portfolio.

Risk Management is also central to this function. The division assesses and mitigates financial exposures related to market shifts, regulatory changes and catastrophic events to

protect the organization’s long-term investment.

Responsibility for maintaining the physical performance of properties through their life cycle rests with the Capital Projects Division. This division plans, designs and manages the construction or rehabilitation of major physical infrastructure and facilities.

Lead Department

Asset Management

Supporting Units

- Capital Projects Division
- Finance
- Innovative Technology
- Risk Management Division

Enhance Internal and External Safety

The final objective under the Housing goal is to reinforce internal and external safety through expanded collaboration and targeted investment.

Achieving the Housing goal requires a sustained and coordinated focus on safety across all communities.

This objective advances partnerships with a range of internal and external organizations, including local law enforcement, fire departments, community-based violence prevention programs, mental health service providers, resident councils and security professionals. The immediate priority is to enhance protections for residents and staff.

Internally, efforts will center on upgrading safety infrastructure and preparedness. This includes implementing modern security technology such as integrated surveillance systems and access

controls, establishing comprehensive property safety protocols and conducting regular, mandatory employee training, including tabletop exercises.

Externally, collaboration will prioritize crime reduction and crisis response. This includes formal coordination with the San Antonio Police Department (SAPD) to support increased patrol presence and community policing models tailored to Opportunity Home properties. It also includes engagement with mental health crisis response teams and violence interruption organizations to address root causes of instability and ensure supportive resources are readily available when needed.

The intended outcome is a safer living and working environment, reflected in reduced incident rates, improved resident perceptions of safety and expanded access to community-based support services.

Lead Department Security

Supporting Units

- Human Resources
- Innovative Technology
- Risk Management Division





OPPORTUNITIES

In reviewing the organization’s current operating environment, two defining dynamics became evident: meaningful strengths and persistent challenges. One of Opportunity Home’s most significant strengths is its dedicated capacity to deliver impactful resident services. This work is consistently recognized for its quality and positive outcomes and plays a vital role in advancing the organization’s mission and commitment to the community.

At the same time, this strength is closely tied to a major operational challenge. Staff members who provide these services face an increasing volume and complexity of resident needs. The tension lies not in staff capability or commitment, but in the scale of the social and economic hardship affecting the households served. This dual reality — a high-performing service function operating within a landscape of profound need — requires a strategic response that preserves service quality, supports measurable outcomes and sustains staff capacity.

Opportunity Home cannot address housing stability and resident well-being alone. Bridging service gaps requires sustained collaboration with community-based organizations and public partners. This includes working with nonprofit providers, health care systems, educational institutions, workforce development agencies and municipal departments to create a coordinated network of support. These partnerships ensure resources are aligned and residents have access to services that respond to their evolving needs and promote lasting progress.

An additional priority is strengthening Opportunity Home’s role as a visible and credible advocate. This includes clearly communicating the funding, policy and development challenges affecting affordable housing, as well as the needs of residents served.

Transparent engagement with policymakers, partners and the broader public will help build understanding, trust and long-term support. Effective advocacy is essential to securing resources and reinforcing affordable housing as a vital community asset and foundation for economic stability.

GOAL

Create opportunities that build collaborative partnerships, support residents, engage stakeholders and contribute to the strength of the broader community.

OBJECTIVES

- 1 Partner with nonprofit service providers** to enhance resident programs and improve service delivery, advancing quality of life and promoting self-sufficiency.
- 2 Cultivate and formalize a network of community and institutional partnerships to expand services and opportunities** for residents and employees.
- 3 Elevate Opportunity Home’s visibility, advocacy and community support** to reinforce its role as a trusted leader and provider of affordable housing and resident services.
- 4 Secure the long-term philanthropic viability of Opportunity Home’s mission by establishing, branding and strategically launching a sustainable nonprofit charitable entity.**

Enhance Resident Programs and Promote Self-Sufficiency

The first objective under the Opportunities strategic goal is to enhance quality of life and promote resident self-sufficiency through collaboration with nonprofit service providers.

This initiative seeks to deepen partnerships with new and existing community organizations to expand resident programs and improve service delivery.

A critical step in realizing this objective is identifying the core services most needed across the diverse populations residing within Opportunity Home communities. Staff will develop and implement a data-driven resident needs assessment framework to better understand and address evolving needs. This targeted approach will support effective resource allocation and produce measurable, sustainable outcomes.

Financial sustainability and resident empowerment are integral to the Opportunity Home Strategic Plan. This strategy includes securing diversified

funding streams to expand core programs, including philanthropic contributions and competitive grants from private, corporate and governmental sources. All external funding efforts will be guided by Opportunity Home’s mission and service framework, ensuring new resources reinforce impact in housing stability, education, workforce development and health and wellness.

An additional priority is implementing a scalable strategy to advance economic self-sufficiency among residents.

This effort moves beyond short-term relief to create pathways toward long-term financial independence. Key components include financial literacy training, vocational and job skills programs tailored to local workforce demands, and mentorship or entrepreneurship support services. The long-term goal is to reduce reliance on public and institutional assistance while strengthening household stability.

Lead Department

Community Development Initiatives

Supporting Units

- Affordable Housing Communities
- Government and Community Affairs
- Housing Voucher Services
- Human Resources
- Innovative Technology
- Public Housing
- Strategy, Data and Innovation



My time in the Family Self-Sufficiency program gave me the confidence that at 49 years old I can return to school, earn my degree in nursing, and hopefully one day purchase a home.

—Jane B.

Cultivate Community and Institutional Partnerships

The second objective under the Opportunities goal is to cultivate and formalize a network of community and institutional partnerships that broaden access to services and opportunities for residents and employees.

A central element of this strategy is establishing formal service agreements with a diverse range of partners. These agreements define roles, set expectations and ensure consistent access for priority populations. Particular attention will be given to partnerships serving populations facing systemic barriers, including older adults requiring specialized support services, individuals with disabilities in need of accessibility and vocational resources, disconnected youth who benefit from mentorship and re-engagement pathways, and multigenerational households that require coordinated family services.

Educational access remains a key driver of long-term economic mobility. Opportunity Home will pursue structured partnerships with colleges, universities and workforce training institutions to expand access to continuing education, vocational training, certification programs and tuition assistance.

Partnerships with local school districts will promote after-school programming, tutoring and college-readiness counseling, while encouraging consistent school attendance to help break cycles of intergenerational poverty.

Opportunity Home also intends to formalize a partnership with VIA Metropolitan Transit (VIA). Reliable and affordable transportation influences access to employment, education, health care and community participation.

This collaboration will reduce transportation barriers through initiatives such as subsidized bus passes, coordinated routes to employment centers and access to specialized programs including VIAtrans, Vanpool and VIA Link services.

Finally, Opportunity Home is positioned to serve as the central connector within the local social services network. To support this role, the organization will host an annual Partner Symposium designed to facilitate collaboration, exchange best practices and coordinate shared efforts.

Lead Department

Community Development Initiatives

Supporting Units

- Affordable Housing Communities
- Government and Community Affairs
- Housing Voucher Services
- Public Housing
- Security
- Strategy, Data and Innovation

Elevate Opportunity Home's Visibility as the Provider of Affordable Housing and Supportive Services in San Antonio

This objective elevates Opportunity Home's visibility, advocacy and community support to reinforce its role as a trusted leader and provider of affordable housing and resident services.

To accomplish this, Opportunity Home will expand its public presence, increase engagement in policy discussions and cultivate broad-based support across the community.

To increase public awareness and brand recognition, Opportunity Home will proactively engage local, state and national media to highlight the impact of its programs, innovative developments and resident success stories.

This includes implementing a comprehensive communications strategy that leverages digital platforms — including the website, social media and email newsletters — to clearly communicate the organization's mission, values and strategic priorities.

In policy engagement, Opportunity Home will actively participate in local, state and federal discussions related to affordable housing, community

development and homelessness prevention. The organization will maintain strong relationships with elected officials, government agencies and key policy stakeholders to secure funding and inform legislative priorities. It will also serve as a subject matter resource by providing data-informed insights and practical policy recommendations that address San Antonio's housing affordability challenges.

To broaden community engagement, Opportunity Home will build strategic relationships with nonprofit organizations, faith-based institutions, corporate partners and neighborhood associations. These efforts are distinct from the resident service partnerships but complementary in reinforcing overall community support.

The strategy also includes targeted outreach initiatives designed to educate the public about the importance of affordable housing and address common misconceptions.

A sustained, collaborative effort is necessary to reshape the narrative surrounding affordable housing and reinforce its value to the community.

