Housing Master Plan
City of San Antonio
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Housing Master Plan Table of Contents

I. Executive Summary ..... **i**

II. Statement of Purpose **1**

III. Goals and Objective **3**

IV. Analysis of Current Conditions **6**

1. Executive Summary of the Market Analysis 7
2. Continuum of Care 20
3. Definition of Affordable Housing 38

V. Planning Process **55**

1. CRAG Executive Summary 56
2. Phase I Strategic Vision and Recommendations 62
3. Report of Strategic Planning Sessions 68
4. Report of Housing Summit 76

VI. Strategies **82**

1. Fundamental Revitalization Principal 83
2. Housing Policies 94
3. Housing Strategies
    a. Housing Alternatives 96
    b. Infrastructure Strategies 102
    c. Community Self-Help/Institutional Initiatives 104
    d. Capacity Building Model 111
    e. Special Needs Housing 115
    f. Military Housing 119
    g. Downtown Housing 126
    h. Market Rate Housing 131
4. Program Design Models 134
    a. Cottage Housing 134
    b. Modular/Factory Built Housing 137
    c. Employer Assisted Housing 140
    d. Shared Housing 142
5. Resource Assessment 145
6. Urban Design Strategies 150
    a. Rosedale Neighborhood Illustration 152
    b. Sunny Slope Neighborhood Illustration 154
7. E-Commerce Strategies 157

VII. Re-Tooling **162**

Assignment of Critical Function and Resources
1. Loan Servicing 162
2. Production Monitoring 163
3. Agency Roles and Responsibilities 163
4. Budget and Program Priorities 164

VIII. Implementation **165**

1. Project Opportunity Areas 166
    a. Cottage Housing 167
    b. Sunny Slope 169
2. Program Partnership Models 172
    a. Infill Housing Partnership Model 172
    b. Neighborhood Revitalization/Land Banking Partnership Model 175
3. Administrative Requirements (Monitoring and Reporting) 184
    a. Auditor/OMB Circular A-110 184
    b. Sub-recipient Monitoring 185
    c. Internal Production Reporting 185
4. Immediate Actions for Implementation of Master Plan 187
5. Five Year Action Plan 188

Appendix

Strategic Planning Sessions
Housing Summit
Monitoring Checklist Examples
Housing Market Analysis (under separate cover)

I. Executive Summary

The Housing Master Plan is the result of recommendations found in the CRAG Report and the Andersen Housing Performance Review. Both documents indicate the need for an overall plan to guide housing development in the City of San Antonio. The development of the Master Plan was timed to coincide with the holding of San Antonio's first Housing Summit. Information presented at the Housing Summit, as well as concerns voiced by Summit participants, played a large role in fashioning the goals and objectives found in the Master Plan and helped construct some of the recommendations that follow.

The Housing Master Plan has eight sections, the first is this Executive Summary. The second states the purpose of the Master Plan. The third section provides a look at the goals and objectives of the Master Plan. The fourth section provides a baseline understanding of current conditions found in San Antonio, looking at the high points of the Housing Market Analysis, performed in conjunction with the Housing Master Plan, and the City of San Antonio's Continuum of Care, and presents a definition of affordable housing that underscores the analysis. The fifth section relates aspects of the planning process for the development of the Master Plan, including summaries of the strategic planning sessions held in March and the Housing Summit, and recommendations from the CRAG Report and the Andersen Housing Performance Review. Section six puts forward a group of strategies that address issues developed through the identification of goals and objectives. Section seven provides recommendations concerning the retooling of programs and processes to enable implementation of the recommendations. The final section provides implementation suggestions along with proposed timelines for the implementation process.

The remainder of the executive summary will provide major recommendations found in the Housing Master Plan corresponding to the goals and objectives as outlined in Section III. These goals and objectives were developed through examination of past planning documents, such as the CRAG Report and the Housing Performance Review, as well as key interviews, the Housing Summit, and Strategic Planning Sessions. Recommendations are provided to address issues identified in these objectives. Page numbers are provided with each recommendation to allow the reader easy reference to the analysis and details of the recommendations.

Goal 1: Expand affordable housing opportunities.

Objective 1.1: Rehabilitate existing single and multifamily housing units to provide additional housing units.

- **Recommendation:** Facilitate self-help, corporate, and community rehabilitation initiatives through the establishment of a non-profit organization whose primary function is the organization and scheduling of "Christmas in April" type of housing repair activities (p. 109)

- **Recommendation:** Utilize HARP as an outlet for homes purchased through the Cottage Housing Model. Homes purchased by the City would receive rehabilitation assistance from Fannie Mae contractors and sold to qualified homebuyers (p. 136).

- **Recommendation:** Develop a Shared Housing Model project utilizing a rehabilitated house as an intergenerational housing opportunity (p. 142).

Objective 1.2: Provide infill housing development to provide new housing stock in older neighborhoods.

- **Recommendation:** Expand existing infill housing opportunities through the use of modular/factory built housing (p. 137).

- **Recommendation:** Facilitate infill housing opportunities through the development of infill housing partnerships as described in the Infill Housing Partnership Model (p. 172).

- **Recommendation:** Protect potential infill housing development sites through the placement of utility connections in easily accessible locations prior to the construction of new streets in older neighborhoods (p. 103).

Objective 1.3: Support non-profit housing providers through the provision of capacity building and technical assistance.

- **Recommendation:** Develop a Capacity Building Program, funded through the HOME CHDO Set-Aside and private contributions, to provide technical assistance, training, and networking opportunities to non-profit housing development organizations (p.111).

- **Recommendation:** Establish a new non-profit corporation to administer the Capacity Building Program and coordinate self-help initiatives (p. 109).

Objective 1.4: Increase the participation of community and faith-based organizations in revitalization efforts.

- **Recommendation:** Provide a centralized warehouse of tools and donated building materials for use by organizations participating in "Christmas in April" type housing repair projects (p. 111).

- **Recommendation:** Hold annual Housing Summits (p. 114).

Objective 1.5: Establish a standard allotment of CDBG funding to support housing development.

- **Recommendation:** City Council should establish set percentages for each funding category for use of CDBG funds (housing, public service, capital improvements, etc.) to be available each funding year (p. 94).

- **Recommendation:** Request for Proposals for each CDBG funding year should provide details of the standard allotments for each category (p. 146).

Objective 1.6: Continue to redefine SADA's role in revitalization efforts to take advantage of their unique powers for land acquisition and land assembly.

- **Recommendation:** Designate SADA as a citywide "Land Assembly Authority" and assign them the task of receiving and maintaining property for future development in targeted areas throughout the city (p. 86).

- **Recommendation:** Charge SADA with coordination of vacant lot inventory from City surplus property and tax foreclosures, acquisitions from private ownership, eminent domain acquisitions for redevelopment, donated properties from private owners, and other properties bought or received by the City and other taxing agencies as described in the Neighborhood Revitalization Land Assembly Partnership Model (p. 175).

Objective 1.7: Increase resources dedicated to housing and revitalization.

- **Recommendation:** Utilize opportunities to expand financial resources through the use of a wider variety of financial tools (p. 89).

- **Recommendation:** Utilize Section 108 Loan Guarantees as gap financing for downtown housing projects (p. 128).

- Recommendation: Work with the military installations in San Antonio to develop an Employer Assisted Housing Model to aid in finding appropriate housing for military staff and their families (p. 140).

Objective 1.8: Expand housing rehabilitation efforts utilizing volunteer support and resources.

- **Recommendation:** Establish a tool lending library and centralized materials warehouse for donated materials to support neighborhood self-help initiatives and "Christmas in April" type community service projects. (p. 111).

- **Recommendation:** Utilize non-profit organization formed to provide capacity building services to coordinate self-help, corporate, and community-based revitalization initiatives through the provision of organizational assistance, client identification, and scheduling of work crews (p. 109).

Goal 2: Expand special needs housing opportunities.

Objective 2.1: Develop alternatives to the traditional housing development models to serve special needs populations.

- **Recommendation:** Examine cottage housing, granny flats, duplexes, triplexes, and quadraplexes as an alternative to traditional special needs housing (p. 96).

Objective 2.2: Continue to stimulate a spirit of cooperation among service providers through the Continuum of Care process.

- **Recommendation:** Provide assistance in the development of funding proposals for the Supportive Housing Grant applications (p. 118).

Objective 2.3: Work with special needs providers to establish relationships with other funding sources and assist in the development of their funding proposals.

- **Recommendation:** Utilizing Capacity Building Program networking opportunities as an opportunity to expand funding from private funding sources for special needs projects (p. 118).

Objective 2.4: Work with neighborhood associations to relieve Not In My Back Yard (NIMBY) attitudes.

- **Recommendation:** Utilize non-profit organization created to run self-help programs and Capacity Building Program to work to counter NIMBY attitudes (p. 118).

Goal 3: Encourage desirable housing development projects.

Objective 3.1: Stimulate increased production of units for downtown housing development.

- **Recommendation:** Create development incentives through the use of Section 108 Loan Guarantees to encourage downtown housing development activities (p. 128).

- **Recommendation:** Expand the concept of downtown to include inner-city neighborhoods where redevelopment could serve the downtown labor pool (p. 128).

- **Recommendation:** Provide an Incentive Toolkit to offer developers to work on downtown projects (p. 129).

Objective 3.2: Encourage mix-use development inside Loop 410.

- **Recommendation:** Utilize mixed-use development concepts to provide walkable community opportunities (p. 132).

Objective 3.3: Develop a program in support of Sustainable Development.

- **Recommendation:** Evaluate the Sustainable Communities Initiative operated by the City of Austin for adaptation to the City of San Antonio (p. 131).

Objective 3.4: Encourage adaptive reuse projects.

- **Recommendation:** Customize the Incentive Toolkit to make adaptive reuse projects in downtown areas more attractive to developers (p. 129).

- **Recommendation:** Develop a Section 108 Loan Guarantee incentive program for downtown housing that promotes adaptive reuse for housing opportunities (p. 128).

Objective 3.5: Encourage retail and supportive services in close proximity to inner-city housing initiatives.

- **Recommendation:** Promote near downtown neighborhoods to retail service outlets for future expansion opportunities through the expansion of incentives to businesses (p. 130).

Objective 3.6: Encourage the design and development of Walkable Communities.

- **Recommendation:** Utilize mixed-use development concepts to provide walkable community opportunities (p. 132).

- **Recommendation:** Encourage the use of Location Efficient Mortgages where public transportation allows less dependence on automobiles (p. 132).

Objective 3.7: Assist developers with removing barriers in the development process.

- **Recommendation:** Develop an attitude of partnership with developers that foster a desire of all parties to work towards common goals with the creation of an ombudsman position in the inspection and permitting office to work with developers as a problem solver (p. 129).

- **Recommendation:** Take advantage of SADA's power of eminent domain to assist developers working on downtown and affordable housing projects with their land assembly process (p. 86).

Objective 3.8: Implement Incentive Toolkit and expand the use of TIF, PID, tax abatement, and fee abatements as incentives for desirable housing development.

- **Recommendation:** Adapt the Incentive Toolkit to encourage housing development in downtown and near downtown neighborhoods (p. 129).

- **Recommendation:** Widen the variety of financial tools utilized in housing development to include previously untried or underutilized products (p. 89).

- **Recommendation:** Designate the San Antonio Housing Trust as the responsible agency for Section 108, PID, TIF, tax abatement, Trust Fund, and other financial tools as available (p. 164).

Objective 3.9: Encourage infill housing production.

- **Recommendation:** Work with developers through the Infill Housing Partnership Model to encourage development of available vacant lots (p. 172).

Goal 4: Encourage the development of partnerships between developers, financial institutions and non-profit agencies.

Objective 4.1: Establish short and long-term goals and evaluate progress in an annual gathering of housing interests.

- **Recommendation:** Establish the Housing Summit as an annual event, varying the focus from year-to-year to cover a wide range of housing development topics (p. 114).

Objective 4.2: Institute a periodic, informal networking get-together of individuals interested in housing development to extend the networks established at the Housing Summit.

- **Recommendation:** Utilize the networking opportunities recommended in the Capacity Building Program as an opportunity

to create ongoing relationships between non-profit organization and private development and financial organizations (p.111).

Objective 4.3: Encourage for-profit development corporations to partner with non-profit organizations when applying to City funded development programs.

- **Recommendation:** Expand private funding sources for affordable housing projects through the creation and encouragement of networking opportunities through the Capacity Building Program (p. 118).

Objective 4.4: Identify opportunities to implement programs utilizing initiatives from Fannie Mae, the Federal Home Loan Bank, and others.

- **Recommendation:** Take advantage of a wider array of financial initiatives by partnering with institutions dedicated to affordable housing development (p. 89).

- **Recommendation:** Encourage broad industry participation in networking opportunities created through the Capacity Building Program (p. 118).

Goal 5: Improve program efficiencies.

Objective 5.1: Assist a larger number of clients through benefit caps.

- **Recommendation:** Optimize the use of CDBG and HOME funding through the establishment of maximum benefit levels for housing programs (p. 94).

Objective 5.2: Target funding programs to concentrate the impact of redevelopment activities.

- **Recommendation:** Develop a neighborhood targeting system that designates manageable geographical areas as target neighborhoods, develops Target Neighborhood Plans, and recognizes that successful revitalization efforts require a commitment from the community (p. 93).

- **Recommendation:** Reserve 40% of the annual allocation of CDBG and HOME funding for eligible activities within the target neighborhoods (p. 95).

Objective 5.3: Establish a formal process for the evaluation of proposals.

- **Recommendation:** Create a formal request for proposal and proposal evaluation guidelines that would steer the process of awarding and distributing CDBG and HOME funds (p. 147).

Objective 5.4: Institute a technical advisory committee to provide input to the Community Development and HOME programs.

- **Recommendation:** Create a technical advisory committee to provide input into program priorities for the use of CDBG and HOME funding (p. 164).

Objective 5.5: Remove administrative barriers from the process.

- **Recommendation:** Processing and legal documents used by City for contracting with sub-recipients and program participants should be streamlined to fit a maximum of 60 days after allocation of funds (p. 164).

- **Recommendation:** Payment processing for payment to sub-recipient for performance should be streamlined to insure payment within 15 to 30 days of receipt of a complete and accurate invoice (p. 164).

Objective 5.6: Establish uniform monitoring and evaluation processes for internal and external agencies involved in the housing delivery system.

- **Recommendation:** The Housing and Community Development Department should implement a comprehensive system of monitoring and reporting that covers its own agencies, as well as grant contracts with non-profit sub-recipients (p. 184).

Objective 5.7: Provide web-based application and monitoring processes to facilitate program participation.

- **Recommendation:** Develop a virtual one-stop-shop, combining the services of the various departments involved in housing development with opportunities for non-profit housing developers

to be included in the overall picture of the housing delivery system (p. 157).

Objective 5.8: Reduce costs and improve efficiency of the housing rehabilitation assistance programs.

- **Recommendation**: Implement the Cottage Housing Model as an alternative to major rehabilitation assistance to over-housed elderly homeowners on the rehabilitation waiting list (p. 134).

- **Recommendation:** Promote self-help, corporate, and community-based initiatives aimed at housing rehabilitation through the use of a new non-profit organization whose purpose is the coordination of "Christmas in April" type events and the provision of a central tool and materials warehouse (p. 109)

- **Recommendation:** Provide rehabilitated homes for resale to qualified buyers through the use of HARP for homes acquired through the Cottage Housing Model (p. 136).

- **Recommendation:** Provide transitional housing in rehabilitated homes for intergenerational households through the Shared Housing Model (p. 142).

Goal 6: Encourage urban design standards and amenities.

Objective 6.1: Incorporate "defensible" neighborhood concepts into subdivision design.

- **Recommendation:** Develop street lighting and signage standards (p. 151).

- **Recommendation:** Buffer neighborhoods against non-residential traffic through street reconfiguration as shown in the Sunny Slope Urban Design Illustration (p. 154).

Objective 6.2: Improve image and identity of existing neighborhoods.

- **Recommendation:** Provide gateways and entrance treatments (p. 150).

- **Recommendation:** Create pocket parks in key locations within the neighborhoods (p. 151).

- **Recommendation:** Utilize drainage facilities as walking and jogging paths as shown in the Rosedale Urban Design Illustration (p. 152).

- **Recommendation:** Improve access to existing parks and open spaces (p. 151).

- **Recommendation:** Create community gardens (p. 151).

- **Recommendation:** Improve intersections and cross walks (p. 151).

- **Recommendation:** Develop street lighting and signage standards (p. 151).

- **Recommendation:** Landscape small areas left over from street widening or other basic infrastructure improvements (p. 151).

II. Statement of Purpose

San Antonio has experienced tremendous population and economic growth over the past three decades. That growth has placed unprecedented demands on the infrastructure necessary to support such growth. San Antonio's housing market and neighborhoods continue to struggle to keep pace while faced with an increasingly diverse customer base and aging housing stock. Just as the community is changing, the approach to housing and neighborhoods, as well as our products used to address needs, must change.

The goals of building new housing and strengthening existing neighborhoods are further complicated by the fact that demand is far greater than the resources available to address the problems. We must, therefore, be creative in our approach, and resourceful in our implementation of programs aimed at meeting such demands. The Housing Master Plan will serve to provide a foundation for these efforts and to provide strategic guidance to all those who play a role in this city's success.

This master plan seeks to provide a blueprint for housing and neighborhoods that can respond to changes in the market, and that specifically responds to the demographics and market demand in San Antonio. It should be recognized, however, that housing is not always the answer to a given family's problems. Often, addressing other needs relieves problems that appear to involve housing only. Some type of centralized intake process, as described in San Antonio's Continuum of Care, is needed to identify the needs of households and point them in an appropriate direction.

The Housing Master Plan and Housing Summit have met the following broad objectives:

- Document the provision of affordable and market rate housing in San Antonio, including types of units available and location, market demand, products and cost, resources available, and financing methods;
- Develop a housing market analysis, including an analysis of housing products and financing structures not currently utilized in San Antonio;
- Establish benchmarks for best practices in the public and private industry that includes products, cost, efficiencies, and production levels, and determine appropriate local strategies and goals. Such

strategies and goals must be based on local conditions and comparable municipal environments;

- Determine areas of need and recommend housing products, resources and incentives necessary to help meet those needs over the next five years. This includes implementation strategies and the identification of roles and responsibilities of the implementers;
- Assist in the preparation and launching of a "Housing Summit" designed to build awareness and support for housing and neighborhoods and to provide diverse community input to the planning process as we generate the housing master plan; and
- Identify opportunities to integrate architectural and urban design standards into the housing delivery system.

