



STRATEGY 2037

A CENTENNIAL VISION

Building the Next Century of
Opportunity in San Antonio

A CITY AT A CROSSROADS

Housing is our stabilizer; resident services are our catalyst for upward mobility.



94%

with One Head of Household



45%

with Children

Affordable housing plays an essential role in the economic strength, workforce resilience and long-term vitality of San Antonio.

For nearly a century, Opportunity Home San Antonio has provided housing that supports generations of families, ensuring thousands of residents have a place to grow and thrive while contributing to connected, vibrant communities across the city.

As housing costs continue to rise, many aging housing communities that have served residents for decades require significant reinvestment to remain safe, sustainable and responsive to evolving needs. Deferred maintenance needs within Opportunity Home's public housing portfolio now approach \$500 million, highlighting the scale of the challenge and the importance of long-term planning.

Without coordinated action and sustained commitment, preserving affordability for future generations will become increasingly difficult.

Strategy 2037: A Centennial Vision outlines how Opportunity Home will navigate this defining period as the organization approaches its centennial year.

Grounded in responsible stewardship, community partnership and long-term investment, this effort reflects a **commitment to ensuring affordable housing remains part of San Antonio's future for generations to come.**

AN INTEGRATED APPROACH

Housing, opportunities and innovation form the foundation of Strategy 2037 and reflect the interconnected work required to support affordable housing across San Antonio.



HOUSING

Preserve, modernize, develop, acquire and finance affordable housing that expands resident choice, supports neighborhood stability and sustains long-term affordability across a diverse housing portfolio.



OPPORTUNITIES

Strengthen resident services, partnerships and community engagement efforts that connect residents to supportive resources, expand access to opportunity and reinforce long-term community well-being.



INNOVATION

Advance organizational effectiveness through technology, continuous learning and practical solutions that improve efficiency and support a responsive, accountable and customer-focused culture.

DELIVERING ON THE VISION

Strategy 2037 is designed to unfold in phases, creating a structured approach for long-term implementation while allowing Opportunity Home to respond to changing community and operational needs over time.

2026-2027 | CAPACITY BUILDING

Strengthen the foundation through strategic planning, employee development, technology enhancements, performance tracking and partnership cultivation.

2028-2032 | TAKING BOLD ACTION

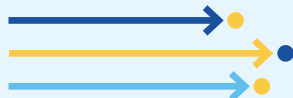
Advance large-scale housing preservation, redevelopment and housing production efforts while expanding resident opportunity and reinforcing Opportunity Home's role in shaping affordable housing solutions.

2033-2037 | COMPLETING THE VISION

Complete key transformation efforts that support long-term affordability, operational sustainability and continued service in the decades ahead.



THE SCALE OF THE VISION



KEY COMMITMENTS INCLUDE

- Advance a diverse portfolio of 14,500 affordable housing units, including preserving and modernizing 6,000 public housing homes
- Expand coordinated support systems that connect residents to education, workforce and health resources
- Enhance organizational operations, technology and service delivery systems
- Position the organization for long-term operational and financial sustainability
- Reinforce a leadership role in affordable housing advocacy and cross-sector collaboration



6,000

Public Housing Homes Modernized



5,500

New Partnership Housing
Units Produced



2,500

Affordable Housing Nonprofit
Portfolio Units Revitalized



500

Existing Housing Units Acquired

A SHARED VISION

Residents, employees, community stakeholders, public sector partners and housing practitioners helped shape Strategy 2037 through meaningful conversations about housing, neighborhood investment and the priorities facing the communities Opportunity Home serves.

The result is a vision informed by lived experience and guided by a shared commitment to preserving affordability, strengthening communities and creating pathways to opportunity through 2037 and beyond.

EXPLORE STRATEGY 2037

Visit homesa.org/strategy2037
or scan the QR code to learn more.



ABOUT OPPORTUNITY HOME

Established in 1937, Opportunity Home San Antonio, formerly the San Antonio Housing Authority, is the largest housing authority in Texas and one of the largest public housing authorities in the nation.

Through public housing, the Housing Choice Voucher program, its nonprofit housing portfolio, Affordable Housing Communities, and partnerships, Opportunity Home supports more than 82,000 individuals across the San Antonio area.

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 advances locally driven strategies that strengthen housing stability, operational sustainability and resident opportunity.**

MAYOR OF SAN ANTONIO

Gina Ortiz Jones

OPPORTUNITY HOME BOARD OF COMMISSIONERS

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Michael Reyes

Opportunity Home extends its sincere appreciation to the residents, employees, community stakeholders and partners who helped shape Strategy 2037: A Centennial Vision.

Their perspectives, experiences and participation brought greater depth, clarity and purpose to this work during a defining moment in the organization's history.



A COMMUNITY OF POSSIBILITIES



OUR MISSION

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

OUR VISION

Compassionate, equitable and vibrant communities where people thrive

OUR IMPACT

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