Lead Department

Government and
Community Affairs

Supporting Units

- Affordable Housing Communities
- Communications
- Community Development Initiatives
- Housing Voucher Services
- Human Resources
- Public Housing
- Strategy, Data and Innovation

Establish a Sustainable Nonprofit Entity to Secure Long-Term Philanthropic Support



This objective outlines a long-term strategy to ensure dependable philanthropic support for Opportunity Home’s mission.

It includes the formal creation, brand development and launch of a sustainable nonprofit charitable entity that will operate as the organization’s dedicated philanthropic arm. The entity will generate flexible, non-federal funding to support initiatives that extend beyond traditional public housing funding mechanisms.

Its establishment will broaden Opportunity Home’s ability to pursue innovation, expand resident services and invest in community-based programs, reinforcing long-term financial and programmatic stability.

An additional component of this strategy is the creation of a housing policy and research center. This center will conduct research and provide data-driven analysis to inform housing policy, guide decision-making and contribute to broader housing discussions.

Lead Department

Philanthropy

Supporting Units

- Communications
- Community Development Initiatives
- Government and Community Affairs
- Strategy, Data and Innovation



INNOVATION

Innovation is the third goal for Opportunity Home’s strategic plan and ensures the organization remains agile, effective and responsive to evolving community needs.

This goal reflects a commitment to identifying and implementing practical, forward-looking solutions across all areas of the organization — from housing development and property management to resident services and administrative functions.

Innovation at Opportunity Home includes thoughtful use of technology, refinement of programs and processes, cultivation of a performance-driven culture and continued investment in staff growth and development.

The emphasis is on measurable improvement that increases efficiency, accountability and service quality.

By embedding innovation within the strategic framework, Opportunity Home reinforces its role as a solutions-oriented organization committed to removing barriers and expanding opportunity for residents.

GOAL

Enhance innovation and learning that continually elevates the internal and external customer experience.

Tagline: We live the BLUE Sky experience.

**Employees are committed to:
B – Build; L – Learn; U – Unite; E – Excel**

OBJECTIVES

- 1** Live the BLUE Sky experience by delivering every interaction and operation with **respect, innovation, impact and accountability.**
- 2** **Enhance communication processes** to deliver exceptional customer service to the people we serve.
- 3** Elevate and complement the way we deliver solutions by **utilizing the latest technology tools.**
- 4** Strengthen Opportunity Home’s **financial sustainability and resiliency.**

BLUE Sky Experience



The foundational objective for fostering innovation within Opportunity Home is cultivating an organizational culture in which every employee embodies and champions the BLUE Sky experience.

BLUE Sky establishes the expectation that all employee interactions — whether with residents, partners or colleagues — and all operational processes reflect four core principles: respect, innovation, impact and accountability.

Strategic actions under this objective include completing the steps necessary to obtain designation and certification as a Trauma Informed Care (TIC) organization, developing excellence frameworks and communication guidelines, and refining performance evaluations to align with BLUE Sky expectations.

By integrating the BLUE Sky principles into daily operations, Opportunity Home seeks to cultivate a people-centered environment that responds effectively to community needs and supports meaningful progress in housing and community development.

Lead
Department

Human Resources

Supporting
Unit

- Communications

1

Respect

Treat every individual with dignity, empathy and fairness; actively listen to diverse perspectives; and recognize the value of all contributions.

2

Innovation

Pursue creative solutions, adopt effective technologies and encourage adaptability and continuous improvement to enhance service delivery and operational performance.

3

Impact

Direct efforts toward measurable outcomes that improve residents' lives and support Opportunity Home's strategic mission and community goals.

4

Accountability

Take ownership of actions and results, maintain transparent processes and uphold high standards of integrity and ethical conduct.

Enhance Communication Processes



This objective aims to improve communication processes to deliver exceptional customer service to the people we serve.

Strategies include developing a standardized template for Standard Operating Procedures (SOPs) to promote uniformity in structure and documentation practices, expanding digital tools for residents, implementing a resident rewards program and refining recruitment practices to promote organizational performance and service quality.

A key priority is strengthening internal operations through standardized procedures. By creating a consistent framework for SOPs and establishing a centralized system where they are accessible to staff, the organization will reduce ambiguity, streamline workflows and promote greater operational clarity across departments.

A centralized repository will ensure employees have access to current and relevant procedural guidance.

Technology will also play an important role in enhancing the

resident experience. A core initiative is the development of a mobile resident portal that provides self-service options for rent payments, maintenance requests, access to community resources and direct communication with Opportunity Home staff.

In addition, the organization plans to implement a resident rewards program to recognize positive engagement, including on-time rent payments, community participation and proper unit care, fostering shared responsibility and community pride.

To support long-term organizational performance, recruitment practices will be evaluated and refined to attract high-performing, mission-aligned professionals. This effort includes broadening outreach, refining job descriptions and improving screening and selection processes.

These steps will help ensure new hires are prepared to contribute effectively to strategic priorities and deliver high-quality service.

Lead Department
Innovative Technology

Supporting Units

- Affordable Housing Communities
- Communications
- Housing Voucher Services
- Human Resources
- Internal Audit
- Public Housing

Enhance and Complement Solutions Using Technology Tools

This objective advances the delivery of solutions, services and support through effective use of technology tools and the promotion of digital fluency across the organization.

Strategies include developing and leveraging generative artificial intelligence (AI) tools, reinforcing data governance practices, modernizing core technology infrastructure, and the implementation of a Learning Management System (LMS).

A primary initiative is the development and deployment of user-friendly chatbots and virtual assistants tailored to employees, residents and the broader community. These tools will provide 24/7 self-service access, deliver timely responses to frequently asked questions, streamline routine transactions — such as maintenance requests and rent payments — and route complex inquiries to appropriate staff, improving response times and overall satisfaction.

Another key initiative is the implementation of a comprehensive Learning Management System (LMS) to standardize and elevate employee training. The LMS will host required modules on data security, compliance

and technology rollouts, as well as professional development content in areas such as data analytics, project management and specialized software applications. The system will track participation and proficiency, support continuous skill development and facilitate adoption of new digital tools.

A critical component of this objective is reinforcing the organization's data governance framework. This includes clarifying policies, roles and procedures related to data collection, storage, security and use, and implementing master data management practices to improve accuracy and consistency across platforms. The intent is to convert raw data into actionable insight to inform decision-making, performance measurement and strategic planning.

Finally, legacy systems will be upgraded and transitioned, where appropriate, to secure cloud-based infrastructure to increase scalability, resilience and accessibility. This includes strengthening network security protocols and investing in tools that support remote work and cross-department collaboration, ensuring the organization's technology foundation supports long-term growth and innovation.



Lead Department
Innovative Technology

Supporting Units

- Communications
- Human Resources
- Internal Audit
- Strategy, Data and Innovation

Strengthen Opportunity Home's Financial Position



This final objective under the Innovation goal centers on strengthening Opportunity Home's financial sustainability and resiliency.

It is critical to ensuring the long-term viability and impact of the organization's mission.

Financial sustainability requires diversified and reliable revenue streams, disciplined operational efficiency and sound financial planning and management practices.

Resiliency refers to the organization's ability to withstand economic downturns, shifts in funding environments and unforeseen financial challenges while maintaining uninterrupted service delivery and stability for residents and the community.

Key strategies to achieve this objective include pursuing innovative financing mechanisms, leveraging public-private partnerships and establishing a stable reserve to address future capital needs and unexpected emergencies.

Lead Department

Finance

Supporting Units

- Communications
- Community Development Initiatives
- Development Services and Neighborhood Revitalization
- Housing Voucher Services
- Innovative Technology
- Public Housing
- Strategy, Data and Innovation

IMPLEMENTATION

This plan is designed to be ambitious and to provide a clear pathway for Opportunity Home as it approaches its centennial anniversary.

While it is impossible to predict all future conditions — particularly amid financial and economic uncertainty for government-funded agencies — the plan establishes a structured framework for long-term progress. A key component of this strategy is alignment with the City’s Strategic Implementation Plan (SHIP) and the continued development of supportive partnerships with nonprofit organizations.

This strategic plan is intended to serve as a living document. It will be reviewed and evaluated annually, with objectives prioritized in coordination with the annual budget process and the Moving to Work (MTW) planning framework.

Successful implementation requires active leadership. Opportunity Home’s Executive and Leadership Teams will ensure the plan is communicated clearly and integrated across all areas of the organization.

The strategy will unfold in three phases.