III. Goals and Objectives

Goal 1: Expand affordable housing opportunities.

Objective 1.1: Rehabilitate existing single and multifamily housing units to provide additional housing units.

Objective 1.2: Provide infill housing development to provide new housing stock in older neighborhoods.

Objective 1.3: Support non-profit housing providers through the provision of capacity building and technical assistance.

Objective 1.4: Increase the participation of community and faith-based organizations in revitalization efforts.

Objective 1.5: Establish a standard allotment of CDBG funding to support housing development.

Objective 1.6: Redefine SADA's role in revitalization efforts to take advantage of their unique powers for land acquisition and land assembly.

Objective 1.7: Increase resources dedicated to housing and revitalization.

Objective 1.8: Expand housing rehabilitation efforts utilizing volunteer support and resources.

Goal 2: Expand special needs housing opportunities.

Objective 2.1: Develop alternatives to the traditional housing development models to serve special needs populations.

Objective 2.2: Continue to stimulate a spirit of cooperation among service providers through the Continuum of Care process.

Objective 2.3: Work with special needs providers to establish relationships with other funding sources and assist in the development of their funding proposals.

Objective 2.4: Work with neighborhood associations to relieve Not In My Back Yard (NIMBY) attitudes.

Goal 3: Encourage desirable housing development projects.

Objective 3.1: Stimulate increased production of units for downtown housing development.

Objective 3.2: Encourage mix-use development inside Loop 410.

Objective 3.3: Develop a program in support of Sustainable Development.

Objective 3.4: Encourage adaptive reuse projects.

Objective 3.5: Encourage retail and supportive services in close proximity to inner-city housing initiatives.

Objective 3.6: Encourage the design and development of Walkable Communities.

Objective 3.7: Assist developers with removing barriers in the development process.

Objective 3.8: Implement the Incentive Toolkit and expand the use of TIF, PID, tax abatement, and fee abatements as incentives for desirable housing development.

Objective 3.9: Encourage infill housing production.

Goal 4: Encourage the development of partnerships between developers, financial institutions and non-profit agencies.

Objective 4.1: Establish short and long-term goals and evaluate progress in an annual gathering of housing interests.

Objective 4.2: Institute a periodic, informal networking get-together of individuals interested in housing development to extend the networks established at the Housing Summit.

Objective 4.3: Encourage for-profit development corporations to partner with non-profit organizations when applying to City funded development programs.

Objective 4.4: Identify opportunities to implement programs utilizing initiatives from Fannie Mae, the Federal Home Loan Bank, and others.

Goal 5: Improve program efficiencies.

Objective 5.1: Assist a larger number of clients through benefit caps.

Objective 5.2: Establish a formal process for the evaluation of proposals.

Objective 5.3: Institute a citizens advisory committee to provide input to the Community Development and HOME programs.

Objective 5.4: Remove administrative barriers from the process.

Objective 5.5: Establish uniform monitoring and evaluation processes for internal and external agencies involved in the housing delivery system.

Objective 5.6: Provide web-based application and monitoring processes to facilitate program participation.

Objective 5.7: Target funding programs to concentrate the impact of redevelopment activities.

Objective 5.8: Reduce costs and improve efficiency of the housing rehabilitation assistance programs.

Goal 6: Encourage urban design standards and amenities.

Objective 6.1: Incorporate "defensible" neighborhood concepts into subdivision design.

Objective 6.2: Improve image and identity of existing neighborhoods.

IV. Analysis of Current Conditions

This section provides a baseline measure from which the Housing Master Plan considers a future direction for housing policies and programs. The first part of this section is the Executive Summary of the Market Analysis, which was commissioned by the City of San Antonio to accompany the Housing Master Plan. The full Market Analysis report can be found in the Appendix to this document. The Executive Summary of the Market Analysis highlights major findings from the Market Analysis, providing a frame of reference for the current state of housing in San Antonio.

The second part looks at infrastructure conditions in San Antonio, combining information from the Public Work Department, San Antonio Water System, and City Public Service, the major providers of infrastructure resources in the city. The analysis looks at service costs associated with development, particularly within Loop 410. It also takes into account recent efforts to upgrade infrastructure assets around the city.

The third section is the Continuum of Care from the City's Supportive Housing Grant Application to the U.S. Department of Housing and Urban Development. The document provides a comprehensive look at homeless services provided by the City and non-profit social service agencies. It provides a global structure for the delivery and expansion of services to the homeless and a variety of sub-groups. The document also provides a prioritization structure for future homeless services and housing opportunities.

The final part of this section is discussion of the term "Affordable Housing" and provides a basis for the development of housing programs and policies based on a definition that accounts for family size and income.

CITY OF SAN ANTONIO HOUSING MARKET ANALYSIS

EXECUTIVE SUMMARY

This executive summary presents highlights of the report: Market Analysis for the City of San Antonio Housing Master Plan. Much of the analysis is focused on the "Inner City," defined as the City of San Antonio area Inside Loop 410. Comparison and detailed analysis is also included for the County, the City and for geographic sectors located both inside and outside Loop 410. Virtually all growth indicators demonstrate the City's continuing strong growth toward the north.

Demographics

Population and household data for this report obtained in February 2001 are estimates and projections prepared by CACI/National Decision Systems based on 1990 Census data as well as periodic and recent updates from the U.S. Bureau of the Census. Characteristics of the population and households are of keen interest in a housing market study to assist in estimating the parameters of both the demand and need for housing. However, the current estimates were prepared just prior to the release of 2000 Census data, and therefore should be considered as an approximate snapshot of the characteristics needed to describe San Antonio's population.

- San Antonio is a city of 1,160,299 people as of January 1, 2001, of which 63.1% are of Hispanic origin and 6.5% are estimated to be Black. At the beginning of 2001, San Antonio included 82.2% of Bexar County population and 90.5% of the Hispanic population.

- Annual population growth in the 1990s in San Antonio was 2.3%, with household growth at 2.6% annually. San Antonio's growth rate has been higher than Bexar County due to aggressive annexation of growing subdivisions within the County.

- In the City of San Antonio, the number of households at the beginning of 2001 is estimated to be 412,297, with an average household income of $44,991. Almost 134,000 households have incomes between $15,000 and $35,000, representing 32.5%.

- Of the 220,814 households in the Inner City in 2001, an estimated 92,560, or 42% are renters and 58% are owners.

- The City of San Antonio is a city whose population is predominantly of Hispanic origin, with an estimated 63.1% in 2000. Geographically, distribution of the Hispanic population ranges from a low of 17.9% in the Far North East Sector to 91.6% in the West Side Sector.

- Median age of the population in the City increased from 29.8 to 32.1 years between 1990 and 2000, while the dependency factor of children and seniors has decreased from 43.1% to 42.9%.

- The percentage of population in the City under age 20 declined from 32.6% in 1990 to 32% in 2000 while the percentage of population over age 65 increased from 10.5% to 10.9%.

- Currently, the Inner City has more than 678,268 persons living in 220,814 households.

- More than 77% of the Inner City population Hispanic origin and 6.9% are African-American.

- While the Inner City includes 48% of Bexar County population, it has 71.4% of the Hispanic population and 62% of the African-American population.

- San Antonio's Group Quarters population increased by 4,747 between 1990 and 2000, a 22.9% increase. The increase was evenly distributed among the geographic sectors with none experiencing an increase of less than 20.4% and none more than 23.3%.

- San Antonio's Median Household Income for 1999 reported in 2000 was estimated to be $33,966, up from $23,584 in 1989, reported in the 1990 Census. This was less than 92% of the Bexar County Median.

- Almost 19% of households within the City of San Antonio had 1999 incomes less than $15,000 annually, compared to 16.6% in Bexar County and 25.3% in the Inner City.

- There are an estimated 173,165 renter households in the City of San Antonio in 2000, up by 22,826 households from 1990, an average annual increase of 1.4%.

- Within the City of San Antonio, an estimated 51.5% of all households are small 1-2 persons, and 33.5 are medium 3-4 persons, while 57.4% of renter household are small and 29.5% are medium size. Overall, only 13% of San Antonio renter households are large with 5+ persons

- Although an estimated 58.2% of all San Antonio households are homeowners, 56.5% of Hispanic households and 47% of African-American households are homeowners.

- Population growth rate within the City of San Antonio was higher than the County because of an aggressive annexation policy, increasing by 224,366 (2.3% annually) since the 1990 Census, and is expected to add another 129,373 persons over the next five years.

- San Antonio added 85,536 households from 1990-2000 and is expected add another 50,790 households over the next 5 years. Annual household growth in the City from 1990-2000 was 2.4%, and is expected to be 2.5% over the next 5 years.

- Population in the Inner City increased by 61,365 persons from 1990-2000, a rate of 0.9% and is expected to increase by an additional 31,610 population over the next five years, about 44% of the City growth rates.

- Households in the City of San Antonio have a Spending Potential Index (SPI) for Home Loans of 104 compared to 107 for Bexar County households and 95 for Inner City households. *The Spending Potential Index is the area average divided by the U.S. average.*

- San Antonio households spent an average of $2,162 on Home Improvement in 2000, translating into an SPI of 97, compared to 100 for Bexar County households.

- With a Spending Potential Index of 101, Bexar County households spend an average of $939 annually on Household Furnishings, compared to San Antonio households at $911. The lowest average expenditures for Household Furnishings are in the Central Sector with $800 and the Far South West Sector with $809 annually.

Employment

- Job growth in the San Antonio MSA has averaged almost 19,000 new jobs annually since 1990, a rate of 3.6%. The average growth rate since 1980 has been almost 4% annually. SA Research Corporation projects that employment growth will average more than 19,000 jobs at a 2.6% rate.

- Job growth in San Antonio will continue to support demand for housing in all price ranges.

- The goods producing or manufacturing and construction segment of the economy is increasing at a faster rate, 2.945% than is the service producing sector, 2.247%. This is a reversal of the national economy where manufacturing jobs continue to decrease.

- Manufacturing in the San Antonio market has changed over the past 10 years. Minimum wage apparel and textile production has been replaced with higher paying durable goods and metal fabrication jobs. These jobs are primarily in aerospace and electrical manufacturing.

- While service producing jobs are increasing at a slower rate they make up the greatest percentage of the work force, of the projected increase of 96 thousand plus jobs over the next five years 80,000 of these jobs will be in the service producing sector.

SUPPLY OF HOUSING

Market rate housing in the neighborhood context is related to the surrounding housing values, within the range of housing values in a given neighborhood. In the homebuyer context, market rate housing is related to housing the buyer or renter can acquire without housing assistance.

- The definition of market rate housing used in this analysis is related to the homebuyer, meaning housing that is purchased or rented without housing assistance of any kind.

- San Antonio's housing stock includes a total of 427,595 housing units of all types, of which 230,582 (53.9%) are located within the Inner City.

- The housing stock in City of San Antonio consists of 271,575 single-family units, 31,158 units in 2-4 plex units, 109,738 multi-family units in complexes of 5 or more units, and 15,124 manufactured homes/mobile homes and other types of housing.

- It is estimated that 200,939 housing units in San Antonio are owner-occupied, 162,870 are renter-occupied and 63,786 are vacant.

- Within the Inner City, single-family housing stock comprises 160,104 units, or 69%. There are 62,678 multifamily units in the Inner City, 27% of the total.

- The City of San Antonio has an estimated 28,174 housing units classified as very small with 1 or 2 rooms. Very small units in San Antonio represent 7.7% of total housing units compared to 7.6% in Bexar County.

- Within the City, an estimated 115,909 housing units are considered to be small, with 3 or 4 rooms, 79.6% of the Bexar County total. Small units in San Antonio represent 31.7% of total units compared to 31.9% in Bexar County.

- Large 7+ room homes comprise more than 16% of homes in San Antonio, 18% in the County.

- An estimated 2,200 housing units (1.18%) in San Antonio lack one or more plumbing facilities, 69% are single family. Most of the City's housing units lacking plumbing facilities are within the Inner City, with 99% of the total.

- A small number of housing units within the City depend on fuel oil, wood or other sources for heat, with almost 700 having no designated fuel source and probably no heat.

- Within the City of San Antonio, 18.5% of single-family units were built prior to 1950, and are more than 50 years old. For much of the housing stock, age means a higher quality of construction and historical significance.

- The age of houses within Inner City is much higher, with 35.8% built before 1950. Locations of Sectors within the City typically indicate the age of housing stock within that Sector.

- In the City of San Antonio, 65.8% of housing has an estimated value between $25,000 and $75,000, with 6.7% valued below $25,000. The average value of housing is estimated to be $62,439. Sixty-three percent of the housing was built prior to 1970.

- Owner-occupied structures comprise almost 72% of the single family housing in Bexar County, with 72.1% in the City of San Antonio and 67.6% owner-occupied inside Loop 410. The percentage of renter-occupied structures is lower within the Inner City at 32.4%.

- Appraisal District records show that 6.7% of all single-family homes within the City are valued under $25,000. Only 3.9% of Owner-Occupied single-family homes are valued under $25,000.

- Within the City of San Antonio, 18.8% of all single-family homes are priced over $100,000, compared to 22.4% in Bexar County and 4.3% in the Inner City.

- Of the owner-occupied single-family homes in the City of San Antonio, 22.3% are priced over $100,000, compared to 26.3% in Bexar County and 5.6% in the Inner City.

- A mortgage that includes acquisition of lower valued housing combined with a rehabilitation loan can be lower than required for a new home. The resulting rehabilitated house would likely be of higher quality than many of the new affordable houses currently being built.

- According to an SA Research Corporation survey conducted in January 2001, there is an inventory of 1,736 new single-family housing units priced under $125,000 in Bexar County. Of this inventory, 1,345 units are under construction and 391 are completed unoccupied.

- Residential building permits indicate the City has averaged 4,314 single-family housing starts annually from 1996 to 2000. This represents approximately 66% of the starts in the County.

- The most starts occurred in the North West Sector where there was an average of 1,451 and a 22.2% share of Bexar County starts over the last 5 years. The North East Sector captured 11.8% of starts with an average of 771 annually.

- Within the Inner City, there were an average of 603 single-family starts annually over the past five years, exceeding the 700 level in both 1997 and 2000. The highest Inner City levels were reached in the West Side and North Side Sectors with 174 and 139 units respectively.

- During the 1990s, a total of 42,152 new single-family housing units were added to the City of San Antonio in addition to those units annexed.

- From 1990 to 2000, 5,208 single-family housing units were added to the Inner City, accounting for 8.3% of the City's total housing production.

- Together, sectors north of U.S. Highway 90 between Loop 410 and Loop 1604 (the East, North Central, North East, North West and West sectors) accounted for 39,627 units added between 1990 and 2000 or 63.2%.

- The total number of housing units built from 1996 through 2000 using direct housing assistance is estimated to be 451, all of which are shown in the Inner City. This estimate does not include MCC and MRB loans closed in the last 5 years.

- From the January 2001 survey, there were a total of 14,671 vacant developed lots at the end of the 4th Quarter 2000. Of these 794 (5.4%) lots were in the Inner City.

- There are a total of 12,319 future lots in approved plats and plat applications in the San Antonio jurisdiction, of which 902 lots on 321 acres are in the Inner City.

- There are 86 current Master Plans and Preliminary Overall Area Development Plans (POADPs) with more than 48,000 lots planned of which 14 plans with 3,200 lots on 588 acres are within the Inner City. Another 343 acres are planned for multi-family development.

- A large share of the lots is planned for the Far North sector with 12,067 lots or 30.4% of the total lots planned. Most of the houses in this sector are priced above $125,000.

Housing Affordability

- The affordability index is the ratio of median household income to the income required to buy the median priced home. Only in San Antonio is the index higher in 2000 where the index is 1.38 than it was in 1996 at 1.32. However it is not the case for first time homebuyers

- City housing policy should consider both affordability and availability. If housing costs continue the rapid increase in the northern sectors of the city, buyers will look for homes they can afford in other sectors. If homes are not available in these sectors they will move into rural areas of the county or smaller cities in the surrounding counties.

- As the 64th ranked housing market in the U.S., San Antonio's 4th quarter housing price increase of 4.7% was the sixth highest in the Nation. The increase over the past five years has been a total of 17.3%

- The San Antonio Board of Realtors reports that the average existing home sale price rose 6.5% in 2000 from $117,296 in 1999 to $124,894 in 2000

- The number of existing houses listed for sale during 2000 jumped by 23.3% over 1998, an increase of 5,482. Over 40% of these listings expired prior to the house selling, which is generally the result of setting to high a price on the listing.

- Programs and policies designed to promote housing and home ownership should be concentrated in those sectors or contiguous to the boundaries of sectors where the average sales price shows the greatest difference from the areawide average sales price.

- New single-family home construction activity, whether scattered or concentrated, has a greater impact on sector housing values than does any other type of activity.

- As expected, the older core (pre-1940) sectors of the Inner City had 75% of the 8,638 residential additions, alterations and repairs over the last five years compared to only 25% in sectors outside Loop 410 where recent construction has occurred.

- Units receiving "Substantial Rehabilitation" under CDBG accounted for 61% of total rehabilitation from 1998 to 2000, while "Housing Reconstruction" accounted for 17%.

- Over the past five years, 4,118 housing units were demolished within the City of San Antonio with more than 91% in the Inner City. Of these, 1,738 (42,2%) were single-family units. and were multi-family units. Most of the 2,380 multi-family units demolished were in redevelopment projects of the San Antonio Housing Authority.

Code Complaints

- The City of San Antonio Code Compliance Department receives an average of 47,016 minimum housing complaints annually, of which an average of 42,869 (91%) are violations.

- 20.6% of all code complaints occurred in the West Side Sector while only 11.8% of single-family units are in this sector.

Manufactured Housing

- A Manufactured home is not a mobile home. As of June 1976, homes manufactured according to the national HUD Code are defined as "Manufactured Homes." Homes built prior to that date are referred to as "Mobile Homes." It is estimated by the Texas Association of Realtors that one out of every three new homes in Texas is a manufactured home.

- There are more than 15,000 manufactured home and mobile home units San Antonio, with an estimated 7,800 added since 1990. This total inventory represents 45% of Bexar County's 33,570 manufactured and mobile home units at the end of 2000.

MULTI-FAMILY HOUSING

- The San Antonio multi-family housing market area has rebounded during the past five years. In reviewing recent trends, we are reminded of the overbuilding that occurred in the mid 1980s, which was followed by a six-year period of practically no new construction at all.

- As a result of minimal building for the six-year period, occupancy levels began to revive by the early 1990s, and by 1993, developers responded to higher occupancy levels by finally beginning to build again.

- This trend continued through the 1990s, and during the last five years, 90 projects with a total of 13,709 units have received approval for construction in the Bexar County market area.

Multi-Family Housing Inventory

- There are 109,738 apartment units in the City of San Antonio and 31,158 "plex" units in duplexes, triplexes and quad-plexes for a total of 140,896 multi-family units. This is 92.7 of multi-family units in Bexar County.

- The North Central Sector and the North Side Sector together have 47,103 (42.5%) of the apartment units in Bexar County and 11,485 (35.6%) of plexes, resulting in a total share of multi-family units of 40.9% of Bexar County.

- San Antonio's apartment inventory includes 61,321 one-bedroom apartments, 42,768 two-bedroom apartments, 5,426 three-bedroom apartments and only 224 four-bedroom apartments. This is a unit mix of: 55.8%, 39.0%, 4.9% and 0.2% by number of bedrooms.

- The mix of apartments within the Inner City is 59.1% one-bedroom, 34.3% two-bedroom, 6.2% three-bedroom and 0.3% four-bedroom. This mix is heavier than the City average on the smallest and largest apartments and lighter on the two-bedroom units.

- San Antonio's one-bedroom apartments average 632 square feet and $490 rent per month. Two-bedroom units average 895 square feet and $640 rent. Three-bedroom units average 1,195 square feet and $840 rent. Efficiency units average 450 square feet and $375 rents.

- By comparison, Inner City apartments average smaller floor areas and lower rents in all bedroom configurations.

- There are variations geographically as well as by age of apartment complexes. For example, one-bedroom units built before 1980 average 68.6% of the monthly rent and 89.1% of the floor area when compared to the newer apartments built in the 1990s.

Multi Family Production Levels

- During the period 1996-2000, a total of 16,156 new multi-family housing units were added to the City of San Antonio in addition to those units annexed. The 1,503 average for the five years does not accurately reflect the housing market for that period as momentum began to build in 1994, reaching a high of 5,600 new apartment units built in 2000.

- Household income levels of a minimum of $25,000 to more than $35,000 annually are required at most properties built during the 1980s and 1990s to qualify for a typical large one bedroom or reasonably sized two bedroom floor plan.

- For many renters, even if annual incomes meet the threshold required as a minimum qualifying level in the apartment industry, their personal debt levels and expenses for other household necessities are high and net income available for housing seems to be diminishing.

- Rental Rates – A stable, fully recovered market has been exhibited, with 2% to 3% annual increases in effective monthly rental rates over the five-year period. Effective rents are projected to continue to increase at average annual rates of 3 to 3.5% through the Year 2005.

- During the past five-years, an average of 2,625 units were absorbed annually. Projections are for an average absorption of 2,315 units per year over the next five years.

- A total of 13,709 multi-family units received building permits from the City from 1996 to 2000, an average annual rate of 2,742 units. Almost 78% of the total was in northern areas.

Rent Affordability

- For a family with two or three children, who need a three bedroom apartment, a minimum monthly salary of at least $2,091 ($25,092) would be required for a 1980s constructed unit; for a newer apartment, built during the 1990s, a minimum monthly salary of at least $3,303 would be required ($36,636 annually).

Gap Indicated

- In spite of the San Antonio area boasting an attractive overall cost of living index compared to most other large, metropolitan areas in Texas, a realistic look at income levels indicates that a large segment of the renter market in our area must either live in rental housing which is too small, or too old, or both.

- The problem, the increasing shortage of affordable rental housing, is more obvious and more severe in Inner City areas where few new developments have occurred and where practically no new three bedroom floor plans (or larger) have been built during the past five years.

Downtown Housing

- Few properties are available downtown for the middle-income renter pool. And those that are intended for lower income renters are limited in the number of units and number of projects.

- Overall, the Downtown area has experienced occupancy in the high 90% range over the past five years, with many properties at 100% occupancy with waiting lists of prospective renters.

- The Downtown market displays the same gap exhibited throughout the city – an increasing demand for affordable rental units that is not likely to be filled unless developers gain access to programs that provide incentives to build a product for the affordable rental market.

Planned Multi-family

- A total of 8,703 multi-family units are planned by public and private entities for the near future. Most of the projects (5,308 units) are expected to use conventional financing; HUD 221d4 financing proposed for 1,508 units; and tax credits will be used for 496 units.

- A total of 1,682 multi-family units are planned for the Inner City, 56% of which are planned by SAHA and 29% are tax credit projects. Inner City units represent 19.3% of known plans.

- The San Antonio Housing Authority's planned units account for 12.5% of all units with all 936 family units planned for the Inner City and 150 units for elderly in the North East Sector.

SPECIAL HOUSING

Military Housing

- There are a total of 2,207 on-base housing units for families at San Antonio's five active military installations. Another 1,161 total on-base housing units are proposed or being built at Lackland, Medina Annex and Randolph. In addition to family housing on-base,

- The total population assigned to military installations in San Antonio is 22,677, including on-base military and students, funded civilians, civilian support and dependents.

- Levels of on-base housing have remained static or have decreased significantly. The current trend is for military housing to be *privatized.* In the Air Force, the average age of housing inventory is 36 years and 65,000 of the 106,000 units require revitalization.

- All services are currently preparing family housing master plans to define how they want to take care of their inventory of bad housing over the next six years.

- *Military Family Housing*: On-base housing is often dilapidated and lacks modern facilities, with almost 60% regarded as substandard. On-base housing has an average age of 33 years with one-quarter of this housing over 40 years old.

The 1999 San Antonio Basic Housing Allowance for Housing (BAH) is shown below:

Basic Housing Allowance	**Without** Dependents	**With** Dependents
Enlisted personnel	$379 to $644 per month	$508 to $ 826 per month
Officers	$475 to $883 per month	$613 to $1,029 per month

- At Lackland AFB, 720 housing units were constructed in the 1950's, all of which are beyond economical repair and need to be replaced. Replacement of this housing was long overdue.

- There are two site locations for the Lackland AFB Military Housing. One site is approximately 66 acres and the other site is approximately 30 acres. Demolition of approximately 272 existing housing units is required on one site. There are 8 different unit plans that will make up the 196 single-family homes and 224 multi-family homes.

Public Housing

- The San Antonio Housing Authority ("SAHA") serves 50,000 citizens in San Antonio.

- SAHA serves over 5,700 families and 2,100 senior citizens are in public housing and another 12,000 families and senior citizens through Housing Assistance contracts with rental apartments and homeowners.

- The average family size in active Housing Assistance Programs is 2.46 persons, with an average annual income of $7,423 and an ethnic composition of 72% Hispanic and 28% non-Hispanic.

- The majority (74%) of participants in the active Housing Assistance Program are families, 20% are disabled and 6% are elderly. More than two-thirds are Hispanic within each group.

- SAHA reports there are 12,262 households on the waiting list for Section 8 vouchers and 4,875 households on the waiting list for public housing. An estimated 4,500 are on both lists.

- San Antonio Housing Authority waiting lists are largely for 3 bedrooms or less, with the majority requesting 2 bedrooms, consistent with market trends, and 75% are Hispanic.

- Almost 98% of the 10,610 SAHA single-family and Section 8 housing units are within the City of San Antonio, and 74.2% are within the Inner City. The North Side Sector has the largest share of these units with 2,076, a 19.6% share. The South West, West Side and East Side Sectors each have shares greater than 10% of total units.

- More than 2,100 housing units are in the planning stage by SAHA, including replacement housing for Victoria Courts, Springview, Mirasol and Alazan Apache.

- Because of demolition, the net effect of both the Springview and Mirasol projects will be more in terms of *replacement housing* rather than net additions to the Inner City housing stock.

Assisted Living

The growing elderly population in San Antonio is driving the boom of assisted-living facilities here. The assisted-living centers serve seniors who need help with everyday living, but are not sick enough to require nursing-home care. Most of the facilities depend on private-pay patients, but some also accept Medicare reimbursement.

- Assisted Living facilities that survive will need to provide special care, such as care for Alzheimer's and dementia patients because the need for quality facilities to care for patients suffering from the disease is great. Costs range from $1,200 to $3,000 a month.

Group Quarters population includes all people not living in households. Two general categories of people in group quarters are recognized: (1) institutionalized population which includes those in correctional institutions, nursing homes, and juvenile institutions; and (2) non-institutionalized population, those who live in college dorms, military quarters and group homes.

- Nationally, the percent of persons in Group Quarters in 2000 represented 2.8% of the total population. In San Antonio, persons in Group Quarters represent 3.1% of the population compared to 2.5% in Bexar County.

Social Services/Shelters

The San Antonio Metropolitan Ministry (SAMM) guests (homeless individuals and families) are divided into three groups: overnighters, priority guests and medical guests.

- SAMM accommodates an average of 135 single men and women, 17 families and 15 medical guests each night.

- The City's Dwyer Avenue Center provides apartments for homeless individuals; low cost housing for families unable to locate or afford housing within the community; and an emergency overflow shelter for women and children.

Special Needs Housing

- Awareness of special needs populations has made demand for these groups a housing issue to be dealt with. As with any illness, rehabilitation requires stable and sustained housing.

- The City's Department of Community Initiatives counted 1,278 total emergency shelter beds in San Antonio in 1996, while the City's homeless population was more than 17,000 of which 2,800 were infected with HIV.

- Longer term housing for the homeless is generally inadequate and emergency shelters are not the answer. The latest strategy has been to come up with low-income or assisted housing that is stable, long term and closely related to the health professional and other social services.

DEMAND FOR HOUSING

Demand for housing in San Antonio is measured by the increase in the number of units sold or newly occupied (absorbed) by geographic location. The quantity of demand is driven by job growth and household growth within the region. Location of demand, especially demand for single family housing, is driven by place of employment, schools and money (household incomes & financing). In recent years, *financing* has been the primary determinant of demand for multi-family housing.

Annual demand for single family housing in San Antonio is being measured by the number of new homes sold by sector. The sector not only reflects the amount of demand but also the price level.

- Characteristics of a geographic area determine its attractiveness to both homebuyers and lenders. Lenders are part of the demand equation because they are involved in acquisition of raw land, development of subdivisions, construction financing of homes, and mortgage financing.

- Since the market for new single family and the resale of existing single family housing is demand- driven, City housing policy can be more effective if it addresses *demand*.

- Overall demand for market rate single family housing in Bexar County has averaged 6,311 units annually over the past five years, with an overall demand of 7,134 in 2000.

- Within the City of San Antonio overall demand for single-family housing has averaged approximately 68% of demand in the county at 4,314. However, demand for single family housing in the City was lower in 2000, at 3,542, approximately 50% of the County total.

- The highest price level of demand within Bexar County over the last five years was for homes priced between $100,000 and $200,000 at a 45.2% share of total demand. Although a household with the median family income should be able to afford it, single-family homes priced under $100,000 captured only a 39.5% share.

- Among the 92,560 renters within the Inner City, there could be an existing pool of 5,331 potential homebuyers from renters, if sufficient housing assistance were available.

- Inner City single family housing market Demand is projected to average 436 units annually and single family housing units with housing assistance will average 200 units annually based upon current capacity, and unmet demand (need) of 76 annually resulting in total demand/need averaging 712 single family units annually.

DEMAND POTENTIAL FOR AFFORDABLE HOUSING

New Households Added Annually	Annual Avg 2001-2005	Five-yr Total 2001-2005
City of San Antonio New Households*	10158	50790
Single Family @ 67.8%*	6806	34029
INNER CITY		
New Households Added	1987	9937
New Households into existing housing	497	2484
Potential Single Family Households Added	775	3875
SF Market Demand (no assistance)	436	2181
SF Assisted Housing Demand	200	1000
SF Assisted Housing Unmet Demand	76	381
SF Market + Assisted Demand (households)	712	3562
Potential Affordable Homebuyers **Added**		
$15,000 to $34,999 w/propensity to own	**276**	**1381**
Potential Affordable Homebuyers **Existing Pool**		
Annual renters w/propensity to own	**1066**	**5331**
Annual demand from Households Added + "potential" demand from Existing Pool	**1342**	**6712**

- Market Demand within the Inner City has averaged 233 new single-family home sales annually since 1996 averaged 3.7% of Bexar County sales, but reached almost 6% of County totals in 2000. Almost 69% of new Inner City housing is priced under $60,000.

- SA Research Corporation estimates that 451 housing units have been sold in Bexar County using housing assistance programs since 1996, an average of 90 new homebuyers annually.

Projected Demand for Single Family Housing by Price Range

- From year 2001 to 2005, *market demand* is projected to exceed 36,500 units in Bexar County for all price ranges, an average of 7,318, 16% above the 1996-2000 average and reflecting a higher relative demand for single family over multi-family housing.

CONCLUSIONS

Analysis of demographic and housing data such as is included in this report must be accompanied by useful conclusions. SA Research Corporation is seeking to identify the areas of greatest need for affordable housing, the greatest need for housing rehabilitation and the greatest capability for new infill housing. In order to do this, a set of criteria is necessary for each objective to compare the geographic sectors to reach such conclusions.

Criteria for Determining Need and Potential. This analysis uses substitutes for data that would directly address specific questions. We can approximate the adequacy of the overall housing stock. We can estimate how many households are renters and how many have incomes between $15,000 and $35,000. We can identify appropriate criteria to be used in determining the need. These include the above as well as out-migration, ratio of potential buyers to actual buyers or other factors.

Conclusions on Areas of Greatest Need for Affordable Housing.

- Based upon comparisons of population, households and change data, the areas of the Inner City with the greatest need for affordable housing are the West Side, East Side and South Side Sectors.

Conclusions on Areas of Greatest Need for Housing Rehabilitation.

- Aeas of greatest need for housing rehabilitation are the West Side, Central and East Side Sectors.

Conclusions on Areas of Best Potential for New Housing Infill.

- Although most indicators of best potential for new infill housing favor sectors outside Loops 410 and 1604, the areas of Best Potential for New Housing Infill within the Inner City are the West Side, South Side and a tie among the South East, South West and North Side Sectors.

Conclusions on Areas of Greatest Need for Public Housing Policy.
Areas of greatest need of public housing policy and assistance are the **West Side**, **South Side** and **East Side** Sectors. The **West Side** Sector ranks highest in all three of the categories: Affordable Housing Need, Housing Rehabilitation and Housing Infill Potential. The **South Side** Sector ranks second in Housing Infill Potential, third in Affordable Housing Need, and fifth in Housing Rehabilitation need. The **East Side** Sector ranks second in Affordable Housing Need, third in need for Housing Rehabilitation, and sixth in Housing Infill Potential. Honorable mention goes to the **Central** Sector which ranks second in Need for Housing Rehabilitation.

IV. 2.
Continuum of Care

CITY OF SAN ANTONIO

Continuum of Care Narrative

1. *Abstract* of your Continuum of Care.

Since its inception in 1982, the San Antonio/Bexar County Continuum of Care has actively addressed issues regarding homelessness in our community. Under the leadership of the City of San Antonio's Department of Community Initiatives' Community Action Division, the Continuum of Care has expanded from its humble beginnings to a membership of over seventy-five agencies representing a wide array of organizations committed to combating and preventing homelessness. The diversity of the Continuum is a crucial component to its success and includes the following representatives of the community: faith-based organizations homeless and mainstream service providers, private sector, and homeless and formally homeless individuals. The Continuum has steadfastly remained responsive to the housing and service needs of homeless individuals and families by ensuring that the homeless have avenues by which their needs can be met.

A major strength of the Continuum is its constant need to challenge itself. The Continuum provides a forum whereupon agencies convene to discuss the strengths and weaknesses of services available in the community. Through a professional and diplomatic process devoid of divisiveness and rancor, agencies can highlight programs that have been most productive in transitioning individuals toward self-sufficiency and residential stability; on the other hand the Continuum can also identify programs that need improvements in service delivery and recommend collaboratives with other programs in order to fortify programs that may require such action. The main goal of the Continuum is to ensure that homeless individuals can move along the Continuum and utilize services in order to re-acclimate homeless individuals back into mainstream society with a sense of dignity and self-respect.

The Continuum also keeps all members abreast of new and proposed legislation that will directly impact the homeless population. Most recently, the Continuum was informed of the Kennedy-Spector Hunger Relief Act (H.R 3192), an act that would restore food stamps. Because many of our Continuum members are immersed in the delivery of service to homeless clients, some may not be aware of such legislative matters that can either hamper or enhance their programs and the lives of their clients. The Continuum, therefore, serves as the perfect forum in which to disseminate such information. It is important to note that the Continuum merely presents information about legislative matters and assesses its impact on clients; it leaves individual members responsible for determining its own position on legislative mattes. Such neutrality demonstrated by the Continuum regarding legislative mattes ensures an apolitical, objective network of agencies that will allow all agencies to work and dialogue together in an impartial and harmonious manner, devoid of political divisiveness. The Continuum plays a key role in ensuring quality assurances in funded programs as well. The City of San Antonio convenes Continuum members to serve on rating and ranking committees for the Supportive Housing Program (SHP) grant, the Emergency Shelter Grant (ESG), and the Housing Opportunities for Persons with AIDS (HOPWA) grant. Participants of the committees, of course, must not be applicants in the respective grant to be reviewed in order to avoid a conflict of interest.

Representation on such committees ensures that each committee is a diverse reflection of the Continuum itself, as committees include representation from the City, the County, community-based organizations, and consumers. The Continuum implements its own Quality Threshold Review prior

to committee evaluations. Such a review ensures that all applicants are submitting proposals that accurately reflect the goals of each grant. The rating and ranking committee will also review proposals and recommend modifications to ensure upper-most efficacy in projects recommended to HUD for potential funding.