PHASE ONE CAPACITY BUILDING (2026-2027)

This foundational phase spans the first two years of the plan. During this period, executive goal owners will concentrate on strengthening organizational capacity to support sustainable growth and long-term execution. Key focus priorities include:

- Goal prioritization and resource allocation
- Employee professional development
- Implementation of technology and data systems
- Establishing performance metrics and monitoring systems
- Identifying and cultivating strategic partnerships

PHASE TWO TAKING BOLD ACTION (2028-2032)

This phase moves objectives from planning to execution. Organizational culture will reflect a proactive approach, positioning Opportunity Home to lead change rather than respond to external pressures. Key priorities include:

- Large-scale housing production and redevelopment
- Expanded economic opportunity for residents
- Development of internal leadership capacity
- Establishing a recognized role in housing policy leadership

PHASE THREE COMPLETING THE VISION (2033-2037)

In the final phase, Opportunity Home will complete the comprehensive systems transformation from the traditional public housing model and other legacy business practices.

Achieving the following outcomes will position the organization for the next century of service:

- Full portfolio modernization and long-term preservation of affordable housing
- Increased resident self-sufficiency with measurable generational impact
- Greater operational independence supported by diversified and sustainable revenue sources



PERFORMANCE MANAGEMENT AND EVALUATION

Opportunity Home is committed to enhanced accountability and measurable performance. To support this commitment, the organization will develop and implement a comprehensive strategic and operational scorecard or dashboard.

This tool will serve as the primary mechanism for tracking progress against the goals and initiatives outlined in this strategic plan.

The scorecard will measure performance holistically, extending beyond standard indicators such as occupancy rates or financial compliance. It will incorporate key performance indicators (KPIs) that reflect outcomes, community impact and operational effectiveness. This approach ensures that Opportunity

Home is accountable for meaningful, long-term results aligned with its mission.

Monitoring and evaluation will be systematic and consistent. Performance metrics associated with each objective will be reviewed and formally reported at least quarterly. Responsibility for reporting rests with the designated objective owners – typically department directors aligned with the objective’s successful execution.

Quarterly updates will include performance data, major accomplishments and any necessary adjustments or corrective actions.

In addition, a comprehensive annual review will assess overall progress and impact. This evaluation will be led by

the goal owners in collaboration with the Executive Leadership Team.

The purpose of the review is to determine the effectiveness of actions taken, identify resource needs and recommend strategic adjustments required to ensure timely achievement of the plan’s goals.

This disciplined review process ensures the plan remains responsive, relevant and fully supported by the organization’s leadership.

EPILOGUE

Strategy 2037: A Centennial Vision is intended to be a living document — a foundational framework designed to guide Opportunity Home San Antonio through the next era of service. While ambitious and long-range, the strategy is not static. Its strength lies in its adaptability and its commitment to performance accountability.

Opportunity Home is prepared to refresh this plan as early as 2026. This periodic review will ensure integration of updated guidance and evolving requirements from the U.S. Department of Housing and Urban Development (HUD), as well as alignment with new priorities that may emerge from the City of San Antonio's Strategic Housing Implementation Plan (SHIP) refresh.

By maintaining this dynamic approach, Opportunity Home ensures that Strategy 2037 remains relevant, responsible and aligned with the complex and evolving affordable housing landscape in San Antonio.

1 ACKNOWLEDGMENT



Opportunity Home San Antonio extends its sincere appreciation to the residents, community stakeholders and employees who contributed to the development and refinement of this ambitious strategic plan.

The experience, insights and commitment shared by participants were essential in shaping a plan that reflects a collective vision for a stronger and more equitable San Antonio.

This document represents more than a set of goals. It reflects a shared commitment to improving the lives of the families served by Opportunity Home and ensuring access to safe, quality and affordable housing.

Board of Commissioners:

Estrellita Garcia-Diaz
 Leilah Powell
 Barbara Ankamah Burford
 Janet Garcia
 Taneka “Nikki” Johnson
 Kayla Miranda
 David Huete (former)
 Gabriel Lopez (former)
 Dalia Contreras (former)
 Gilbert Casillas (former)

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 James Hamilton, Kalayisha Abubakr,
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 Vanita Johnson

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- Brittni Williams, *City of San Antonio*
- Carol Haecker, *Resident*
- Crystal Requejo, *Mexican American Unity Council*
- Eduardo Martin Torres, *Resident*
- Elida Perez, *Resident*
- Jane Paccione, *San Antonio Area Foundation*
- Jess Camp, *Resident*
- Kathy Lacy, *City of San Antonio*
- Katie Wilson, *Close to Home San Antonio*
- Koki Rivera, *Resident*
- La Donna Sewell, *University of Texas San Antonio*
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- Linda Adams, *Resident*
- Manuel Perez, *Resident*
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- Melanie Cawthon, *disABILITYsa*
- Naomi Ramirez, *Resident*
- Netanya Jamieson, *Local Initiatives Support Corporation*
- Paulette Batiste, Raquel Torres, Rebecca Lopez
- Robert Abraham, *San Antonio Housing Commission*
- Russell Hernández, *Corazón San Antonio*
- Sarah Davis, *San Antonio Area Foundation*
- Scott Ackerson, *WestEast Design Group*
- Siboney Díaz-Sánchez, *City of San Antonio*
- Sonia Lopez, *Merced Housing Texas*
- Thomas Heydon, *City of San Antonio*
- Veronica Gonzalez, *City of San Antonio*
- William Glenn, *National Alliance on Mental Illness*



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2

DISCOVERY SESSIONS

(SWOT) SUMMARY



Strengths

- Focus on training...but need more
- Resident services...but need more
- Technology – use of artificial intelligence (AI)
- Great at financial transparency
- Great vendors
- Coordinating events
- Adding revenue with non-third-party management properties



Weaknesses/Opportunities

- Establish and use a Learning Management System (LMS) to better track training
- Lack of integration among software systems
- Staff work in silos – need to improve collaborative culture and interdepartmental support
- Standard Operating Procedures (SOP) need refreshing, with a focus on “digestible” formats for user-friendliness and understanding
- Need to better maximize Moving to Work (MTW) flexibilities
- Need to review waitlists and processing for maximum efficiency
- Need to focus on housing, with resident services second
- Need greater investment in retaining and developing staff
- Need to convert Public Housing (PH) to Project Based Vouchers (PBV)/ Project Based Rental Assistance (PBRA) through Section 18 or Rental Assistance Demonstration (RAD)
- Position Opportunity Home as “the authority” on affordable housing in San Antonio
- Grow engagement with elected offices
- Tell our own story
- Further efforts to use technology for efficiencies
- Grow wrap-around service partnerships
- Expand and improve resident services
- Internal communication is not engaging with the staff
- Training in how to be a manager
- Security – training time needs to be increased
- SOP in general across the organization – conflicting copies and outdated
- Strong initiatives, getting more of the organization to weigh in.
- Operational efficiencies tracking
- Maintaining and improving existing housing.
- Trusting staff development to promote current staff
- Hiring higher-level candidates
- Succession planning
- Demonstration of internal engagement of communication
- Removing third-party management properties that are financially draining
- Assessing affordable housing stock to remove financially draining properties
- Providing training in the direction employees want most
- Lack of follow-through after leadership meetings
- Greater advocacy with people in power
- Moving residents to self-sufficiency



What are the barriers?

- Funding for increasing construction costs
- Funding and partners for resident services
- Under-qualified hires need too much time from a supervisor



Strengths

- Housing! – Proud to have quality, affordable housing
- Services (maybe expand resident knowledge regarding available resources)
- Great staff benefits! – Tuition, retirement, professional development
- Communication has measurably improved – keep it up!
- Good at compliance
- Feel supported, like working with similarly passionate colleagues.
- Generally, feel engaged and listened to by leadership
- Compassionate staff
- Opportunity Home size and the measurable impact it has on the community
- Opportunity Home resiliency
- Diverse staff with new and seasoned stock
- Partnerships create newer units
- Housing Power Hour is informative and reliable
- Variation of housing options
- Innovative Technology (IT) department is strong and constantly evolving with supportive staff, creating a chat box and customer management system



Weaknesses/Opportunities

- Work to better engage with field staff
- Better organization of internal info (policies, SOPs, etc.)
- Some roles need better definition, job descriptions, etc.
- Need to update SOPs and then train staff on them
- Use AI to standardize SOPs and then efficiently train staff
- Some areas need to improve customer service – not enough compassion for residents (also discussed consideration of encouraging resident empowerment and independence; know that elderly/disabled population will need more direct assistance.
- “Work-from-home flexibility hinders communication and customer service”
- “There’s tension between Property Management (PM) staff and Community Development Initiatives (CDI)”
- Staff need/want training on appropriate levels of customer care/service
- Need to bring in more partners for supportive services, and then hold them accountable”
- Provide training on de-escalation skills
- Focus on children and youth – to engage in early learning and grade-level knowledge to break the cycle of poverty
- “Can we limit admittance of chronically homeless residents until care needs and wrap-around services can be provided by partners?”
- Invest in staff – want to cross-train
- “Staff are burnt out”
- Want more budget transparency with staff – want to understand where funds are going – “Opportunity Home buys lots of stuff but we’re told we have no money”
- Need to take care of aging existing properties
- Need to focus/improve data cleanliness
- “Need to hire the right people, and acknowledge when some hires aren’t a good fit to Opportunity Home”
- “Section 8 should refocus on basics, customer service, more in-person opportunities for struggling residents to be supported...”