Another important component to the Continuum is its collaborations with local colleges and universities. San Antonio is home to five universities and four junior colleges. The Continuum utilizes resources from local institutions for a multitude of services in our united endeavor to address poverty. St. Mary's University's School of Law, the only law school in South Texas, is an active participant of the Continuum of Care, and through its Legal Assistance Program, provides legal services to the homeless. Individual members of the Continuum also capitalize on the many academic resources and utilize students and faculty in the programs. For example, Family Violence Prevention Services utilizes graduate level interns from the University of Texas at San Antonio and St. Mary's University for their Community-Based Counseling Program. Another example of utilizing existing academic resources is the Visitation House, an agency that provides transitional housing to women and their children. The Visitation House works closely with the University of the Incarnate Word (UIW). Both undergraduate and graduate students volunteer valuable time to the agency, providing educational assistance to both the women and children who reside at the Visitation House. The Visitation House has also established a mentorship program. This program has proven instrumental in bolstering the educational commitment of the homeless mothers as they strive to attain their goals.

Overall, the Continuum is an apolitical body of a diverse group of community members whose mission is to address homelessness in San Antonio. By convening approximately eight times a year, the Continuum has been effective in (1) ensuring an effective service delivery system Among providers, (2) informing all members of Congressional acts that may impact the homeless, and (3) maintaining an efficient and effective project quality threshold for all proposals that seek funding.

2. Your community's *planning process* for developing a Continuum of Care strategy

The lead entity for the CoC planning process is the City of San Antonio's Department of Community Initiatives' Community Action Division (CAD). CAD commits itself to the assurance that the Continuum is all all-inclusive decision-making body. Recent inclusion in the CoC is the San Antonio Independent School District (SAISD) whose district boundaries enter the downtown area, a crucial location in the homeless arena. CAD initiates meetings and implements an agenda based on the needs and requests of the Continuum members.

CAD's unique position as a public agency under a local city government enhances the resources available and bolsters the strength and flexibility of the Continuum. CAD has established several beneficial partnerships with other departments in the City. To facilitate its request for proposal (RFP) process for ESG and HOPWA, CAD coordinates with the Department of Housing and Community Development (H&CD) to hold over twenty public meetings located around all quadrants of the City. Such public meetings discuss CDBG, HOME, ESG, and HOPWA. Such coordination enables CAD to inform the Continuum of available grants, and allows the committees within the Continuum to offer valuable advice and recommendations to agencies regarding their funding requests. The Community Action Division's active involvement with the City of San Antonio Consolidated Annual Plan ensures that the Continuum will align itself with both City and Federal directions, and in so doing effectively meet the homeless needs in the community.

As the administrative agent of the SHP, ESG, and HOPWA grants, CAD has a vast knowledge of the services that are provided to the community; this knowledge ensures that CAD can effectively facilitate discussion regarding the delivery of services. Furthermore, CAD staff can provide information regarding the effectiveness of projects that are funded under the above-mentioned grants. As mentioned earlier, the CoC is utilized to form ranking and rating committees for evaluating proposals. CAD staff becomes an important resource as CoC committee members evaluate potential programs. Staff can provide insight into expenditure rates, number of clients served, and statistics regarding the goals of each grant. Such information enables the CoC to render sound, rational, and impartial decisions when determining which projects meet the quality threshold for proposal submission to HUD or funding recommendations to City Council.

b. Describe your community's CoC planning structure.
The CoC works systematically to ensure that homeless clients are transitioned along the Continuum to attain self-sufficiency. **Prevention, outreach and assessment, emergency shelter, transitional housing, supportive services** and **permanent housing** comprise the major components of the Continuum.

Prevention:

A primary goal in the Continuum is prevention. Because the unforeseen often occurs--family emergency, unanticipated expenses, etc.--the Continuum has taken a proactive role in ensuring that families who experience a momentary financial crisis can maintain residential stability by offering a number of services to the community.

With a diverse funding base, several agencies and government entities in the Continuum are able to provide assistance to individuals and families in a concerted effort to prevent homelessness. The Emergency Shelter Grant, Project WARM, private foundations, and community donations have supported several programs designed to deter homelessness. The City of San Antonio's Community Action Division (CAD) operates two programs located on the eastern and western sectors of the City, areas that have high concentrations of the working poor. The Community Action Programs--East and West--provide a comprehensive range of emergency and supportive services to low-income residents in Bexar County. These services include advocacy, emergency food, utility assistance, rental assistance, transportation assistance, budget/financial counseling, information and referral, and income tax assistance. The Community Action Division also provides a Fair Housing Program which provides comprehensive housing counseling that includes fair housing counseling, tenant/landlord dispute mitigation, pre/post purchase counseling, and foreclosure prevention counseling.

Outreach and Assessment:

The CoC members utilize various methods in providing street outreach to homeless persons as well as organized centralized outreach campaigns. These methods involve distributing brochures, sending caseworkers and volunteers to homeless persons living in places not suitable for human habitation, and participating in homeless events located in the downtown area.

The San Antonio Metropolitan Ministries (SAMMinistries) publishes a directory of services that includes an alphabetical listing of services provided by agencies in our community. Agency names, locations, and telephone numbers help homeless individuals obtain a sense of direction in their lives.

The categories that the directory utilizes include agencies that will assist with a wide array of needs, such as counseling, legal services, youth activities, child care, emergency shelter, transitional housing, homeless prevention, and permanent housing. The directories have proven instrumental in

providing valuable information to the homeless as well as strengthening the linkages between the Continuum, as case management teams utilize and disseminate the brochures. The Continuum, of course, realizes that not all homeless persons are literate, so other methods of outreach are utilized as well.

The Center for Health Care Services (CHCS), El Centro del Barrio, and the San Antonio Metropolitan Health District provide street outreach. CHCS conducts a street outreach program though the Projects of Assistance in Transition from Homelessness (PATH) Team. The CHCS does not restrict its outreach to merely its potential clients base, but performs outreach on behalf of the agencies in the homeless service delivery system as well. Our community's health care provider for the homeless, El Centro del Barrio, also employs teams to conduct outreach. Such teams regularly provide direct medical assistance to homeless individuals in targeted non-shelter locations. The San Antonio Metropolitan Health District (SAMHD) complements the work of El Centro Del Barrio by testing the homeless for tuberculosis and HIV/AIDS.

Continuum members engage in other forms of outreach as well. Events such as "Christmas Under the Bridge" and the "Homeless Fair" provide opportunities for the wide array of Continuum members to convene and offer services directly. Literature regarding the different programs available in the community is distributed as well as tangible assistance, such as receiving hygienic products and clothing. The annual "Homeless Awareness March and Rally" offers an educational campaign on the causes of homelessness and the types of services available in the community to educate both the homeless and the community at large.

Client assessment occurs at the location of any service provider in the Continuum. Caseworkers survey each client to ascertain what his or her needs are. For example, if a woman were fleeing from an abusive relationship, she would first find shelter at the Battered Women's Shelter (a.k.a. Family Violence Prevention Services, FVPS). An FVPS caseworker would evaluate her situation and refer her along the Continuum toward self-sufficiency. The woman would be referred to a homeless shelter that would accommodate her family situation. If she is a non-parent, she would be referred to the Dwyer Avenue Center's Single Room Occupancy program. If she is a parent, she would receive referrals to transitional living facilities such as the Salvation Army's Scattered Site Program, SAMM Housing, or the Visitation House. If childcare provisions are required, appointments would be made to enroll her children into either the Salvation Army's Hope Child Development Center or the Children's Shelter. The woman's skills would also be assessed, and she would be directed in the most appropriate educational path. If the client needs to complete her GED, she would be referred to Avance or Project QUEST. The caseworker that performs the initial intake will remain with the client until services are procured and follow-up with the client to determine progress in self-sufficiency.

Through all of the above-mentioned avenues to provide services to the homeless and the San Antonio community, the Continuum strives to ensure that its services are visible and easily assessable to individuals in need. This feat is accomplished by the centralization of services public events, and street outreach. The Continuum also analyzes other strategies by which services can reach the ears of the homeless and the Community at large. Several programs on public access have featured stories that deal with homeless issues. These programs serve not only to inform the homeless but also to engage the public to volunteer and support efforts initiated by the Continuum.

Emergency Shelter:

The San Antonio/Bexar County Continuum of Care system provides two types of emergency shelter for homeless individuals and families. The first are crisis-operated temporary emergency shelters that

are established by the City of San Antonio during extreme weather conditions. In such times, Community Centers are utilized and staffed by the City of San Antonio's Department of Community Initiatives, providing additional food and protection from the elements. By linking with existing permanent emergency shelters, individuals and families are referred and transported to community centers when their facilities are at full capacity due to inclement weather. These temporary shelters operate with the support of the City of San Antonio's general fund revenue.

The Continuum includes many agencies that provide emergency shelter assistance: Catholic Worker House, Children's Shelter of San Antonio, Dwyer Avenue Center Overflow Shelter, Family Violence Prevention Services, Father Flanagan's Boys Town, Hope Action Care, New Jerusalem Missionary Baptist Church, The Salvation Army-Hope Center, San Antonio Metropolitan Ministries (SAMM), and the San Antonio Rescue Mission. The two largest emergency shelters, The Salvation Army and SAMM are easily accessible from their location on the perimeter of the downtown area. All of the emergency shelters provide case management services facilitating the assessment of the participants' needs, resources, and level of motivation. Individuals and families demonstrating the need and desire may transition into a supportive housing environment by a referral/placement in to a transitional living facility or referral/placement directly to permanent housing.

Transitional Housing:

The three most prevalent types of transitional housing programs in our community are congregate housing, scattered-site housing, and shared housing. The following are examples of each type:

A good example of a congregate transitional housing program is the City of San Antonio's Dwyer Avenue Center. The Dwyer is a large, multi-story, 104-unit apartment type facility that provides housing to homeless singles and families. The family units are comprised of at least one bedroom, a kitchen, living room, and bathroom. Single units are comprised of a bedroom and kitchen; bathrooms are available in a dormitory style arrangement. The facility offers other amenities to enhance the lives of the residents such as an enclosed play area for children, a laundry room, and two lounges. Being located in an urban environment, security of the residents is ensured by the use of security guards, as well as security cameras monitoring the building. This style of transitional housing provides needed safe, affordable housing to homeless persons, enabling them to concentrate on attaining their goals for education, job training and employment.

The Salvation Army operates a scattered site transitional housing program. The program utilizes the leasing of apartments in different complexes throughout the community to meeting the housing needs of homeless families. The size of the apartments varies from one to three bedrooms, with each apartment complex offering different amenities. The City of San Antonio encompasses a large geographic area and this type of housing has been crucial in accommodating the needs of homeless families to be in near proximity to places of employment, schools for children, childcare facilities, and public transportation.

Shared housing is the transitional housing model utilized by the House of Hope. The shared housing program is structured where single, homeless persons with severe disabilities, particularly those with HIV/AIDS, share a house. The number of residents is dependent on the number of bedrooms of the house, with one individual per room. The kitchen, living room and bathrooms are designated common areas. This communal living situation provides practical living skills experience, promotes independence, and encourages positive interaction with others.

Regardless of the transitional housing facility type, each program in the CoC system engages the homeless population it serves in the development of individual self-sufficiency plans and provides the

support services to help attain their goals. As individuals and families participating in these programs progress toward independent living, casework staff assist them to develop plans and resources to access permanent housing.

Permanent Housing:

The Continuum of Care system utilizes two different housing providers in assisting homeless individuals and families transition into permanent housing. One is the San Antonio Housing Authority (SAHA), our local public housing authority and the second is the Community Housing Development Organizations (CHDO). The San Antonio Housing Authority, as well as CHDOs, offers affordable housing within the community--usually the largest barrier for homeless persons transitioning to permanent housing. The Continuum continues to utilize its lead organization, the City of San Antonio's Community Action Division (CAD), to work in partnership with the City of San Antonio's Department of Housing and Community Development (H&CD) to increase the affordable housing stock in our community.

The Continuum is working toward partnering directly with CHDOs to facilitate the transitioning of homeless persons to permanent housing. Continuum members have begun this partnership with the San Antonio Alternative Corporation, a CHDO in the area of housing for persons with HIV/AIDS. This organization was recommended for funding to rehabilitate six apartment units for persons with HIV/AIDS. Construction for the project should commence this fall. Agencies are currently working with the San Antonio Authority to establish collaborative endeavors by which clients can easily transfer from a transitional housing facility into a permanent housing program.

The Continuum system also has two supportive service programs to assist families maintain permanent housing. These are the National Veteran's Outreach Program's (NVOP) Housing Assistance Program, and the San Antonio Housing Opportunity Partnership Education (SA HOPE) program.

NVOP's Housing Assistance Program's primary mission is to access and place homeless individuals and families in permanent housing utilizing rental assistance. Housing placement workers locate, inspect, and secure safe and clean affordable housing for clients. In addition, the services offered the newly placed individual or family include consumer budget management classes and counseling, thus increasing the opportunity for residential stability.

Partnerships between the City of San Antonio's community Action Division (CAD), the Enterprise Foundation, and the Fannie Mae Foundation engendered SA HOPE, a non-profit organization supported by Fannie Mae, the San Antonio Board of Realtors, the San Antonio Credit Union, USAA Federal Bank, and local home builders, which prepares low-income individuals and families for home-ownership.

The support system the Continuum has worked to establish for homeless individuals and families transitioning to permanent housing will not be effective if the quantity of affordable permanent housing does not increase. The establishment of a ten million dollar housing trust by the City has made funds available to builders constructing low-income affordable housing in the community. The Continuum will forge to create partnerships with developers to create affordable housing for the people we assist.

Permanent Supportive Housing:

The San Antonio/Bexar County Continuum of Care system utilizes two types of permanent housing with supportive services. The first is Shelter Plus care programs and the other is the Supportive Housing Program's Permanent Housing for Persons with Disabilities. Both programs offer permanent housing with supportive services for homeless persons with disabilities enabling this special needs population to live as independently as possible in a permanent setting.

SAHA in partnership with other Continuum members, such as The Center for Health Care Services (CHCS) and the House of Hope, offer rental assistance through the Shelter Plus Care (S+C) program. The different organizations SAHA partners with offer their expertise in addressing the housing as well as supportive service needs of this targeted special needs home less population. The House of Hope provides permanent supportive housing to severely disabled, chronically and/or terminally ill homeless persons, particularly those persons with HIV/AIDS and their families. Services to meet the medical, mental, and emotional needs of the consumer are offered in a permanent setting. CHCS, on the other hand, targets homeless persons with mental illness and/or chronic substance abuse problems. As this community's mental health and mental retardation (MHMR) service provider, they bring to both the partnership and the Continuum their experience with this special needs population. Services provided to the participants include psychiatric evaluations, alcohol and drug abuse services, crisis intervention, and medications.

The Boulder Creek Program represents the other type of permanent supportive housing available in this community's continuum of car system. Sponsored by the Autistic Treatment Center, this program provides permanent affordable, community-based housing with supportive services to single, disabled homeless persons with Autism/Pervasive Development Disorder.

Supportive Services:

In the provision of supportive services, the Continuum has demonstrated a community that can develop a comprehensive strategy and service delivery system, which crosses various agency and service lines in order to develop programs to address the supportive services in the continuum of care system. These supportive services include childcare, mental health counseling, legal services, transportation assistance, food, clothing, utility assistance, rental assistance, crisis intervention, job training and placement, life skills, case management, financial management, psychotherapy, play and art therapy, and a host of other supportive services.

The needs of the consumer dictate the provision of services. The wide array of supportive services the Continuum has in place will continue to vary according to the needs of the participants. The Continuum will continue to evaluate the different services offered in the continuum of care system to remain responsive to client needs.

Affiliations:

The concept of a continuum suggests that services must be organized to respond to changing individual and family needs in a holistic, coordinated, and timely manner to minimize fragmentation. In its planning process, the Continuum has had the advantage of a local government committed to remaining responsive, thus increasing the Continuum's ability to utilize its many partners in the community. The Continuum's lead organization being a Community Action agency bolsters the Continuum's ability to collaborate and coordinate with other organizations, especially the private sector. The Community Action Advisory Board has representation from the University of Texas at San Antonio, and the Fannie Mae Foundation that are kept informed of the Continuum's activities

and serve as vital resources in disseminating homeless issues to the private and academic sectors of our community. To this end, the City of San Antonio and the County of Bexar have given the Continuum the opportunity to be represented in many different organizations and coordinating councils.

The San Antonio Area Homeless Action Coalition (SAAHAC), the Texas Homeless Network, and FEMA's Emergency Food Board are three large organizations in which Continuum members are actively involved.

The San Antonio/Bexar County Continuum of Care partners with the San Antonio Area Homeless Action Coalition as a powerful and persistent voice that advocates on behalf of homeless individuals and families in our community. The chairman of SAAHAC attends all Continuum meetings in order to bring forward issues and report on activities of the coalition.

The majority of the members of the Continuum are also members of the Texas Homeless Network, an organization designed to advocate for new state policies that address homelessness. This organization serves as the Continuum's link to the state and other entities in our state. Membership in the network allows the local Continuum members to play an active role in the statewide development of a strategy to address homelessness.

The United Way of San Antonio and Bexar County is the administrative agency for the Federal Emergency Management Agency (FEMA) funds. Along with local representatives from the national FEMA organization, the Emergency Food and Shelter Board is comprised of representatives from local government, the business community, service provides, and the homeless and formerly homeless population. Many members of the Continuum serve on this board, whose responsibility is developing the allocation plan for the funding, monitoring, and evaluating service activities of this McKinney program. The City of San Antonio's Community Action Division (CAD) serves on this board, and since CAD is the lead organization of the Continuum, the Emergency Food & Shelter Board receives reports on the Continuum's strategic plans and activities.

Other Continuum member affiliations include the following entities: Alamo Area Council of Governments, Bexar County Anti-Hunger Coalition, Bexar County School Age Parenting Advisory, Downtown Alliance of San Antonio, Greater Hispanic Chamber of Commerce, Health Care for the Homeless Advisory Council, Interagency Child Abuse Network. Levi Strauss Foundation, National Alliance to End Homelessness, National Association for Family Based Services, National Association of Community Action Agencies, National Coalition for Homeless Veterans, National Congress for Community Economic Development, National Fuel Fund Network, National Association of State Coordinators for the Education of Homeless Youth and Children. Pre-Natal Care Network, Region 8 HIV/AIDS Consortia, San Antonio EMA Health Services Planning Council, San Antonio Coalition for AIDS Homeless, San Antonio Community Health Educators Network. San Antonio Non-Profit Council, SELF Project, Texas Alliance for the Mentally Ill, Texas Association of Community Action Agencies, Texas Association of Residential Service Providers, Texas Interagency Council for the Homeless, Texas Alliance for Human Needs, University Health System Advisory Board, and the U.S. Conference of Human Service Officials.

3. Your Community's Continuum of Care *System* Under Development

Maintain and Enhance Systems in Place:

The coordination of the CoC components enables our community to effectively address the concerns of our homeless population. The Continuum has explored innovative methods in which to maintain and enhance the current mechanisms in place that allow for a seamless service delivery system. The Continuum remains committed to utilizing project funds in as efficient a manner as possible. The City of San Antonio often utilizes Continuum members to review proposals and applications for City funds allocated for human service projects. Such CoC representation assures that duplication will not result in services. With a holistic perspective on local social services, CoC members prove to be invaluable resources in determining funding recommendations for numerous Requests for Proposal (RFP) processes.

The Continuum often seeks creative solutions in the attempt to maintain its existing programs. The CoC remains steadfastly supportive of member attempts to enhance existing programs, especially when surveys and research indicated an increased need for a particular service. The Continuum has recently entered a more formal method of evaluating program effectiveness. By analyzing programmatic data, the Continuum has effectively identified needs and has addressed concerns for areas of the City that showed a deficiency of resources for homeless. Such data collection from agencies has enabled the Continuum to enhance the quality of its services. For example, some ethnographic data has led to an increased number of Spanish-speaking staff at service assistance locations where data indicated a need for such. The Continuum has also evaluated childcare programs and negotiated policies and procedures to ensure that homeless families can more successfully access services. Such recommendations and negotiations have strengthened the different components of the Continuum.

Centralize Intake Process:

In its current capacity, the Continuum utilizes the majority of participants for the initial intake of clients. Although some agencies emphasize outreach and assessment, San Antonio does not have a centralized intake process. What the Continuum has discussed and agreed upon is the establishment of a centralized intake component to the Continuum. Such a process would ensure that all clients are thoroughly assessed and tracked as they traverse along the Continuum network for different services. What the Continuum explored in establishing is a central physical location where homeless persons can learn about different services in addition to a few satellite offices to accommodate different quadrants of the city where homelessness remains an issue.

The central location and the satellite offices would require an on-line database. This database would include client information and the types of services recommended. As the client moves along the Continuum in pursuit of residential stability, the centralized-intake center would monitor the client's progression toward self-sufficiency in a most thorough manner. In order to accurately track services, the Continuum has announced that all members should have Internet access by July of 2001. The benefits of a centralized intake process will result in a seemingly effortless movement along the Continuum with substantial concrete data to ensure that homelessness is addressed effectively by our community. This database would also facilitate the tracking of clients two, three, four, or more years beyond their initial requests for services, resulting in valuable information from which to gauge our services.

Develop Initiatives for Unaccompanied Homeless Youth:

Continuum members have recently convened with representatives of the Annie Casey Foundation to discuss current gaps in assisting homeless youth in our community. This collaboration between Continuum members and the Casey Foundation emerged in an attempt to discuss homelessness among youth who age out of foster care. Both the Casey Foundation and the Continuum seek to provide services and lodging to adolescent foster youth as they transition to adulthood. According to the San Antonio Express News, approximately 150 young adults leave foster care each in the San Antonio area, and a significant number of them promptly end up in homeless shelters. Both the Continuum and the Casey Foundation find this unacceptable. San Antonio's Real Solution Program currently houses seven young men who have receive emancipation and 18 and lack the resources to transition to permanent housing. Our resources in addressing adolescent foster care youth are limited. Three meetings occurred between the Continuum members and the Casey Foundation since the fall of 1999. As a result, the Coalition for Positive Transitions to Adulthood was formed, the official coalition name for the collaborative between Coalition members and the Casey Foundation. After each meeting, more research was conducted on current services available and the Coalition expanded its scope beyond addressing only foster care homelessness to addressing homeless youth issues in general in San Antonio. Some goals of the Coalition include, but are not limited to, the following: improving services to youth eliminating duplication, seamless service delivery system, interagency cooperation, identifying problem areas, identifying services available, and creating choices for youth. The Coalition is currently working ob a Homeless Youth Conference to be held in San Antonio in order to explore issues with politicians, service providers, and the general public. After the conference is held in the fall of this year, the Coalition will establish a more formal collaborative with establish a more formal collaborative with the Continuum in order to effectively address the youth issues in our community.

Establish a Web Site/Directory of Homeless and Homeless Prevention Services:

The advent of interest technology has completely revolutionized the human service arena, as many agencies have established web sites detailing all of the services that they provide. This information has been most beneficial to the homeless population. Our public libraries are equipped with internet-accessible computer terminals, and many homeless or persons at-risk of homelessness utilize the technology to receive valuable information on services provided by the Continuum. Our main library is located in downtown San Antonio and provides a wealth of information to homeless individuals. The Continuum has agreed that a web site should be established that provides a directory of homeless services available in the community. This web site would serve as a clearinghouse of housing resources, supportive services, and homeless prevention services that are available in Bexar County. Such a web site would assist in the dissemination of information regarding services available. In addition, the web site would show a formalized structural overview of how the Continuum works and how clients can easily move from one component of service to another.

a. Describe your community's strategy to carry out that vision….

Goal	Action Steps	Responsible Person/Organization	Target Dates
Goal 1: Establish a centralized intake process.	1) Convene Continuum 2) Dialogue/Brainstorm most effective methods to centralize 3) Discuss logistics of centralizing 4) Solicit agencies to become lead agents in process	City of San Antonio's Community Action Division: Emergency Shelter Providers: Social Service Providers	June, 2000 planning and logistics: May, 2001, implementation
Goal 2: Address unaccompanied homeless youth issues.	Continue dialogue between the Casey Foundation and the Community Action Division 2) Identify CoC members for collaborations 3) Implement establishment of a youth facility/youth program	The Casey Foundation: the Community Action Division: Homeless Youth Services Providers	August, 2000 planning and logistics: February, 2001 Implementation of programs
Goal 3: Provide a Directory of Services online that homeless can utilize for services.	1) Establish contacts between Continuum and San Antonio College CIS Department 2) Provide internships for college students and Continuum in establishment of website 3) Dialogue/Contact internet service providers to initiate website	Continuum of Care Website Committee Members: Community Action Division: San Antonio College	June, 2000 planning and logistics: January, 2001, implementation

c. Using the format below, describe the fundamental components of your Continuum of Care system currently in place and those your community is working toward. Indicate how homeless persons receive or access assistance under each component. ***(Although you may require multiple pages to respond to this item, your response will only count as one page towards the 25-page limitation.)***

Fundamental Components in CoC System
Component: ***Prevention Agencies*** City of San Antonio Community Action Programs East and West, Project QUEST, Guadalupe Community Center, Helping Hands Lifeline Foundation, Harlandale Independent School District, Daughters of Charity, Wesley Community Center, BEAT-AIDS, Methodist Health Care Ministries, Greater Randolph Area Service Program, STVHCS HIV Program, Catholic Charities, San Antonio Urban Ministries, Community Based Counseling Program, Community Clinic (Project SAVE), Salvation Army (Home Sweet Home), San Antonio Metropolitan Ministries Emergency Services (Commerce/Dwyer), SAMM Transitional Shelter (CMC) Services in place: Provided by referral, case management, client advocacy, mental health counseling, substance abuse treatment, psychiatric care, and referral for rental assistance. Crisis intervention, case management, job resources/ referrals, rental assistance, food, clothing, community education, mental health counseling for the homeless and legal services at homeless shelters throughout San Antonio. HIV, STD, TB & HEP C testing/screening. Gynecological exams, immunizations for school age children, screening/assessments for substance abuse issues, condoms, hygiene kits, rental assistance, utility assistance, job placement, training programs, and referrals. Dental screenings, basic primary healthcare. Referrals to outside medical care. Enrollment into WIC program. Nutrition classes. Medical prescriptions and equipment. Three meals per day, 7 days a week. Formula for infants and toddlers, infant baby food and cereal. Special needs meals. Training for employment in food service field. Mental/Cognitive and Emotional Health for SAMM is provided by Community Based Counseling Program and Center for Health Care Services, which offer an initial counseling session for all guests of emergency services sites, referrals to other professionals as needed, housing for those qualified for the program. Support groups for men and women. NA and AA referrals. Upon leaving the TLC, case manager provides follow-up support services (home visits) for one year in an effort to prevent return to homelessness. Services planned: STVHCS HIV Program will participate in a NIDA/VA cooperative study for the outpatient treatment of opiate dependence. Expand case management. Vocational/Supportive services, housing for adult women with mental illness and their children. Continue services throughout San Antonio. Life skills, budgeting skills. GED classes. Increase the length of follow-up to 2 years. How homeless persons access/receive assistance: HIV infected patients at risk of becoming homeless receive prevention services at the STVHCS Immuno Suppression Clinic (ISC). By appointment, referrals, street outreach, referrals from agencies and service providers throughout community. Direct contact through outreach at shelters and on streets. Word of mouth and direct contact through group counseling programs at shelters. The homeless can benefit from our daily services by daily contact one to one with outreach workers on the streets. Provide transportation to and from referral sources. Fill out application, referral from community agencies, interview, word of mouth. Referral and both clinics are inside the emergency shelters - guest sign-up to see doctor. All residents of the emergency shelters at both emergency sites. All guests with medical referral from the clinic (Centro del Barrio). Senior Citizens. Everyone whom wants a meal at dinner is served at the Commerce location. Both Organizations, Community Based Counseling Program and Center for Health Care Services, come to the emergency sites weekly. During initial interview, residents have the opportunity to agree to follow-up services.
Component: ***Outreach/Assessment Agencies:*** STVHCS HIV Program, Catholic Charities, San Antonio Urban Ministries, Alamo Area Resource Center, Community Based Counseling Program, Community Clinic (Project SAVE), National Veterans Outreach Program, Seton Home, Salvation Army (Dave Coy Center), SAMM Transitional Shelter (CMC), SAMM Emergency Services (Commerce/Dwyer). Services in Place: Through referrals from Continuum of Care Members and street outreach, HIV infected patients are referred to the ISC by multiple HIV providers (BEAT AIDS, Alamo Area Resource Center, SAMHD and TCID). Referrals, brochures, presentations to other agencies, Fairweather Lodge, Presentations and Information packets to case management staffing at HIV/AIDS service organizations. Outreach-all professional staff providers go to where the homeless are, in shelters and on the streets. Assessment-individual assessment through psychotherapy, counseling, and an interview assessment using the Addiction Severity Index-an assessment tool. Daily outreach on the streets. Screening/assessments for substance. Assistance in locating social services, emergency assistance, family support, medical or psych. services. Street canvassing, coordinated referral. Outreach coordinator interacts with community services schools. "Christmas Under the Bridge"/"Homeless Fair". When openings become available at the TLC, other social service agencies, and SAMM's own emergency shelters they are made aware by telephone. Prior to family being accepted into the TLC the adult members undergo a needs assessment to assess our ability to meet their needs. GI forum-housing assistance, financial assistance, employment assistance, resume writing. VA hospital-housing clinical services. Center for Health Care Services/PATH-clinical services, St. Mary's Social and Justice Center-legal assistance. COSA GAP Program-SSI pending, monthly income. Assistance to qualify for housing.

Services planned: Expand presentations to shelters. Street canvassing, collaborative battered women's shelter, Center for Health Care Services, Children's shelter, Increase information distributed to clients and case managers. Outreach program will be extended to quarterly presentations and tours. Occupational Therapy.
How homeless persons access/receive assistance: Homeless patients are assessed by social worker/case manager, client advocate, and psychologist. Transportation to the ISC is provided by Alamo Area Resource Center van services. No preliminary appointment will be required. By appointment/referrals. Referrals from CoC System agencies, outreach. Though their primary case management organization and homeless shelters, flyers, etc. Referrals from agencies and service providers throughout community. Direct contact through outreach at shelters and on streets. Word of mouth and direct contact through group counseling programs at shelters. Homeless access is by van daily. Clients must go through application process. Outreach coordinator works with shelters onsite. 1000 approximately assessed. Homeless persons learn about program from other social service agencies. Residents are scheduled for the needs assessment during initial interview. Referrals/on-site.

Component: ***Emergency Shelter Agencies:***
Children's Shelter of San Antonio, George Gervin Youth Center, Respite Care of San Antonio, Seton Home, Salvation Army (Dave Coy Center), Salvation Army (Home Sweet Home), San Antonio Metropolitan Ministries Emergency Services.
Housing/services in place: Provided by referral. Food, shelter, medical care, educational services. Housing 6 pregnant teens between the ages of 13-17. Teens are either homeless, runaways, or push outs. Emergency shelter for children with developmental disabilities. 24 beds available for homeless pregnant youth. 150 beds per night, 30 day stay, referrals, day care, 3 meals per day, and clothing. Emergency site with access for all in need of overnight shelter. Access to single parents with teenaged children. Access to single mothers and children. Access to couples with children. Housing referrals with financial assistance for deposit. Legal assistance for persons with housing difficulties. Follow-up for families with Medicaid recipient children. Monitoring of cases in order to insure success.
Housing/services planned: Life skills, budgeting classes, GED classes, and job readiness classes.
How homeless persons access/receive assistance: Brought in by SAPD, Referred by DPRS, TYC, Juvenile Probation and other social services programs throughout San Antonio and surrounding areas. Contact through TDPRS system, local MR agencies and the SAPD. Referral network and private placement. 150 per night for 365 nights per year. Community referrals, word of mouth. Referral, available to persons interested in an overnight stay. Available to persons interested in permanent housing.

Component: ***Transitional Housing Agencies:***
STVHCS HIV program, Catholic Charities, San Antonio Urban Ministries, Alamo Area Resource Center, Community Based Counseling Program, National Veterans Outreach Program, Seton Home, Salvation Army (Home Sweet Home), Salvation Army (Scattered Site Transitional Apartment Program). Salvation Army (Stepping Forward), House of Hope, SAMM Transitional Shelter (CMC), SAMM Transitional Housing.
Housing/services in place: Provided by referral. Provides services to more than 25 HIV infected patients and dependents-housing is provided through a subcontract with Advanced Living Technologies. 5 Fairweather Lodges, scattered site housing program for HIV/AIDS individuals funded under formula HOPWA. Counseling and legal services in place for homeless persons living in transitional housing-individual and group counseling available to homeless throughout the San Antonio area. Legal services available for the homeless in the community. 3 single-family residences. 8 beds (apartments). 2 year stay, referrals day care, 3 meals per day, and clothing. Scattered site program has 12 units within four apartment complexes located NE, NW, S and SE of San Antonio for the homeless. Stepping Forward Transitional Housing-Catherine Dormitory. House of Hope owns 13 houses and 8 apartments. SAMM currently has space to provide transitional living for nine families. SAMM has 25 homes used for the SMTH program. Houses are used for S/S program, houses vary in size. Families must meet HUD definition of homelessness.
Housing/services planned: Expansion of existing services. Seek new apartments for transitional housing, 34 transitional units for homeless women with mental illness and their children. Permanent housing for minority women and their children. Services will continue based upon funding of the program. Expansion of program with available funds. Life skills, GED classes, budgeting classes, and job readiness classes. Scattered site program will continue placing homeless at the apartment where it will be accessible to their job and school. Stepping forward will expand program to add 8 more units. Proposed grant for Transitional Housing for Women aging out of Foster Care. Referrals from other HIV/AIDS agencies. House of Hope would like to add to their inventory depending on funding. Opening TLC will increase capacity to 40 families with increased emphasis on improving education/job training.
How homeless persons access/receive assistance: Homeless patients will be assessed at ISC by social worker/case manager or by the client advocate - if indicated patient will at the same time be evaluated by the ISC mental health or medical team. No preliminary appointment will be required. By appointment/referral. Through their primary case management organization, homeless shelters, flyers, etc. Referrals from agencies and service providers throughout the community. Direct contact through outreach at shelters and on streets. Word of mouth and direct contact through group

counseling programs at shelters. Eligible applicants must be enrolled NVOP self-sufficiency program. Referral from existing network. Referrals from community agencies come from shelter, and word of mouth. Scattered site program educates the public by attending conferences, public gatherings for the homeless and are accessible to all agencies in San Antonio whom refer clients to them. Scattered site program provides clients with transient system services, housing, transportation, clothing, groceries, and childcare. Referrals from social workers involved in Social service agencies such as Child Protective Services, Casey Foundations, CASA Workers, St. PJ's, SAMM's, etc. Referrals from other HIV/AIDS agencies. Families are recommended by networking agencies for the S/S program. Program is for 24 months and a caseworker is assigned to a family.

Component: ***Permanent Housing Agencies:***
Catholic Charities, Community Based Counseling Programs, National Veterans Outreach Program, House of Hope.
Housing/Services In Place: Provided by Referral. Rental assistance, deposit. Counseling and legal services available to homeless clients who move into permanent housing-services continue as needed up to six months. 60 annual placements. House of Hope owns 13 houses and 8 apartments.
Housing/Services Planned: Extend case management with clients. Services will continue based upon funding of the program. 90 annual placements. House of Hope would like to expand inventory depending on funding.
How Homeless Persons Access/Receive Assistance: By appointment/referral. Referrals from agencies and service providers throughout the community. Direct contact through outreach at shelters and on the streets. Word of mouth and direct contact through group counseling at shelters. Eligible clients receive case management, limited financial support. Referrals from other HIV/AIDS agencies.

Component: ***Permanent Supportive Housing Agencies:***
Catholic Charities, Community Based Counseling Programs, Children's Shelter of San Antonio, House of Hope.
Housing/Services In Place: Provided by Referral. Rental assistance. Counseling and legal services available to homeless clients who move into permanent housing-services continue as needed up to six months. Art Therapy. House of Hope owns 13 houses and 8 apartments.
Housing/Services Planned: Extend case management with clients. Services will continue based upon funding of the program. 90 annual placements. House of Hope would like to expand inventory depending on funding.
How Homeless Persons Access/Receive Assistance: By appointment/referral. Referrals from agencies and service providers throughout the community. Direct contact through outreach at shelters and on the streets. Word of mouth and direct contact through group counseling at shelters. Eligible clients receive case management, limited financial support. Referrals from other HIV/AIDS agencies.