Weaknesses/Opportunities

- “Provide more opportunity to have residents be assisted with paperwork, we’re too quick to terminate for a missing document”
- “Some properties have safety, crime and drug problems, but actions to address/evict bad actors are too slow”
- Reputation management
- Holding residents more accountable and following through to remove those violating from the program
- More advertisement to promote events for resident communities
- Tracking specific programs between properties to better fit resident needs
- Create committee leaders within departments to represent and collaborate with other departments and their committee leaders
- Property maintenance needs more staff to take proper care of properties
- Adding partners in the healthcare sector (mental, dental, eye, etc.)
- Need support to enforce legal actions
- Staff in Section 8 department expressed expectations are unclear and overloaded
- Onboarding system needs to be drastically improved
- Section 8 has high turnover due to heavy caseloads and competitive employment offers
- Staff do not feel empowered to enforce due to system being heavy on resident side
- Internal communications - bad department collaboration due to poor note taking on resident files
- Rehabbing Wi-Fi on properties
- Revisiting and restructuring the “opportunity” in Opportunity Home
- Creating a better Violence Against Women Act (VAWA) process
- Changing Executive Leadership’s priority
- Closing the loopholes that residents are finding, like putting complaints that give them what they want even if they are not in lease compliance
- Personal communication, instead of general communication, especially when changes happen that will personally impact them
- Create initiatives and resources that encourage residents to be more independent
- Educating landlords about available programs and updates
- PM are feeling overwhelmed with supervisor workload
- Promotions are not clear or transparent
- Reintroduce Summer Youth Employment
- Need more compassion for disabled and elderly communities
- Get creative with carving more time to brainstorm overall strategic planning
- Requirement of able-bodied residents to be more independent
- Create programs to keep residents busy



Strengths

- Digital Literacy / Connect Home
- Great rebrand
- Power Hour — very engaging!
Maybe have a streamlined partnership convening; or use this “engagement tool” to provide more training for service partners to understand the Housing Choice Voucher (HCV) lease-up process, etc.
- Great at empowering and supporting education for residents
- Partnering with developers by providing PBVs
- Great at providing supportive services for residents
- Great customer service with quick response
- Provides some of the most affordable housing
- Acknowledgment of heritage and culture
- Flexibility on needed changes to a program
- Strong and streamlined relationships
- Communication through lunch to understand the organization



Weaknesses/Opportunities

- Continue educating partners and community
- Given funding constraints, may want to consider varying levels of resident support
- Given that Opportunity Home qualifies their residents, might other providers be able to point to that process (by proxy) for their qualification process?
- Need to improve speed of HCV processing
- Can Opportunity Home expand community education?
- Be more collaborative with partners in strategy regarding real estate resources
- Other partner opportunities: Good Acres, More developers, Faith-based housing providers
- Maybe lead a social mapping effort, who is providing what services in San Antonio?
- Provide more education to partners so they can better assist residents as they try to help residents/applicants navigate through our programs and processes
- Provide partners with contacts that are liaisons
- Provide more virtual meetings with residents to inform them of various partners’ programs and services.
- Creating a program with a heritage trade association to work on aging properties older than 1960.
- Streamline project-based vouchers process
- Educating Council Members and Mayor
- Monitor vacant properties and collaborate to use this stock
- More robust preservation strategies from sustainable action standpoint
- Focus on creating all Americans with Disabilities Act (ADA), accessible, units in future redevelopment
- Additional vouchers not supported with additional staff



Strengths

- Communication is getting better
- Variety of programs being offered
- Family Self-Sufficiency (FSS) program



Weaknesses/Opportunities

- Information about programs is not communicated with the appropriate channel to the diverse resident population
- High property staff turnover
- Nowhere for children to play in some areas
- They feel looked down upon
- Resident ambassador programs have been removed
- Security issues in properties with high homelessness
- Lease enforcement is not being followed through
- Caseworkers are not returning calls
- Cross training staff to prevent residents from being transferred multiple times to get assistance they need.
- Child school truancy regulations are not being enforced
- Work trade programs being offered are not useful
- Need housekeeping for common areas on properties for curb appeal, to attract good residents
- Unauthorized people in units, not enforced and causing safety in the community
- Forming a coalition of residents to help clean properties up
- Creating mandatory curfews on properties
- Programs to purchase home
- Education about how the different programs work with clear steps to apply
- Would like to see units built in high opportunity areas, not just in the south and east side of San Antonio
- Additional time is needed to search for housing for Housing Choice Vouchers
- Digital divide—disconnect between seniors and technology

COMMON THEMES



HOUSING

- Great at new housing – do more!
- Aging Public Housing needs upgrades/redevelopment



RESIDENTS / SERVICES

- Great at providing supportive services!
- Many want to see this further expanded (but funding may hinder this)
- Opportunity Home should identify the most impactful/needed services and focus on those
- Safety concerns
- Need skilled mental health providers
- Want to break cycle of poverty...focus on children and youth



STAFF

- Love the benefits
- Want more training
- Communication is improving – please keep that going...
- Job descriptions need updating
- Concerned about crime and safety in the field



EFFICIENCIES

- SOPs – some need updating, some don't exist
- Are we providing the right customer services?
- Staff are working hard, but are they working “smart”?
- Continue finding ways to maximize use of technology and then require staff to use it
- Strengthen partnerships



STAKEHOLDERS

- Since the change in leadership, clarity on initiatives and communication has improved
- Understands power of partnership
- Their clientele still report poor communication within Opportunity Home program areas

3

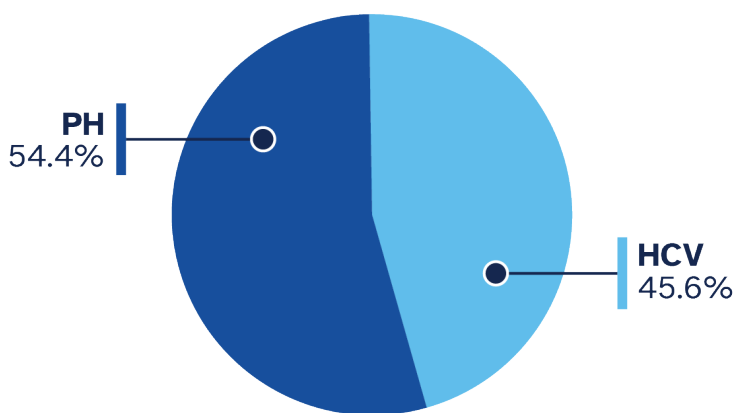
OPPORTUNITY HOME

**COMMUNITY
DEVELOPMENT
INITIATIVES**



FAMILY SELF-SUFFICIENCY (FSS)

ENROLLMENT



KEY PARTICIPANT ATTRIBUTES

956
Active Participants

\$8,743
Average Income

\$18,315
Average Income (Employed)

19-72
Age Range

78%
have children

74%
hold a high school diploma

48%
are employed

FSS PROGRAM OUTCOMES

1,278 enrolled
1,055 currently active
395 participants with earned escrow

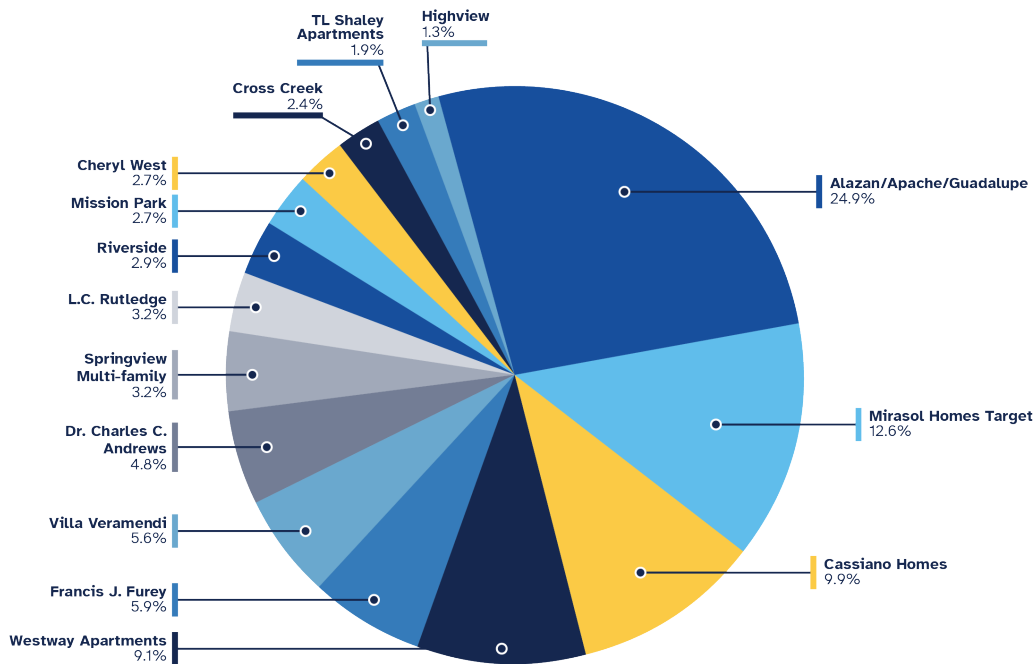
43 graduates
• 11 moved out of housing
• 3 purchased a home
\$569,576 in escrow awarded