Component: ***Supportive Services Agencies:***
STVCS HIV Program, Catholic Charities, San Antonio Urban Ministries, St. Vincent de Paul, Alamo Area Resource Center, Community Based Counseling Programs, Boystown, Salvation Army (Dave Coy Center), Children's Shelter of San Antonio, National Veterans Outreach Program, Salvation Army (Home Sweet Home), Salvation Army (Scattered Site Transitional Apartment Program), Salvation Army (Stepping Forward), House of Hope, SAMM Transitional Shelter (CMC), SAMM Emergency Services.
Services In Place: Training in Basic Skills, occupational skills, customized, life skills, job placement, retention & post-placement services, wrap around services such as childcare, transportation & housing. Clinical/outpatient medical services. Nursing care, dietician services, mental health counseling, substance abuse counseling. Case management, Dental health services, and Home Health Care. Complimentary/Holistic care, hospice cares. Client Advocacy services, Respite care, access to medical research. Crisis intervention-financial assistance for rent, utilities, food, clothing. Fairweather Lodges, vocational, case management, mass feeding site for homeless. 209,000 meals per year. Case management, Client Advocacy, Food pantry, home delivered meals. Appointment van transportation. Will call van transportation. Mental health and substance abuse counseling. Mental health counseling for the homeless and legal services at the homeless shelters throughout the San Antonio area. Family preservation services providing onsite skill development. Childcare services from homeless clients working, attending school, or seeking employment. Transportation available to homeless clients residing in emergency shelters to and from licensed day care. Nutritional meals served to children enrolled in Salvation Army's licenses day care facility: breakfast, a.m. snack, lunch, p.m. snack and dinner. After school care to children 6 - 12 residing in emergency shelters and or transitional living programs. Monthly parenting classes. Tutoring and computer lab to school age children. Child development services. 100 clients annually. Counseling job search assistance/referral. Referrals, day care, meal, case management. Scattered site program has two caseworkers doing intensive case management services, placing participants in apartments providing move in assistance, police clearance, grocery shopping, credit report, furnished apartments, paying deposits, getting clients to open utility services, referring to enroll in education classes. Parenting Classes. Life Skills Classes, Job Readiness, Referrals to DHS, TRC, SER Jobs, Project Quests, etc. House of Hope provides Services Coordinator and Home Health Aide-the two provide persons with living skills, budgeting skills, cooking, cleaning, house placement, referrals, transportation and any other services needed. SAMM provides furniture and other supplies to help set up house. Encourage "move out" clients to participate in quarterly activities. Educational services provided by SAISD and SAMM: Tutors for children at the emergency sites. Reading program "Together in Learning", Referrals for uniforms. Close collaboration between school officials, emergency services staff and parents.

Services Planned: Further case management, vocational, independent living classes and parenting classes. 3 meals daily, 7 days per week. Increase supportive services for minority women and their children. Continue services through the San Antonio area. Continue providing child care services to homeless clients as services needed 7 days a week, 6:30 a.m. to midnight. 100 clients annually. Substance Abuse treatment in future. Life skills, GED classes, budgeting classes, and job readiness classes. Scattered site program planned services included: home visits, referrals, job search, budgeting, house hold management, promote parenting skills, service plan, provide transportation for the clients. Evening GED classes. House of Hope is tryi8ng to collaborate with the SAHA to move House of Hope Shelter Plus Care (SPC) persons to Section 8 waiting list upon entering House of Hope. Case Management.

How Homeless Persons Access/Receive Assistance: Homeless patients will be assessed for services at the ISC by social worker/case manager or by the client advocate - If indicated patient will at the sane time be evaluated by the ISC mental health or medical team - No preliminary appointment will be required. By appointment referral. Referrals from community agencies. Homeless line up at the door. Through their primary case management organization, homeless shelters, flyers, etc. Referrals from agencies and service providers throughout the community. Direct contact through outreach at shelters and on the streets. Word of mouth and direct contact through group counseling programs at shelters. Self-referral, shelter/case worker referral-only qualification is to have children and be homeless (currently living in shelter/transitional living or having done so in the previous four months. Referrals from emergency shelters and transitional living clients will be provided with childcare while parent works, attends school, or seeks employment. Referrals for homeless shelters. Case management, bus tokens, job placement, tools, and food. 100 per day 365 per year. Referrals from community agencies and word of mouth. Scattered site program provides direct welfare by providing food vouchers, educational assistance, monthly bus passes, clothing, emergency utility assistance, and daycare. Supportive Services offered to residents in SFTHP. All collaborative agencies-Center for Health Care Services/PATH. St. Vincent de Paul, COSA Caseworkers.

e. Using the format below, describe how each subpopulation (e.g., veterans or persons with mental illness, substance abuse, dually diagnosed, or HIV/AIDS) is reached or will be reached, (e.g., street canvassing).

Subpopulation	Outreach In Place	Outreach Planned
Veterans	Street canvassing, referral. Presentations. Open House. Rental/Mortgage. Utilities, food, medical assistance. ISC is located in a Veterans Health Administration Hospital. Outreach, Group counseling. Referrals-going to where the clients live. Homeless just come in. Shelter presentations. Self-referral or by other agencies. VA Hospital Staff visits on site once per week (SAMM). Networking with GI Forum.	Presentations, VA Presentations, Street Canvassing, CHCS. Referrals from other agencies brochures. Publication of the available services in the SALUTE, the newsmagazine of the STVHCS, which is distributed to veterans, services organizations. Outreach. Group counseling, referrals - going to where the clients live. More discussion with groups, which provide assistance for veterans.
Seriously Mentally Ill	Street canvassing, referral. Presentations. Open House. Collaboration with the STVHCS psychiatry department and San Antonio State Hospital. Outreach, Group counseling, Referrals - going to where the clients live. Homeless just come in. Shelter presentations. Referral by Center for Health Care Services. CHCS/PATH on site visits to SAMM. Networking with Alpha Home and IFTP.	Battered women's shelter, Collaboration with the University Hospital Downtown HIV Clinic, Outreach, Group counseling, referrals - going to where the clients live.
Substance Abuse	Street canvassing, referral, collaboration with the STVHCS substance abuse treatment unit as well as the providers of Ryan White funded substances abuse services. Outreach, group counseling, referrals - going to where the clients live. Outreach, group counseling, referrals - going to where the clients live. Homeless just come in. Partners in Prevention presentations, counseling, interventions. Shelter presentations. Referral to and from the Salvation Army Adult Rehab Center. Site visits by CHCS and referrals to NA and Victory Outreach.	Southwest Mental Health, CHCS, collaboration with the University Hospital Downtown HIV Clinic, Outreach. Group counseling. Referrals - going to where the clients live. Outreach. Group counseling. Referrals - going to where the clients live, Agency collaboration.
HIV/AIDS	Street canvassing, referral. Rental/ Mortgage, Utilities, food, medical assistance. Housing program will serve only HIV infected patients; it is part of the STVHCS HIV Program, which has collaborative agreements with other community providers of HIV services. Outreach, Group counseling referrals - going to where the clients live. Presentations/Information. Homeless just come in. Testing, Street outreach. Shelter presentations. Referral to and from AIDS Foundation.	Referrals from other agencies, brochures. Outreach. Group counseling. Referrals - going to where the clients live. Formalized Public Awareness Campaign.

Domestic Violence	Street canvassing, referral. Brought in by SAPD, Referrals/Networking with/from Alpha House and the Battered Women's Shelter. Outreach, Group counseling. Referrals - going to where the clients live. Referred by shelter case worker. Homeless just come in. Shelter presentations. Education on issue. Dwyer Avenue Shelter SAPD advocacy group on site visit to SAMM weekly.	Family Violence Prevention Services/Avance. Outreach Group counseling, Referrals - going to where the clients live. Agency collaboration.
Youth	Outreach worker networks with existing service providers. Street canvassing, referral. Brought in by SAPD. Outreach, Group counseling, Referrals - going to where the clients live. Referred by Shelter caseworkers. Homeless just come in. Shelter presentations. KWEX Univision. Referral to Youth Alternatives to assist with housing. Downtown Youth Center, Boystown, Methodist Mission Home.	Increase "networking" opportunities. Children's shelter. Outreach. Group counseling. Referrals - going to where the clients live. Agency collaboration.
Other	On site interviewing and information disbursement. Street canvassing, referral. Crisis interventiom minimal cfase management and financial assistance. Outreach, Group counseling, referrals - going to where the clients live. Homeless just come in. Through schools and MR agencies to inform families of children with disabilities of services. Channel 4 & Channel 4l. Referrals to the disabled halfway homes or group homes, undocumented individuals receive referrals to private homes, which they can afford via COSA caseworkers. Networking with various shelters and programs. Partners in Prevention presentations, counseling, interventions. Shelter presentations. Referral to and from the Salvation Army Adult Rehab Center. Site visits by CHCS and referrals to NA and Victory Outreach.	Brochures, Outreach. Group counseling. Referrals - going to where the clients live. Outreach. Group counseling. Referrals - going to where the clients live. Formalized Public Awareness Campaign, Agency collaboration.

Continuum of Care: Gaps Analysis

	Estimated Need	Current Inventory	Unmet need/ Gap	Relative Priority

Individuals

Example	Emergency Shelter	115	89	26	M
Beds/Units	Emergency Shelter	1102	656	446	H
	Transitional Housing	505	461	44	M
	Permanent Supportive Housing	348	88	260	H
	Total	1955	1205	750	
Supportive Service Slots	Job Training	595	263	332	H
	Case Management	923	653	270	M
	Substance Abuse Treatment	786	175	611	M
	Mental Health Center	2368	48	2320	H
	Housing Placement	839	155	684	H
	Life Skills Training	2219	104	2115	M
	Other (Legal Services)	749	16	733	M
	Other				
Sub-populations	Chronic Substance Abuse	786	49	737	M
	Seriously Mentally Ill	672	75	597	L
	Dually-Diagnosed	590	25	565	L
	Veterans	955	15	940	H
	Persons with HIV/AIDS	323	105	218	M
	Victims of Domestic Violence	787	49	738	H
	Youth	91	44	47	M
	Other (Autistic)	50	6	44	M

Persons in Families With Children

Beds/Units	Emergency Shelter	1324	284	1040	H
	Transitional Housing	560	453	107	M
	Permanent Supportive Housing	304	0	304	H
	Total	2188	737	1451	
Supportive Services Slots	Job Training	410	325	85	H
	Case Management	545	293	252	M
	Childcare	773	110	663	M
	Substance Abuse Treatment	208	12	196	M
	Mental Health Care	542	153	389	H
	Housing Placement	564	394	170	H
	Life Skills Training	430	52	378	M
	Other (Legal Services)	547	16	531	M
	Other				
Sub-populations	Chronic Substance Abuse	546	13	533	M
	Seriously Mentally Ill	410	21	389	L
	Dually-Diagnosed	409	11	398	L
	Veterans	530	18	512	H
	Persons with HIV/AIDS	248	18	230	M
	Victims of Domestic Violence	548	79	469	H
	Other (Parents with Teens)	42	0	42	L

IV. 3. Definition of Affordable Housing

Through discussions of the Housing Master Plan and issues brought forth at the Strategic Planning Sessions and Housing Summit, it has become obvious that there is no real consensus concerning the definition of affordable housing. Often affordable housing is equated to public housing, bringing forth fears of property devaluation and blight associated with out-dated concepts of public housing projects and the segregation of our nation's poorest households within large, unsightly developments. Others expand the concept to include all income ranges, realizing the need of all households to live within their means in appropriate housing. The structure of the City's housing programs and the variations found in the level of subsidy between programs also gave an indication of the lack of a consensus on the definition of affordability. For the purposes of the Housing Master Plan, the following will provide the basis for our understanding of the concept of "affordable housing".

The definition of affordable housing centers on two variables: income and family size. In this discussion, the concept of affordable housing will focus on the income range eligible for Community Development Block Grant and HOME Partnership Program funding, less than 80 percent of the area median income (AMI). For convenience, specific income breaks mentioned in federal housing program legislation (30%, 50%, and 60% AMI) are included to provide easy reference. At the end of this narrative are 13 tables that provide maximum home prices by income group and family size for interest rates ranging from 6 percent to 12 percent.

The U.S. Department of Housing and Urban Development defines rent burden (the point at which a household is paying an excessive amount of their income on housing expenses) to be 30 percent of their household income. Mortgage companies evaluate an applicant's credit risk based on two ratios, the percentage of their income that will be required to pay their monthly mortgage payment, including insurance and taxes, and the percentage of their income required to service their total debt, including home, car, and credit card loans. These ratios are typically 28 percent and 38 percent, respectively. These ratios have been utilized to construct the maximum home price tables, calculating the housing cost appropriate for a household, which included principal, interest, and funds to be placed in escrow for taxes and insurance, and the maximum debt burden, which adds car and credit card payments to the housing costs. Using these calculations, a maximum home price has been calculated for each income group and family size, assuming that 32.07 percent of each months housing costs go to cover the insurance and tax escrow accounts, a five percent downpayment, and interest rates from 6 to 12 percent.

Using the appropriate table to reflect current interest rates, the maximum home price that a given household can afford can be determined by finding the income amount closest to their own household income. To determine their income group, look down the column that corresponds to their household size and find the income amount that is just above their own income. The row on which that income lies will then reflect their income group. For instance, a family of three with an income of $23, 432 will fall below the 60 percent of median income group. Therefore, the household will qualify for any federal housing program designed to assist those earning less than 60 percent of median income.

While these tables answer the question of what is an affordable home price for a given income level, they do not answer the deeper question of which income group is an appropriate target for City-run housing programs. The answer to that question is not an easy one, made more difficult by the extent of need that is evident in San Antonio. Despite the notion that homeownership is the "American Dream", we need to realize that households with very low-income levels may not be able to support the costs of homeownership, even if heroic efforts are made to put them into a home. Without sufficient income to cover maintenance and repair requirements, many very low-income homeowners risk losing their homes to deterioration in the long-term, if not to foreclosure in the short-term. Extensive damage to homes can result from failure to repaint when needed, failure to repair a roof or re-roof when necessary, failure to provide appropriate moisture around the foundation during extended dry periods, or failure to repair water damage due to water heater or air conditioner leaks. Each of these maintenance or repair problems can lead to more dramatic problems if not taken care of in a timely manner. At the extreme, they can lead to the eventual collapse of the structure. While these households may need housing assistance, homeownership may not be in their best interest or that of the City.

The San Antonio Housing Authority carries out the mission or addressing the housing needs of the very low-income. SAHA provides apartment units, single-family homes, and Section 8 Certificates and Vouchers to households with very limited incomes. While federal regulations allow housing authorities to assist families with higher incomes, federally mandated preferences and the extent of poverty have lowered the typical income range of SAHA clients to less than 30 percent of the area median income. Given their very low-income range, this group would not produce good prospects for homeownership programs. Assistance programs designed for this group that aims to provide downpayment, closing costs, or principal reduction would require such large subsidies that CDBG and HOME funding would quickly be depleted without providing a significant impact on the needs of the group. Rental housing, whether apartment or single-family units, where a landlord is providing

for maintenance needs is more appropriate for this group. The San Antonio Housing Authority is working on the needs of this group, but assistance can be offered through rental rehabilitation, low-income housing tax credit, and project-based Section 8 programs operated by non-profit and for-profit housing management companies.

The income group consisting of households earning from 30 to 50 percent of the area median income are in a similar situation to those earning below 30 percent of AMI, they typically do not earn enough to be able to support the costs of homeownership. While the upper end of this income group is beginning to reach income levels appropriate for homeownership, most are still lacking the resources to be good homeowners. Homebuyer programs that provide downpayment, closing costs, or principal reduction would be rapidly exhausted attempting to provide for this income range, with too few successes to show for the investment. Again, assistance to this income group should be directed toward providing quality rental opportunities at affordable rents. This assistance could take the form of low-income housing tax credits, public participation in the financial structure of private projects, support for non-profit organizations involved in rental housing production, or assistance in the rehabilitation of single-family and multifamily housing for use in the rental markets.

For the income group consisting of households earning more than 50 percent to 80 percent of AMI, homeownership becomes a more reasonable prospect. Not only is this income group more capable of providing for their own home purchase, but also maintenance and repair costs do not have the devastating impact that they have on lower-income household budgets. While rental opportunities are still needed for this group, homeownership programs begin to be more effective, with the reduction in assistance needed providing room for more households to be assisted. Where a $25,000 grant/loan may be needed to make homebuyers of a lower-income household, a $5,000 grant/loan may be sufficient for a homebuyer from this income group, stretching assistance programs by up to five times the production when compared to those that work to place lower-income households into homeownership positions. Homebuyer assistance programs that address not only new construction and rehabilitation program buyers, but also buyers of existing standard housing units need to be developed at a limited benefit level to increase the impact of the programs.

As with all things, exceptions can be made for special circumstances. For instance, Habitat for Humanity provides homeownership opportunities for households in the 30 to 50 percent of AMI income group through the use of volunteer labor and zero percent interest mortgages. The reduced costs that they realize through these efforts make homeownership more reasonable for lower-income households. The lower mortgage costs

reduce the downpayment requirements, while the lower monthly payments make more income available for home maintenance and repairs.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**6.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$23,359.92	$26,746.25	$30,075.18	$33,404.11	$36,101.70	$38,741.89	$41,439.47	$44,079.66
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$38,933.20	$44,577.08	$50,125.30	$55,673.52	$60,169.50	$64,569.81	$69,065.78	$73,466.09
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$46,719.84	$53,492.50	$60,150.36	$66,808.23	$72,203.39	$77,483.77	$82,878.94	$88,159.31
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$62,293.12	$71,323.33	$80,200.49	$89,077.64	$96,271.19	$103,311.69	$110,505.25	$117,545.75

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 6.0% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**6.50%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$22,026.79	$25,219.87	$28,358.82	$31,497.77	$34,041.41	$36,530.92	$39,074.56	$41,564.07
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$36,711.32	$42,033.11	$47,264.70	$52,496.29	$56,735.68	$60,884.87	$65,124.27	$69,273.46
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$44,053.59	$50,439.74	$56,717.64	$62,995.55	$68,082.82	$73,061.85	$78,149.12	$83,128.15
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$58,738.12	$67,252.98	$75,623.52	$83,994.07	$90,777.09	$97,415.80	$104,198.82	$110,837.53

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 6.5% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**7.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$20,813.41	$23,830.59	$26,796.63	$29,762.66	$32,166.18	$34,518.55	$36,922.07	$39,274.44
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$34,689.02	$39,717.65	$44,661.04	$49,604.44	$53,610.30	$57,530.92	$61,536.78	$65,457.41
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$41,626.82	$47,661.18	$53,593.25	$59,525.33	$64,332.36	$69,037.11	$73,844.14	$78,548.89
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$55,502.43	$63,548.23	$71,457.67	$79,367.11	$85,776.48	$92,049.48	$98,458.85	$104,731.85

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 7.0% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**7.50%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$19,706.68	$22,563.42	$25,371.74	$28,180.07	$30,455.78	$32,683.07	$34,958.78	$37,186.07
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$32,844.46	$37,605.70	$42,286.24	$46,966.78	$50,759.63	$54,471.78	$58,264.63	$61,976.78
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$39,413.36	$45,126.84	$50,743.49	$56,360.13	$60,911.55	$65,366.13	$69,917.55	$74,372.13
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$52,551.14	$60,169.12	$67,657.98	$75,146.84	$81,215.40	$87,154.84	$93,223.40	$99,162.85

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 7.5% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**8.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$18,695.10	$21,405.21	$24,069.37	$26,733.54	$28,892.43	$31,005.39	$33,164.29	$35,277.25
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$31,158.51	$35,675.34	$40,115.62	$44,555.90	$48,154.06	$51,675.66	$55,273.82	$58,795.42
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$37,390.21	$42,810.41	$48,138.75	$53,467.08	$57,784.87	$62,010.79	$66,328.58	$70,554.50
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$49,853.61	$57,080.55	$64,185.00	$71,289.44	$77,046.49	$82,681.05	$88,438.10	$94,072.67

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 8.0% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**8.50%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$17,768.58	$20,344.37	$22,876.50	$25,408.63	$27,460.53	$29,468.77	$31,520.67	$33,528.91
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$29,614.30	$33,907.28	$38,127.50	$42,347.72	$45,767.55	$49,114.62	$52,534.45	$55,881.52
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$35,537.15	$40,688.73	$45,753.00	$50,817.26	$54,921.06	$58,937.54	$63,041.34	$67,057.83
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$47,382.87	$54,251.64	$61,003.99	$67,756.34	$73,228.08	$78,583.39	$84,055.12	$89,410.43

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 8.5% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**9.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$16,918.19	$19,370.71	$21,781.65	$24,192.60	$26,146.30	$28,058.43	$30,012.13	$31,924.26
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$28,196.99	$32,284.51	$36,302.76	$40,321.00	$43,577.16	$46,764.05	$50,020.21	$53,207.09
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$33,836.39	$38,741.42	$43,563.31	$48,385.20	$52,292.60	$56,116.86	$60,024.25	$63,848.51
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$45,115.18	$51,655.22	$58,084.41	$64,513.60	$69,723.46	$74,822.48	$80,032.34	$85,131.35

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 9.0% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**9.50%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$16,136.10	$18,475.24	$20,774.73	$23,074.23	$24,937.61	$26,761.35	$28,624.73	$30,448.46
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$26,893.50	$30,792.07	$34,624.56	$38,457.05	$41,562.68	$44,602.24	$47,707.88	$50,747.44
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$32,272.20	$36,950.48	$41,549.47	$46,148.45	$49,875.22	$53,522.69	$57,249.46	$60,896.93
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$43,029.60	$49,267.31	$55,399.29	$61,531.27	$66,500.29	$71,363.59	$76,332.61	$81,195.91

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 9.5% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**10.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$15,415.37	$17,650.03	$19,846.81	$22,043.59	$23,823.75	$25,566.02	$27,346.18	$29,088.45
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$25,692.28	$29,416.71	$33,078.02	$36,739.32	$39,706.25	$42,610.04	$45,576.96	$48,480.76
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$30,830.73	$35,300.05	$39,693.62	$44,087.19	$47,647.49	$51,132.05	$54,692.35	$58,176.91
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$41,107.64	$47,066.74	$52,924.83	$58,782.92	$63,529.99	$68,176.07	$72,923.14	$77,569.21

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 10.0% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**10.50%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$14,749.86	$16,888.04	$18,989.99	$21,091.93	$22,795.23	$24,462.29	$26,165.59	$27,832.66
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$24,583.10	$28,146.74	$31,649.98	$35,153.22	$37,992.06	$40,770.49	$43,609.32	$46,387.76
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$29,499.71	$33,776.09	$37,979.98	$42,183.87	$45,590.47	$48,924.59	$52,331.19	$55,665.31
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$39,332.95	$45,034.78	$50,639.97	$56,245.16	$60,787.29	$65,232.78	$69,774.92	$74,220.41

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 10.5% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**11.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$14,134.15	$16,183.08	$18,197.28	$20,211.48	$21,843.68	$23,441.15	$25,073.35	$26,670.82
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$23,556.91	$26,971.79	$30,328.80	$33,685.80	$36,406.13	$39,068.58	$41,788.91	$44,451.37
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$28,268.29	$32,366.15	$36,394.56	$40,422.96	$43,687.36	$46,882.30	$50,146.70	$53,341.64
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$37,691.05	$43,154.87	$48,526.07	$53,897.28	$58,249.81	$62,509.73	$66,862.26	$71,122.18

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 11.0% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**11.50%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$13,563.41	$15,529.61	$17,462.48	$19,395.35	$20,961.64	$22,494.60	$24,060.89	$25,593.86
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$22,605.69	$25,882.68	$29,104.13	$32,325.58	$34,936.06	$37,491.00	$40,101.49	$42,656.43
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$27,126.82	$31,059.21	$34,924.95	$38,790.69	$41,923.27	$44,989.21	$48,121.79	$51,187.72
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$36,169.10	$41,412.29	$46,566.60	$51,720.92	$55,897.70	$59,985.61	$64,162.38	$68,250.29

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 11.5% and a 5% downpayment.

Maximum Home Price by Income Group and Family Size

Median Income	**$45,300.00**							
Interest Rate	**12.00%**							
				Family Size				
	1	**2**	**3**	**4**	**5**	**6**	**7**	**8**
30% Median	$9,503.66	$10,881.34	$12,235.67	$13,590.00	$14,687.47	$15,761.60	$16,859.07	$17,933.20
28% Housing Costs	$221.75	$253.90	$285.50	$317.10	$342.71	$367.77	$393.38	$418.44
38% Total Debt	$300.95	$344.58	$387.46	$430.35	$465.10	$499.12	$533.87	$567.88
Insurance and Taxes	$71.12	$81.43	$91.56	$101.69	$109.91	$117.94	$126.16	$134.19
Maximum Price*	$13,033.38	$14,922.74	$16,780.08	$18,637.41	$20,142.50	$21,615.56	$23,120.64	$24,593.70
50% Median	$15,839.43	$18,135.57	$20,392.78	$22,650.00	$24,479.12	$26,269.33	$28,098.45	$29,888.66
28% Housing Costs	$369.59	$423.16	$475.83	$528.50	$571.18	$612.95	$655.63	$697.40
38% Total Debt	$501.58	$574.29	$645.77	$717.25	$775.17	$831.86	$889.78	$946.47
Insurance and Taxes	$118.53	$135.71	$152.60	$169.49	$183.18	$196.57	$210.26	$223.66
Maximum Price*	$21,722.30	$24,871.24	$27,966.80	$31,062.36	$33,570.83	$36,025.93	$38,534.40	$40,989.50
60% Median	$19,007.32	$21,762.68	$24,471.34	$27,180.00	$29,374.95	$31,523.20	$33,718.14	$35,866.39
28% Housing Costs	$443.50	$507.80	$571.00	$634.20	$685.42	$735.54	$786.76	$836.88
38% Total Debt	$601.90	$689.15	$774.93	$860.70	$930.21	$998.23	$1,067.74	$1,135.77
Insurance and Taxes	$142.23	$162.85	$183.12	$203.39	$219.81	$235.89	$252.31	$268.39
Maximum Price*	$26,066.76	$29,845.48	$33,560.16	$37,274.83	$40,285.00	$43,231.12	$46,241.28	$49,187.40
80% Median	$25,343.09	$29,016.91	$32,628.45	$36,240.00	$39,166.60	$42,030.93	$44,957.53	$47,821.86
28% Housing Costs	$591.34	$677.06	$761.33	$845.60	$913.89	$980.72	$1,049.01	$1,115.84
38% Total Debt	$802.53	$918.87	$1,033.23	$1,147.60	$1,240.28	$1,330.98	$1,423.65	$1,514.36
Insurance and Taxes	$189.64	$217.13	$244.16	$271.18	$293.08	$314.52	$336.42	$357.85
Maximum Price*	$34,755.68	$39,793.98	$44,746.87	$49,699.77	$53,713.33	$57,641.49	$61,655.05	$65,583.21

*Maximum price assumes tax and insurance payment equal to 32.07% of housing cost per month, an interest rate of 12.0% and a 5% downpayment.

V. Planning Process

This section of the Housing Master Plan provides documentation of planning events and other planning reports that were utilized to develop the Goals and Objectives outlined in Section III. The first of these documents is the CRAG Executive Summary, which provides a flashback to the recommendations provided in the CRAG Report. The second part is the Strategic Vision and Recommendations from the Housing Performance Review conducted by Arthur Andersen in 2000. The third part provides input from Strategic Planning Sessions conducted in March 2001, which sought input from City staff, industry representatives, and interested members of the community concerning issues and alternatives relating to housing development. Finally, the fourth part discusses the Housing Summit, held in March 2001, looking at ideas that were explored, concerns that were expressed, and the initial networking infrastructure that was established to bring various parts of the development industry together in what is expected to be regular meetings to share ideas and opportunities.

This section, and the goals and objectives that were derived from the concerns voiced here, provides that backdrop for the recommended strategies and implementation methodology that follows in Sections VI. VII, and VIII.

V. 1. CRAG 2000: Executive Summary

"Forty years ago there were thriving businesses on Blanco south of Hildebrand…a large Mom & Pop grocery & meat market & drug store. Why did they go out of business? What are you planning to replace them with?"

"Who is focusing on the most vital ingredient for economic development --i.e. PEOPLE!"

"On the South Side, the same challenges have faced us for 100 years. 'Red-lining' and a lack of financing opportunities are reality."

"Causes of inner-city flight? The perception of poor school quality, the perception of crime. People are ignorant of inner city benefits."

"Environmental action is needed to support revitalization effort. Clean past contamination. Protect the aquifer. Provide open space/green belts."

"Tax land not buildings to decrease speculative holdings!"

During 1999 and 2000, the City of San Antonio heard from hundreds of citizens, non-profit corporations, businesses, advocacy groups, developers, and other agencies. Through a series of public meetings, focus groups, surveys, and one-on-one discussions, the City of San Antonio has provided an accessible forum for ideas, suggestions, and criticisms relating to inner city revitalization in San Antonio. This input has been distilled into six strategy areas, containing 38 recommendations. These strategies and recommendations are summarized here and presented in full detail later in this report.

The overall goal is to use public sector funding both as a catalyst to improve the functioning of inner-city markets and to equip current residents with the skills and resources that will enable them to take advantage of the new market opportunities. Each of the six strategy areas--**Support the Market, Optimize Investments and Assets, Develop Peoples' Skills and Resources, Share Information, Improve the Environment,** and **Remove Barriers--**represents one component of the larger initiative. Existing inner city assets such as commercial and residential buildings, an untapped workforce, and proximity to downtown are the foundation for revitalization; the CRAG 2000 recommendations present a coordinated program of approaches to capitalize on these assets.

And yet, revitalization cannot be accomplished by addressing just the inner city. The deterioration of urban neighborhoods during recent decades has resulted from the complex interaction of many factors, including street and highway construction policies, land development patterns, federal homeownership and mortgage policy, and even racism. These factors are not unique to San Antonio. Cities across the nation have acknowledged and begun to address the negative impacts of unchecked suburban expansion and disinvestments in inner cities. In doing so, they have also begun to craft visions for a more equitable future.

The San Antonio vision is one of balanced, sustainable development resulting in the growth of the urban core by attracting 100,000 residents inside Loop 410 during the next ten years. This vision addresses current regional issues such as increasing traffic congestion, deteriorating air quality, expensive infrastructure extensions to the suburban fringe, and the need to create appropriate residential density in the inner city to support retail and commercial activity. It also addresses the crippling effects of inner city disinvestments on those families who are left behind when suburban expansion is the only outlet for growth. For developers, business people, and citizens, inner city neighborhoods should be communities of choice, so that families new to San Antonio choose to move here, and families who have long contributed to the vitality of the city chose to stay. At the same time, new investment in urban neighborhoods must support residents and strengthen families so that they can take advantage of the new economic, educational, and political opportunities.

CRAG 2000 is only one element in a larger program of new City policies and initiatives that includes revision of the Unified Development Code (UDC), the Housing Services Delivery Review, and the Better Jobs Initiative. Some CRAG 2000 recommendations, such as "encourage transit-oriented development," cannot be implemented unless the revised UDC provides the zoning and land use flexibility called for in the 1997 City of San Antonio Master Plan. Other recommendations, such as those listed under the **"Develop People's Skills and Resources"** strategy, are meant to support the programs currently under development through the Better Jobs initiative. Private sector efforts, such as the Annie E. Casey Foundation's Neighborhood Transformation/Family Development Initiative, will also be essential to achieving the vision of revitalization. CRAG 2000 strategies were developed in coordination with the City staff, community representatives and partner agencies---such as VIA Metropolitan Transit and the San Antonio Independent School District---who are responsible for these additional initiatives. Separately, these initiatives address the components of revitalization; taken together they can provide the blue prints for sustainable changes.

Perhaps more important than any individual action is the continuing process of evaluation, accountability, openness to change, and communication between partners that CRAG has fostered. Without transparency, civic involvement will dwindle; without demonstrable results, enthusiasm for new investments cannot be sustained; without coordination, efforts will be redundant or counterproductive. For the past several years, the City of San Antonio has engaged citizens in a dialogue about services and conditions in the neighborhoods throughout the city. The next phase of CRAG is to establish a reliable and accessible base of information about the city and its neighborhoods, and ensure that citizens have the ability to use this information to advance an urban revitalization agenda. This base of information is often called a set of neighborhood or community indicators. The Community Indicators Project recommended below under the **"Share Information"** strategy can provide the needed transparency, accountability, and coordinated community involvement.

Already, a partnership called the Alamo Area Community Information System (AACIS) composed of more than 25 area agencies, governments, and organizations, has begun to create the data sharing and management capacity required. Organizations such as the University of

Texas at San Antonio, the Alamo Area Council of Governments, the Metropolitan Planning Organization, and United Way of San Antonio and Bexar County are working together, not only to share information but also to improve residents' abilities to access and analyze it. Building on this foundation to create a Community Indicators Project is the essential next step in the CRAG process.

CRAG 2000 Recommendations

"Forty years ago there were thriving businesses on Blanco south of Hildebrand…a large Mom & Pop grocery & meat market & drug store. Why did they go out of business? What are you planning to replace them with?"

> **Support the Market.** Recognize that the inner city holds tremendous opportunities for development. Focus public dollars in defined geographic areas so that noticeable improvements "prime the pump" for private sector investment. Provide incentives to compensate for the difficulty of assembling land, developing in existing neighborhoods, and complying with City policies, guidelines, and requirements.

1) **Establish a tiered system of investment and development incentives that will focus on the inner city target area.**
2) **Support expedited services and additional resources for inner city development projects.**
3) **Create a "Super Sweep" program for selected neighborhoods within the inner city.**
4) **Encourage transit-oriented development by supporting future efforts to implement transit centers and facilities including high-capacity transit, such as bus rapid transit or light rail.**

"Who is focusing on the most vital ingredient for economic development--i.e. PEOPLE!"

> **Develop People's Skills and Resources.** Provide inner city residents with the resources and skills to become part of the public-private revitalization partnership. Improve residents' access to affordable health care, education and housing so that citizens can stabilize and improve their lives. Utilize creative financing structures and value-recapture mechanisms to ensure that residents benefit from revitalization.

1) **Focus on extending health care and health resource education efforts through partnership with inner city school districts, neighborhood associations, civic groups, and churches.**
2) **Develop and implement a basic financial literacy curriculum, with incentives for saving for low-income participants.**

3) **Support the expansion of the San Antonio Education Partnership so that scholarship aid is available to all qualified seniors graduating from inner city San Antonio high schools.**
4) **Improve access to health care services.**
5) **Create a development incentive package to encourage affordable housing citywide.**
6) **Implement an Employer Assisted Housing Program.**
7) **Designate community activity centers at sites such as schools or libraries in neighborhoods within the target area.**
8) **Explore the opportunities for development of public charter schools with the target area.**

"On the South Side, the same challenges have faced us for 100 years. 'Red-lining' and a lack of financing opportunities are reality."

> **Optimize Investments and Assets.** Use existing resources as efficiently and effectively as possible. Resources available for use as inner city building blocks include federal funding sources such as HOME and CDBG grants; neighborhoods full of charming vintage home and corner stores; sophisticated institutions that can deliver capital to urban residents; and creative, entrepreneurial citizens who want to improve their own lives and their own lives and their community.

1) **Reduce or eliminate the practice of providing completely forgivable first-lien loans from CDBG and HOME funds.**
2) **Create a City of San Antonio policy regarding "predatory" and sub-prime lending practices.**
3) **Create a City of San Antonio policy on manufactured housing, including positions on the use of public funds to assist or subsidize the purchase or development of manufactured homes.**
4) **Support historic preservation as a strategy for attracting and retaining investment and building equity in the inner city.**
5) **Support the arts as an economic development strategy for the inner city.**
6) **Improve access to capital in the inner city utilizing existing Community Development Financial Institutions and information generated by recent market studies.**
7) **Implement a housing rehabilitation initiative in the inner city (HARP).**
8) **Pursue a change at the state level that would allocate a greater amount of gasoline tax revenues to fund street maintenance and construction by local governments.**
9) **Fully fund the creation of a Housing Master Plan.**

"Causes of inner-city flight? The perception of poor school quality, the perception of crime. People are ignorant of inner city benefits."