143 participants gained employment
4,235 referrals initiated



RESIDENT OPPORTUNITY SELF-SUFFICIENCY (ROSS)

PARTICIPATION BY COMMUNITY



KEY PARTICIPANT ATTRIBUTES

438

Active
Participants

\$5,562

Average
Income

\$15,208

Average Income
(Employed)

8-79

Age Range



79%

have children



68%

hold a high
school diploma



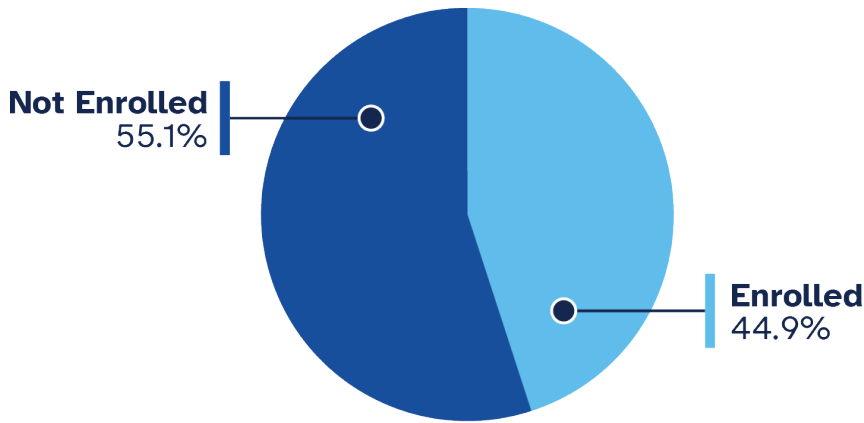
37%

are employed



JOBS PLUS AT LINCOLN HEIGHTS

ENROLLMENT



KEY PARTICIPANT ATTRIBUTES

133

Active Participants

296

Work-Eligible Participants

\$8,195

Average Income

\$16,903

Average Income (Employed)

18-74

Age Range



68%

have children

65%

hold a high school diploma



48%

are employed

JOBS PLUS PROGRAM OUTCOMES

123 currently enrolled;
201 total to date

110 currently enrolled in **Jobs Plus Earned Income Disregard (JPEID)**;
182 total to date

30 currently receiving **JPEID credit**; **43** total to date

Partnerships

Providence Place delivers weekly diapers and wipes to Opportunity Home residents and community members.

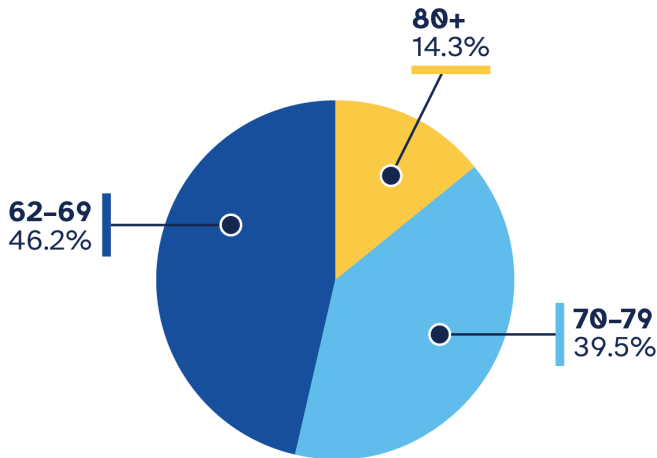
Jobs Plus members participated in a bi-monthly, 10-week Health Club hosted by UT Health.

Fifteen participants enrolled in a high school diploma program with the South Texas Leadership Center; **11** completed the program, and two are pending graduation.



ELDERLY AND DISABLED SERVICES

PARTICIPATION BY AGE



KEY PARTICIPANT ATTRIBUTES

33
EDS
Properties

2,145
Residents

555
Residents
Assessed

757
Residents Referred
(1,287 Total Referrals)

1,702
Residents
Engaged in
Services

EDS PROGRAM HIGHLIGHTS

Nutrition Programs

Project HOPE: Served **6,172** units to residents and **868** units to community members across **21** sites.

Commodity Supplemental Food Program (CSFP): Served **4,877** units to residents and **515** units to community members across **16** sites.

HEAL: Served **220** residents at Parkview, Villa Tranchese, Fair and Kenwood North, providing a total of **12,129** meals from July 1, 2024, to June 30, 2025.

Botanical Gardens

Shuttle access for **nine trips**, engaging **78 residents**

Partnership Programs Supporting Independent Living and Aging in Place

Chrome Essentials via Senior Planet and Digitalift

Project Cool via Catholic Charities

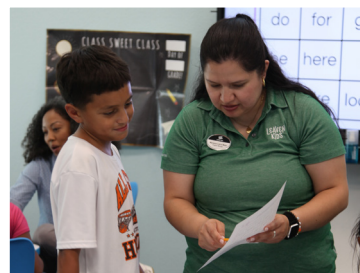
Benefits Assistance and Nutrition Workshops via San Antonio Food Bank

Mobile Mammograms via UT Health

Growing and Nourishing Series via Texas A&M AgriLife Extension

Hygiene and Produce Kits via Gonzaba Foundation

CDI INITIATIVES



CONNECTHOMESA PROGRAM HIGHLIGHTS

- 13** senior classes
- 8** adult classes
- 4** youth/teen workshops
- 110** devices distributed to seniors
- 142** devices distributed to adults
- 20** devices distributed to youth/teens ages 14-17

Grants Secured

- Nancy Smith Hurd Foundation
- AARP Community Block Challenge

Technology Upgrades

- **28** labs updated
 - **26** desktops across **20** EDS properties
 - **45** desktops across **8** family sites

RESIDENT LEADERSHIP

- 5** new council elections
- 6** partial elections
- 6** councils currently in nominations
- 4** active Resident Councils
- 5** partial Resident Councils
- 2** Resident Council trainings
- 24** individual Resident Council leadership trainings

YOUTH SERVICES PROGRAMS AND OUTCOMES

The DoSeum — Two sessions; **558** total attendance

Book Rich Environments (BRE) — Received **19,000** new books; **7,682** distributed across **20** communities, annual events and partner organizations

Leaven Kids — Riverside: **16** enrolled; Westway: **21** enrolled

HIS BridgeBuilders — **35** enrolled (grades 1-6)

Teen Tech — **Two** events; **16** enrolled (ages 13-18)

Scholarships — Fall 2024/Spring 2025: **36** recipients; REACH: **69** recipients

- Three scholarship recipients from Alazán, Mirasol and HCV earned bachelor's degrees.
- A Jobs Plus participant earned a Master of Social Work degree from Our Lady of the Lake University.

PROPERTY LISTING

No.	Property	No.	Property	No.	Property	No.	Property
1	Alazan Courts	46	Park View	89	Claremont	152	Marshall Meadows
2	Apache Courts	47	Pin Oak I	92	Courtland Heights	153	Port Royal
3	Blanco	48	Pin Oak II	93	Dietrich Road	154	Artisan at Ruiz
5	Cassiano Homes	49	Raymundo Rangel	94	Encanta Villa	160	Majestic Ranch
7	Cheryl West	50	Refugio Place	96	La Providencia	161	Culebra Commons
8	Christ the King	51	Riverside	97	Legacy on O'Connor	162	The Arcadian
9	Col. George Cisneros	52	Sahara Ramsey	98	Legacy at Science Park	155	The Scott at Medio Creek
10	College Park	55	San Juan Square I	99	Legacy at Crown Meadows	156	Mira Vista Ranch
12	Converse Ranch I	56	San Juan Square II	100	Monterrey Park	157	Elevate at Kitty Hawk
13	Converse Ranch II	57	San Pedro Arms	102	Pecan Hill	158	Legacy at Alazan
14	Cross Creek	58	South San	103	The Ravello	159	Aspire at Tampico
15	Dr. Charles C. Andrews	61	Springview	104	The Sorento	163	Frontera Crossing
16	Escondida	62	Springview Senior	105	Rosemont at Highland Park	164	Seven07 Lofts
17	Fair Avenue	63	Sun Park Lane	106	Southgate on Emerald	165	100 Labor
18	Francis J. Furey	64	Sutton Oaks I	107	Cottage Creek II	166	Horizon Pointe
19	Frank Hornsby	65	Tarry Towne	108	Sunshine Plaza	167	Vista at Interpark
20	Glen Park	66	The Midway	109	Towering Oaks	168	Vista at Everest
21	Guadalupe Subdivision	67	T.L. Shaley	110	Villa de San Alfonso	169	Bristol at Somerset
22	Henry B. Gonzalez	68	Victoria Plaza	111	Villa de Valencia	170	Bonito Parque
23	HemisView Village	70	Villa Hermosa	112	Costa Valencia	171	The Josephine
24	Highview	71	Villa Tranchese	113	Warren House	172	Palo Alto
25	Jewett Circle	72	Villa Veramendi	114	Woodhill	173	Potranco
26	Kenwood Manor	73	Village East	115	Lofts at Marie McGuire	174	Snowden Living
27	Kenwood North	74	W.C. White	118	Cottage Creek I	175	Vista at Silver Oaks
28	L.C. Rutledge	75	Westway	119	Artisan at Creekside	176	The Baltazar
29	Le Chalet	78	William R. Sinkin	120	The Mirabella Senior Apartments	177	Vista at Reed
30	Lewis Chatham	79	Williamsburg	121	Reagan West	178	Victoria Commons North/South Pond
31	Lila Cockrell	80	Elan Gardens	122	The Park at Sutton Oaks	179	Riverbreeze
32	Lincoln Heights	81	The Alhambra	123	Gardens at San Juan Square	180	Amara
33	Linda Lou	82	Artisan at Mission Creek	126	East Meadows I	181	Central at Commerce
35	Madonna	85	Bella Claire	133	Wheatley Park Senior Living	182	Emberstone Apartments
36	Matt Garcia	86	Burning Tree	134	East Meadows II	183	Augusta Flats
37	Midcrown Senior Pavilion	87	Castle Point	150	Arroyo Seco Villas		
40	Mirasol Townhomes	90	Costa Almadena	151	Mission del Rio		
41	Mission Park	88	Churchill Estates				
42	Morris C. Beldon	89	Claremont				
43	O.P. Schnabel						
44	Olive Park						
45	Park Square						

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OPPORTUNITY HOME WAITLIST OVERVIEW

Program-Specific Applications per Waitlist	FY 24-25 Q2	FY 25-26 Q2
Total	78,509	78,479
Public Housing	49,236	45,670
Housing Choice Voucher (HCV)	17,128	17,122
Project-Based Voucher (PBV)	6,512	7,828
Moderate Rehabilitation (Mod-Rehab)	9,084	8,190

***Total unique applicants across all waitlists: 64,210 as of Dec. 21, 2025.**

This represents the total number of individual families that have applied across all waitlists, regardless of how many programs they applied to.

PUBLIC HOUSING

There have been consistent draws from the general Public Housing waitlists to meet occupancy goals. During the last quarter, 1,776 Public Housing applicants were drawn from the waitlists.

The Family Public Housing waitlist has been temporarily closed since May 27, 2025, allowing the Unified Application Center (UAC) and Public Housing teams to focus on processing applicants already on the list. The Elderly/Disabled and Section 504 Accessible waitlists remain open for new applications.

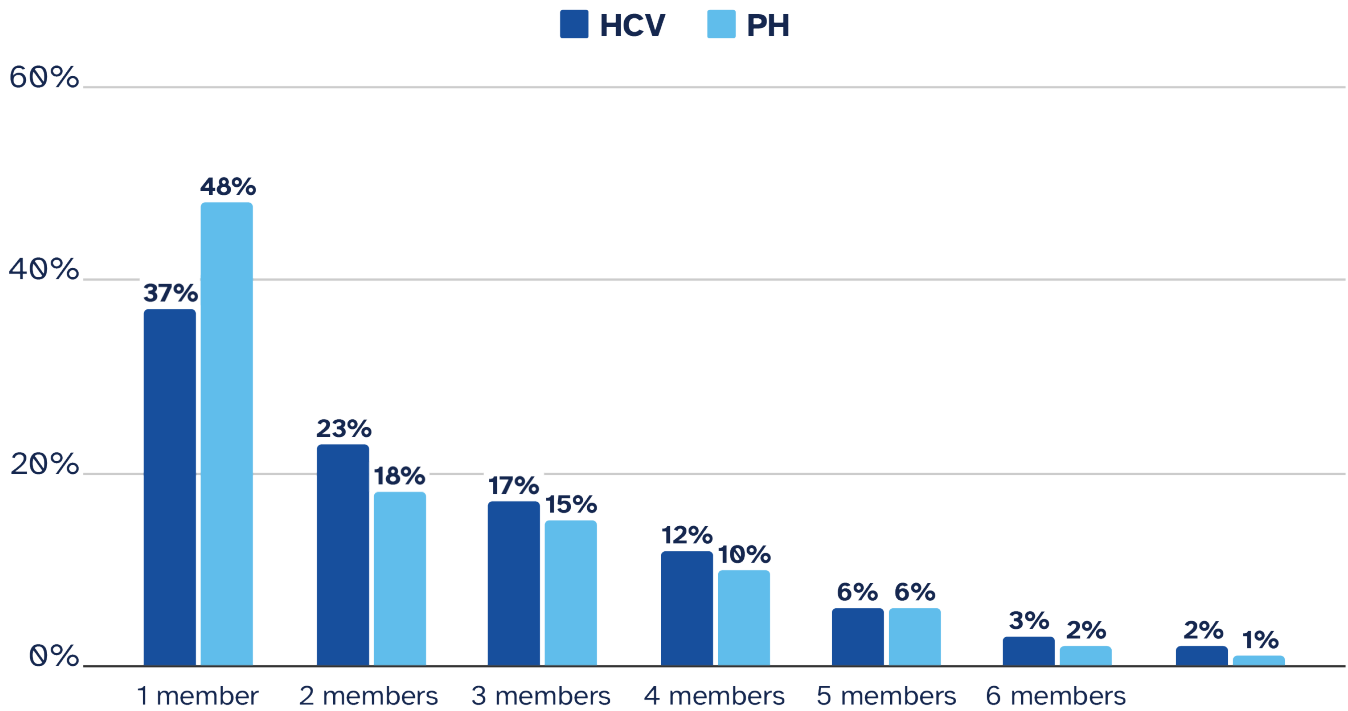
HOUSING VOUCHER SERVICES

As of the end of Q2, applicants from the Moderate Rehabilitation (Mod-Rehab) and Project-Based Vouchers (PBV) waitlists have been consistently drawn to fill property vacancies. The Mod-Rehab program now has one remaining waitlist for the La Posada property. During Q1, the Mod-Rehab contract with Prospect Hill ended, and notices were sent to applicants remaining on that waitlist with information about other affordable housing options.

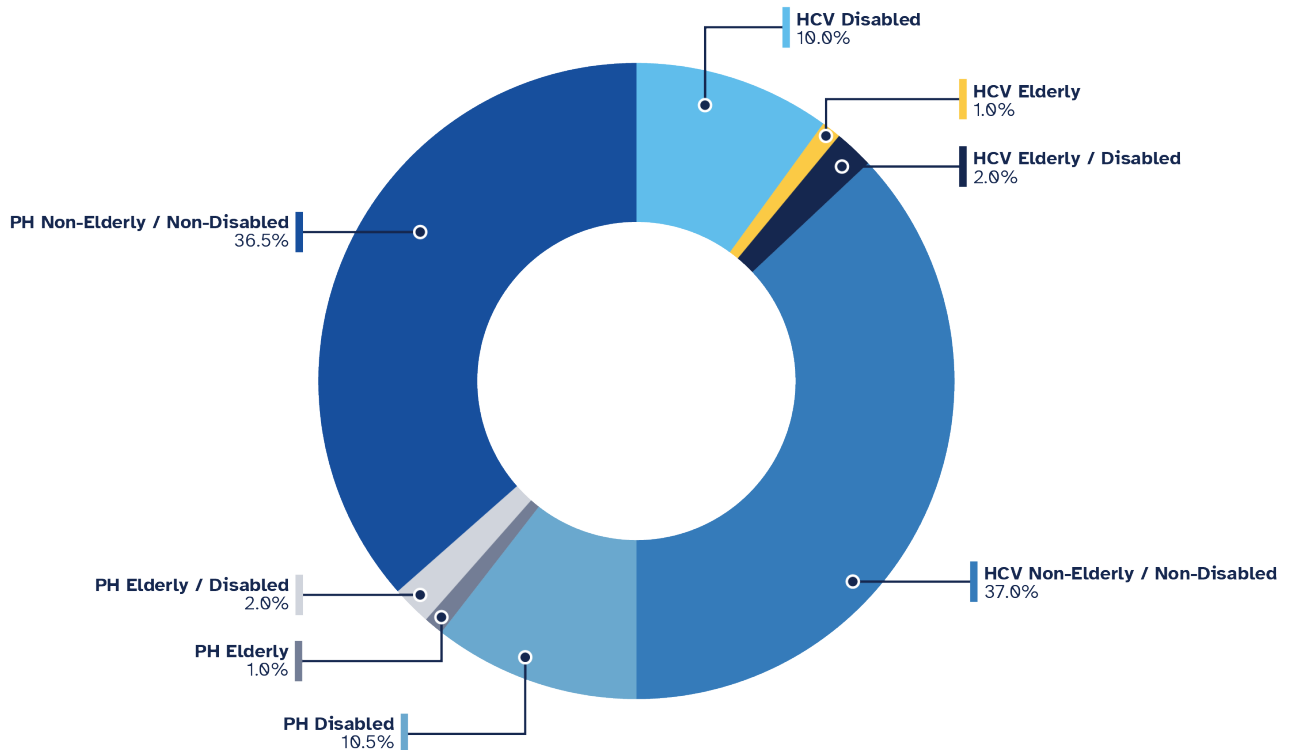
Last quarter, 89 applicants were drawn from the PBV waitlists for East Meadows, Wheatley Senior, Aspire at Tampico, and Gardens at San Juan Square. Additionally, the Wheatley Park Senior PBV waitlist reopened on Nov. 10, 2025, because of a low number of applicants.

Since October 2023, there have been no applicant draws from the Housing Choice Voucher (HCV) waitlist, except for referrals related to special-purpose vouchers, due to voucher overutilization.

APPLICANTS BY FAMILY SIZE



APPLICANTS BY FAMILY TYPE



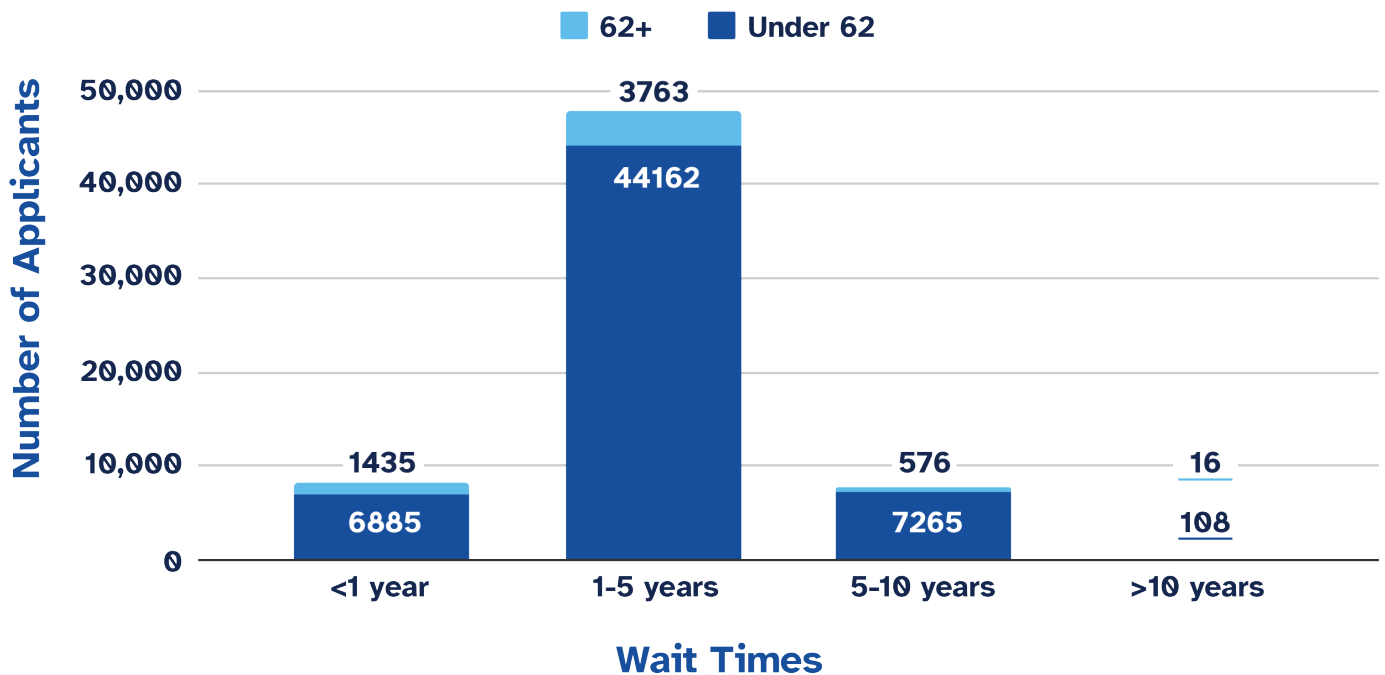
WAITLIST BY APPLICANT AGE

Wait Time*	Under 62	62+	Total
<1 year	6,885	1,435	8,320
1-5 years	44,162	3,763	47,925
5-10 years	7,265	576	7,841
>10 years	108	16	124
Total	58,420	5,790	64,210

The waitlists included in the total are the Public Housing, Housing Choice Voucher, Project-Based Voucher and Moderate Rehabilitation (Mod-Rehab) waitlists.

*Length of Wait Time as of Oct. 1, 2025

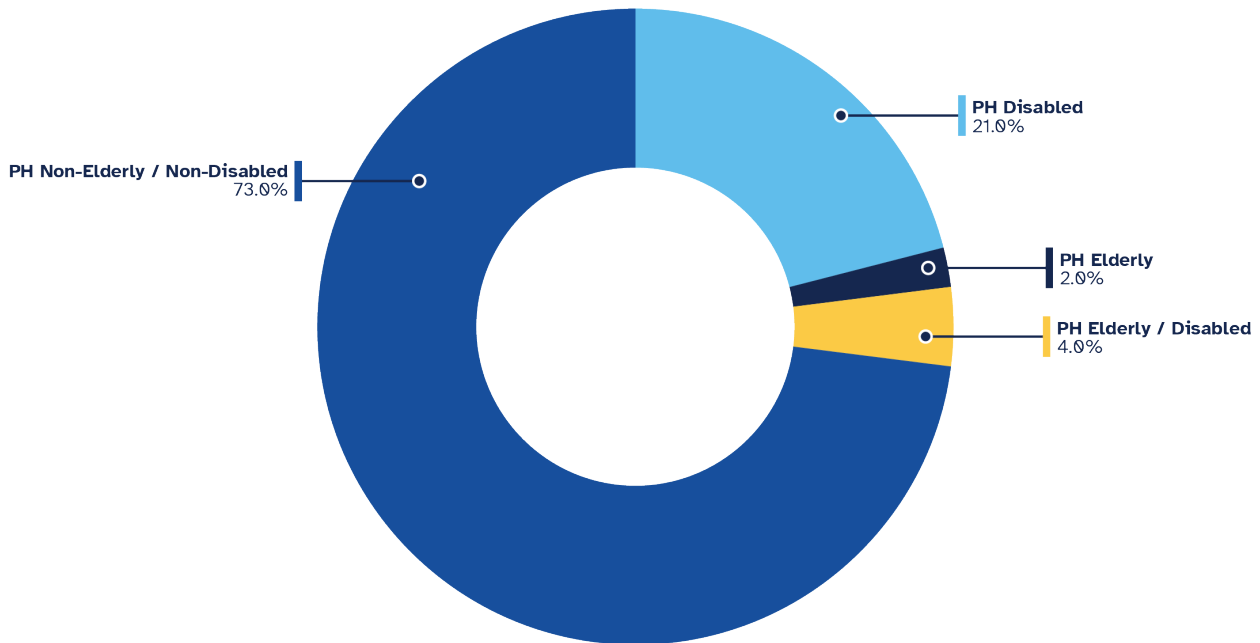
UNIQUE WAITLIST APPLICANTS BY AGE AND WAIT TIME



PUBLIC HOUSING SUPPLY AND DEMAND

Bedroom Size	PH Unit Count	PH Waitlist Bedroom Count
0-1 Bedroom	2,592	23,615
2 Bedroom	1,946	10,569
3 Bedroom	1,265	8,945
4 Bedroom	225	2,405
5 Bedroom	44	143
5+ Bedroom	0	6

PUBLIC HOUSING APPLICANTS BY FAMILY TYPE



SPECIAL PURPOSE VOUCHERS GLOSSARY

COLLEGE AND UNIVERSITY HOMELESS ASSISTANCE PROGRAM

The College and University Homeless Assistance Program is a set-aside voucher program for homeless students attending any of the Alamo Colleges.

FAMILY HOMELESS PROGRAM | PBV

The Family Homeless Program serves families certified as homeless by a designated social service agency and referred to Opportunity Home by partner agencies such as Haven for Hope, San Antonio Metropolitan Ministries and the Center for Health Care Services.

FOSTER YOUTH TO INDEPENDENCE (FYI)

The Foster Youth to Independence (FYI) Program serves youth between the ages of 18 and 24 who have left or will leave foster care, are homeless or at risk of homelessness, and are age 16 or older. These vouchers are administered in partnership with Public Child Welfare Agencies.

HOMELESS SERVICES VOUCHER (HSV)

The Homeless Services Voucher (HSV) Program provides rental voucher assistance to homeless individuals through a collaborative referral process. Haven for Hope refers applicants to the City of San Antonio, which screens applicants to ensure they meet all eligibility criteria and then forwards application packets to Opportunity Home.

MAINSTREAM

Mainstream Program vouchers enable income-eligible families with disabilities to lease affordable private housing and are administered using the same rules as the Housing Choice Voucher Program. Families with a household member with a disability who is age 18 or older may qualify for the program.

MOVE ON

The Move On Program provides vouchers for families currently residing in Permanent Supportive Housing (PSH) who have been certified by a designated PSH provider, in partnership with Opportunity Home, as no longer requiring supportive services.

NON-ELDERLY DISABLED (NED)

The Non-Elderly Disabled (NED) Voucher Program provides set-aside vouchers that assist non-elderly families with disabilities in leasing affordable private housing. The program serves individuals with disabilities who often face challenges locating accessible housing in the private market.

SET ASIDE HOMELESS VOUCHER PROGRAM (SHVP)

The Set Aside Homeless Voucher Program (SHVP) provides rental voucher assistance to homeless individuals through a collaborative referral process. San Antonio Metropolitan Ministries (SAMMinistries) and the Center for Health Care Services (CHCS) screen applicants to ensure they meet all eligibility requirements and then forward referral packets to Opportunity Home.

STABILITY VOUCHERS

The Stability Voucher program serves individuals and families who are homeless, at-risk of homelessness, fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or human trafficking, or who were recently homeless or are at high risk of housing instability. Close to Home refers eligible families for assistance to Opportunity Home.

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STRATEGY 2037 ALIGNMENT WITH THE SHIP



Opportunity Home's Strategy 2037 was carefully developed with a deliberate focus on aligning its objectives with the goals of the City of San Antonio's Strategic Housing Implementation Plan (SHIP). The following highlights the areas where Opportunity Home's initiatives directly support and contribute to achieving the SHIP's outcomes.

COORDINATED HOUSING SYSTEM

SHIP

CHS 5: ADVOCATE AT THE FEDERAL LEVEL FOR MORE HOUSING CHOICE VOUCHERS AND MORE FUNDING FOR VOUCHERS

Goal: Increase the number of eligible residents in San Antonio able to utilize housing choice vouchers, by increasing the supply of vouchers, decreasing wait time, and increasing voucher access at more properties across San Antonio.

Strategy: 2037

OPPORTUNITIES GOAL:

Create OPPORTUNITIES that build collaborative partnerships, support residents, engage stakeholders and contribute to the strength of the broader community.

Objective: Elevate Opportunity Home's visibility, advocacy and community support to reinforce its role as a trusted leader and provider of affordable housing and resident services.

CITY INVESTMENT IN HOUSING

SHIP

CIH 2: EXPAND SUPPORTIVE SERVICE REQUIREMENTS IN AFFORDABLE HOUSING PROJECTS RECEIVING PUBLIC FUNDING

Goal: Prevent displacement and improve housing stability for residents living in affordable housing.

CIH 4: SUPPORT AND GROW NON-PROFIT HOUSING PROVIDERS

Goal: Ensure non-profit housing providers are empowered and enabled through funding and process improvements to operate at their full potential.

CIH 5: ESTABLISH A LAND BANKING PROGRAM TO ACQUIRE LAND FOR FUTURE AFFORDABLE HOUSING PROJECTS

Goal: Preserve more land for affordable housing near community assets and the reduction of development costs to create deeper levels of affordability.

CIH 7: ESTABLISH A COMMUNITY LAND TRUST

Goal: Establish a new non-profit or empower an existing organization to launch and operate a Community Land Trust.

Strategy: 2037

OPPORTUNITIES GOAL

Objective: Connect with non-profit service providers to enhance resident programs and improve service delivery, ultimately enhancing quality of life and promoting self-sufficiency.

HOUSING GOAL:

Provide quality, affordable housing by preserving, developing, acquiring and financing at least 14,500 affordable units across a diverse portfolio of housing options, ensuring long-term affordability and stability for residents throughout the San Antonio area.

Objective: Unite a cross-sector alliance of partners to produce 5,500 new housing units, including transit-oriented developments.

Objective: Champion impactful partnerships with local government and nonprofit entities to leverage resources and reduce barriers to housing in the city's most vulnerable neighborhoods.

HOUSING GOAL

Objective: Champion impactful partnerships with local government and nonprofit entities to leverage resources and reduce barriers to housing in the city's most vulnerable neighborhoods.

INCREASE AFFORDABLE HOUSING PRODUCTION, REHABILITATION, AND PRESERVATION

SHIP

HPRP 1: ESTABLISH A MULTI-FAMILY RENTAL REHABILITATION PROGRAM

Goal: Preserve existing older multifamily housing stock and extend the affordability period on affordable housing developments.

HPRP2: IMPROVE THE MULTI-FAMILY NEW CONSTRUCTION PROGRAM

Goal: Increase the number of affordable multi-family homes, increase funding for affordable development, and making improvements to multi-family new construction programs.

HPRP 6: ADD 1,000 UNITS OF SITE-BASED PERMANENT SUPPORTIVE HOUSING TO THE SAN ANTONIO/BEXAR COUNTY MARKET OVER THE NEXT TEN YEARS

Goal: Provide permanent housing and stability for all people in San Antonio/Bexar County experiencing long-length of stay in homelessness and/or chronic homelessness.

HPRP 7: EXPAND FUNDING FOR EXTREMELY LOW INCOME HOMES

Goal: Increase production and preservation of housing affordable to households with income at or below 30% AMI by increasing City support and establishing a dedicated revenue source for gap financing.

Strategy: 2037

HOUSING GOAL

Objective: Lead a comprehensive preservation effort within the public housing portfolio, modernizing **6,000** homes to elevate living standards and preserving long-term affordability.

Objective: Revitalize **2,500** homes within the Affordable Housing Communities — the organization’s nonprofit portfolio — transforming aging infrastructure into modern, sustainable housing.

Objective: Unite a cross-sector alliance of partners to produce **5,500** new housing units, including transit-oriented developments.

Objective: Acquire **500** existing housing units to expand affordability in areas of San Antonio with limited affordable housing options.

Objective: Coordinate with and support city initiatives to expand the permanent and transitional supportive housing inventory.

Objective: Lead a comprehensive preservation effort within the public housing portfolio, modernizing **6,000** homes to elevate living standards and preserving long-term affordability.

CURRENT SHIP GOALS (FY2025 – YEAR 4, QUARTER 4)

SHIP PRESERVATION GOAL

Preservation Goal	4,547	Strategy 2037 Goal	9,000
Completed	2,534	0-30% AMI	6,000
In Progress	730	31-80% AMI	3,000
Total	3,264		

AMI	SHIP GOAL	Completed	Under Construction	Pipeline	Total
0-30% AMI	909	909	0	0	100%
31-50% AMI	1,137	409	134	279	72%
51-60% AMI	455	455	0	0	100%
61-80% AMI	2,046	761	245	72	53%
Total	4,547	2,534	379	351	72%

SHIP PRODUCTION GOAL

Preservation Goal	10,611	Strategy 2037 Goal	5,500
Completed	2,359	0-30% AMI	500
In Progress	1,860	31-50% AMI	750
Total	4,219	51-60% AMI	1,250
		61% + AMI	3,000

AMI	SHIP GOAL	Completed	Under Construction	Pipeline	Total
PSH	1,000	124	273	80	48%
0-30% AMI	5,897	430	424	313	20%
31-50% AMI	2,653	744	489	281	57%
51-60% AMI	1,061	1,061	0	0	100%
Total	10,611	2,359	1,186	674	40%



 **OPPORTUNITY**[™]
HOME SAN ANTONIO

A COMMUNITY OF POSSIBILITIES