> **Share Information.** Improve communication both within the City and between the City and its partners (other governments, agencies, citizens, businesses, and neighborhoods). Encourage the exchange of ideas among partners and promote inner city assets. Make current demographic and geographic information available to all partners; emphasize independent analysis and evaluation.

1) **Create an Inner City Education Forum.**
2) **Extend the philosophy of relationship management to include the client management approach and regular relationship reviews with important clients and partners.**
3) **Establish a coordinated marketing program for the inner city, to include the Central City Ambassadors Program and a CRAG website.**
4) **Improve training and education opportunities for Historic Design and Review, Planning, and Zoning Commissions and Board of Appeals members.**
5) **Improve the City's ability to gather, manage, share, and analyze data by utilizing Geographic Information Systems.**
6) **Support the development and implementation of a Community Indicators Project, with ongoing opportunities for citizen education, program evaluation, and policy development.**

"Environmental action is needed to support revitalization efforts. Clean past contamination. Protect the aquifer. Provide open space/green belts."

> **Improve the Environment.** Make the inner city an attractive place to live and work. Enhance the natural and built environment by remediating contaminated, abandoned urban sites; replacing blighted streetscapes with trees, plantings, and green space; and supporting sustainable transportation options such as mass transit, walking, and bicycling. Encourage environmentally sensitive and energy efficient construction and remodeling practices.

1) **Work with property owners, developers, bankers, insurers, and agencies to procure additional resources for brownfields redevelopment.**
2) **Work with VIA Metropolitan Transit to identify or develop transit stop and street furniture that is attractive and comfortable, and to purchase street furniture for inner city neighborhoods.**
3) **Encourage environmentally sustainable construction and remodeling practices by creating a "Green Building" program.**

4) **Increase the amount of open space and parkland in the inner city, particularly along drainage ways and to buffer undesirable land uses; hike and bike trails should be part of this network.**
5) **Support urban forestry by developing and allocating funds to tree planting and landscaping programs in the target area, and by assisting citizens with tree removal and maintenance.**
6) **Fund and coordinate infrastructure to stimulate walking and bicycling as alternative modes of transportation.**

"Tax land not buildings to decrease speculative holdings!"

Remove Barriers. Continue to simplify public policies and programs so that the private sector can take advantage of development opportunities in the inner city. Consider policy changes to address the barrier of the vacant and abandoned property in the inner city, whether publicly or privately owned.

1) **Create a standard definition of affordable housing for the City of San Antonio.**
2) **Streamline the process of providing incentives and assistance for housing and neighborhood development projects by creating a single redevelopment application.**
3) **Reduce or eliminate the portfolio of publicly owned vacant lots and residential properties.**
4) **Consider the adoption of a rehabilitation subcode that would encourage the renovation of older buildings.**
5) **Research tax and other policies that promote the highest and best use of inner city properties.**

V. 2. Arthur Andersen Housing Performance Review
City of San Antonio
Housing Delivery System

Strategic Vision and Recommendations

Strategic Vision

Successful strategy must be grounded in a shared vision. Therefore, an important aspect of the strategic planning process was the identification of the session participants' vision for San Antonio's housing service delivery system and to document common themes. This visioning exercise resulted in a shared vision of safe, secure and diverse communities, generally small in scale, with easy access to services and amenities. Specific attributes of the strategic vision for the San Antonio housing system include:

- Revitalization of the City's urban core;
- "Walkable" neighborhoods - mixed use development with a range of housing products;
- Diversity of residents across ethnic, income and cultural demographics;
- Neighborhoods providing residents with a sense of safety and security; and
- Aesthetically pleasing community appearance, including ample green space.

The strategic vision for San Antonio's housing service delivery system also included a strong consensus around the importance of infill development and the availability of public services and amenities in a convenient location.

Strategic Objectives

Strategic planning work session participants identified, then prioritized eight Strategic objectives in support of the agreed vision. In priority order, the consensus strategic objectives are:

Objective 1 - *Develop, implement and jointly execute a comprehensive housing plan.*

This objective speaks to the need to have all the participants in the housing service delivery system pulling in the same direction. It points to the need for a clearly articulated vision, specific and measurable performance objectives and clarification of expectations between and among all stakeholders.

Objective 2 - *Entice private investment in the central city.*

This objective explicitly recognizes that the private sector is a valued partner in meeting the community's housing and community development needs. It also acknowledges that public agencies have a legitimate interest in seeking to influence the private sector's location choices through the provision of incentives

for target areas within the community. These investments and incentives are not necessarily housing-specific, but include the full range of services necessary to support viable communities.

Objective 3 - ***Stimulate, promote and market innovative projects, concepts and areas.***

This objective focuses on improving the public awareness and perception of the urban core. Session participants believe it important that public agencies and their private sector partners should actively promote, through advertising, public relations, informational campaigns, etc., the livability and attractiveness of inner-city neighborhoods.

Objective 4 - ***Optimize all available resources.***

This objective addresses improving the operating efficiency and effectiveness of the public agencies and private housing service providers. It encompasses the reduction of redundancy, duplication and overlap of services and delivery mechanisms. This objective is specifically focused on the idea that steps should be taken to reduce administrative costs and streamline processes.

Objective 5 - ***Modernize and make codes, regulations and standards, etc. more flexible.***

This objective's purpose is to facilitate the development of non-traditional, mixed-use and mixed-population housing projects. It includes the idea that existing codes and regulations may make it unnecessarily difficult to design and build projects that address the unique needs of special populations, such as the elderly, working families with child-care needs and people with AIDS and a variety of disabilities.

Objective 6 - ***Redefine how we measure success.***

This objective addresses current performance measures used by both public and private hosing service providers that ate largely production oriented. They pre-suppose that the goals of the housing service delivery system are solely related to building operating and/or delivering an inventory of housing units. Alternative, or additional, performance measures would focus attention on the larger outcomes desired, such as improving the strength of family units (divorce rates, illegitimacy), enhancing educational success (dropout rates, truancy, test scores), supporting self-sufficiency (job placements, income levels) and improving security and safety (crime rates, recidivism).

Objective 7 - *Develop a one-stop clearinghouse of housing information.*

This objective speaks to the improvement of access to housing and community development services by all stakeholders. Developers, builders and lenders could be provided simplified access to incentives and other information to make inner-city development more attractive, while citizens in need of housing assistance, current housing program clients and others could benefit from the elimination of duplicative and sometimes contradictory processes and procedures.

Objective 8 - *Focus on programs unique to the central city.*

This objective is closely related to Objective 2. While Objective 2 concentrates on the need to attract private sector investment back to the urban core, this objective is intended to address the need for a specific institutional focus on inner city speaks programs and services by the public sector. It speaks to making central city revitalization the top priority of the various public agencies involved in the city and calls for the expansion and/or creation of government programs needed to create the conditions prerequisite to private sector investment, such as blight elimination and code enforcement.

Summation of Strategic Vision and Objectives

The strategic vision and eight strategic objectives, developed by the Oversight Committee and other participants, in the strategic planning work session help define the future direction of the San Antonio housing service delivery system and form the framework for the Arthur Andersen team's analysis and recommendations presented in Chapter 4 of this document.

Recommendations

Policy Recommendations

Create and implement a comprehensive housing plan.

Define - and periodically re-define - what "affordable housing" means for the San Antonio area.

Provide clearly defined processes and evaluation criteria for applications to the DCBG and HOME funding allocation.

Target housing funds to those areas of demonstrated need.

Establish guidelines concerning the portion of the annual CDBG budget that should be directed for housing activities.

Monitor publication of best practices to provide ideas for expansion of the current incentive "toolkit" for housing production.

Determine the relative priority of inner-city development versus development in other areas of the city.

Examine the entire incentive toolkit to establish eligibility criteria to weight incentives towards Infill and other projects inside Loop 410.

Set an expectation of innovation and creativity through City Council and other agency governing bodies' mandates.

Implement employee incentive and reward structures designed to foster creativity, reward risk taking and recognize innovation.

Adopt a policy on competitiveness, requiring public program providers to demonstrate the ability to provide services at levels of cost effectiveness and quality commensurate with best practice in industry and government.

"Rationalize" the housing service delivery system to create specific roles and responsibilities for the various public service providers.

Expand the funding that is available for housing service delivery, by using General Fund support to cover a portion of the administrative costs of operating housing programs.

Adopt policies for the housing system which limit relocation of families and the demolition of homes.

Establish a maximum benefit level, taking into account a cost/benefit analysis of specific types of housing programs that address housing need in San Antonio.

Incorporate manufactured housing into the product mix meeting affordable housing needs.

Allow builders to include alternate bids when responding to public solicitations, along with justification for the alternate and documentation of cost savings.

Require a rigorous regime of performance measurement and standard setting.

Set annual production goals for various housing programs in tandem with local housing agencies.

Perform benchmarking on programs to housing best practices to track spending limits per unit; alternatively, these agencies should set internal targets over time, comparing their progress to themselves.

Capitalize on SAHA's leadership with respect to next-generation technology, and should leverage SAHA's position to benefit housing customers throughout greater San Antonio.

Clearly articulate City Council policy on the primacy of inner-city revitalization programs (if this is, indeed, their policy).

Structural Recommendations

Create a multi-agency body to develop and implement the comprehensive housing plan.

Create a consolidated city department of Housing and Neighborhood Services.

Establish a “shared services center” for housing agencies and nonprofits to consolidate common back office functions.

Design and institutionalize a program of organizational culture change enablement for employees in the proposed new City Department of Housing and Neighborhood Services.

Create an independent advisory task force of builders, architects, developers and engineers (within the new City Department of Housing) to review existing standard construction specifications of the affordable housing service providers to identify and recommend cost effective changes.

Institute an Annual Housing Summit.

Create a new unit of program monitors within the Budget and Performance Assessment Department.

Construct an information clearinghouse - a single repository of housing information or “data warehouse”, containing data about the housing services delivery system.

Establish one consolidated physical location to which housing customers can turn to answer the majority of their questions.

Establish an integrated contact center using the current 311 system in the consolidated physical location recommended above.

“Rationalize” or streamline information technology vendors and its process for selecting such products and services.

Coordinate SAHA’s technology with other housing agencies to select and implement an integrated financial system to provide enterprise-wide solutions.

Implement a document management/workflow system as a key component of such an enterprise-wide financial system to provide accountability and expedite cross-entity processes.

Implement an integrated performance solution by using a collective set of program, activity, workload and efficiency measures to perform an “apples to apples” comparison across all housing programs.

Appoint a senior city executive as “revitalization czar” over key departments that relate to city revitalization.

Establish a common cost accounting regime among all agencies within the housing system.

Programmatic Recommendations

Create and fund a public information and marketing program to promote inner city development.

Organize and deliver a regular, multi-agency series of educational sessions targeted at the real estate, building and lending communities.

Implement a pilot program of managed competition for selected services functions.

Use interoffice agreements or memoranda when accords are reached within the City government.

Improve the leverage of private sector funding sources to support projects which may have value on other terms, but which are excessive in costs and of limited benefit to low and moderate-income families.

Require evaluation documentation that clearly reports expenditures and performance, within the new Department of Housing and Neighborhood Services.

Require agencies to produce specific funding information presented on an individual level.

Design and implement a “balanced scorecard” performance measurement and reporting process.

Implement a checks-and-balances system -- consisting of a software-aided project management regime, combined with professional program monitors with regular, disciplined program audits - to track effective uses of grant funds.

V. 3. EXECUTIVE SUMMARY
OF STRATEGIC PLANNING SESSIONS

March 8, 2001

OBJECTIVE AND FORMAT OF SESSIONS

On March 8, 2001, J-Quad & Associates, Ltd., the consultant for the City of San Antonio ("City" or "COSA") that is assisting with developing the San Antonio Housing Master Plan, conducted a series of strategic planning sessions, and several key stakeholder groups were invited to participate. Two subcontractors to J-Quad & Associates, SA Research and McConnell, Jones, Lanier & Murphy LLP, participated in the strategic planning sessions as well. As the term implies, the sessions were designed to be "strategic", to look at the housing services delivery system within San Antonio, to dispassionately analyze it and to make suggestions for improving it over the long term. The stakeholders invited to participate included:

Industry Session

- **The Housing Oversight Committee** – a group of individuals appointed by the Mayor and Council to oversee current housing-system reviews;
- **Industry** – representatives from the business, financial, developer, builder and counseling communities whose professions revolve around some facet of housing;
- **Community Groups –** representatives from nonprofit organizations who have an interest in housing issues; and
- **City Service Providers –** representatives from the entities that provide housing services, such as the City's Housing & Community Development Department and Neighborhood Action Department.

City Staff Session

There were three strategic planning sessions held on March 8 with a total of 46 attendees. The format was a facilitated discussion in each of the sessions. Each two and one-half hour session began with a Housing Market Analysis, and presentation of the Findings to Date, by SA Research. Because the interests of the stakeholders were slightly different the agendas for each session varied somewhat in order to obtain a broader view of the housing issues. Those agendas, as well as the attendance lists from each session are attached as appendices. McConnell, Jones, Lanier & Murphy, LLP summarized the sessions.

TOPICS CONSIDERED

Participants were asked to comment upon a variety of topics. They included:

For the City Service Providers Group

- Defining "Affordability"
- Geographic Targeting
- CD Allocation Policy, Maximum Benefit
- Annual Production Goals and Reporting

For the Industry Group

- Housing Products and Finance Tools
- Leveraging
- Client Targeting
- Affordability, Expanding Products for Various Income Groups.
- Information Clearinghouse

For the Community Group

- Alternative Products in Affordable Housing
- Information Clearinghouse

MAJOR THEMES OF THE SESSIONS

The comments of participants were fluid and varied. However, a few key themes emerged:

- All agreed that there is a housing problem, and that particularly there is a shortage of affordable housing
- Housing issues are difficult to address because they also depend upon cultural values and issues of human dignity
- There was a *willingness* to set maximum benefit levels of housing dollars per individual, and there was a willingness to allocate Community Development Block Grant (CD) funds along some predetermined policy (over and above what

Community Session

the Federal Government requires)- such as 35 to 40 % of CD funds being set aside for housing needs.

- Participants understood that City policymakers must make similar choices in order for allocation policies to be effective.

- Improved housing needs to be placed in older neighborhoods so people, particularly seniors, can enjoy better living conditions *without* leaving familiar surroundings, institutions or friends.

- "Sweat Equity" – or the provision of in-kind services by potential housing occupants – was recognized as desirable and helpful to improving their lives at comparatively less cost.

- The faith community was deemed to have been successful at linking sweat-equity programs and self-help to self sufficiency.

CONCLUSION

The strategic planning sessions provided for a recitation of the issues facing the San Antonio housing community, but they did not create a definitive "blueprint" for what needs to be done. Instead, the comments suggested the *elements* that need to be in place in order for San Antonio to have a sustainable housing services delivery system in the future. Determining the appropriate mix of those elements may still be a responsibility of the policymakers of the City, as they take input from citizens, residents and interested stakeholders.

The following pages of the Appendix present a matrix of the housing ideas and suggestions as they were offered in each of the strategic planning sessions.

STRATEGIC PLANNING SESSION
EXECUTIVE SUMMARY APPENDIX

The comments and ideas that follow have been edited only for grammar and legibility. They capture the essence of the series of conversations that took place in the strategic planning sessions of March 8, 2001.

Strategic Planning Comments & Themes Matrix	
For the City Service Providers Group	
♦ Defining "Affordability"	• Does affordable housing include rent? Yes • Before giving input on goals, we need to define problems. For example, deferred maintenance could be the problem. Resident may prefer to stay. • There is a trend seen of older people living in dilapidated housing.
♦ Geographic Targeting	• Large population if retired military on fixed income. • How many low-income households double up? Tripled up? • Address the homeless • If we find large numbers in sub-standard housing, what can we do *immediately*? • The rental rehab can be used to upgrade sub-standard.
♦ CD Allocation Policy, Maximum Benefit	• $23 million in Community Development Block Grant Funds; optimize allocation for housing. • Based on needs • Based on neighborhoods • Caps limit–35% admin, 15% social service • Intersection between hope and need • Look for things having multiplier effect • 35% a suggestion • 40% another suggestion for housing

♦ Annual Production Goals and Reporting	• Rehab is very inefficient use of funds
	• The HOME program is all housing but allocated to programs
	• No home funds going to tenant assistance
	• Permits
	• No number applicable for assistance
	• Demand for emergency services
	• DSL connections
	• Comparison
	  – Cost of Unit vs. Income
	  – Incr. Production vs. Incr. Population
	• Turnover, length of stay
	• Foreclosure
	• Vacancy rates for rental property
	• Loan default rate

	• Windshield survey
	  – Housing condition
	• CDU—condition, desirability, usefulness
	  – Concentration e.g., census tract
	• Lead based paint poisoning
	• Quality vs. Quantity—neighborhood holdup
	  – Retaining own vs. rental per turnover
	  – Homestead exemption relates to own
	• Certain neighborhood with rentals retain quality, e.g. military renters.
	• Concern is occupants with same values
	• Neighborhoods with high number of elderly (on fixed income) have patterns of deterioration—can't afford, afraid to spend.
	• Granny flat—added on property
	• Be wary to not look at symptoms, look at root cause
	• Age of housing
	• There is a normal life cycle of a neighborhood, even it is extended.
	• Composition of neighborhood housing. For example, renter buying first, then second house in same neighborhood.
	• Maintenance is key to neighborhood; mandatory homeowner association is a positive.

For the Industry Group	

♦ Housing Products and Finance Tools	• The rental rehab program can be used to upgrade sub-standard housing.
	• Target by neighborhood, concentrate funds; allocation could vary by neighborhood.
	• Sweat equity—Can homebuilders let the buyer do? Painting, for example.
	  – Habitat for Humanity model
	  – Some manufactured housing
	  – Dream homes, Tilson Homes
	  – What about volunteer programs such as Christmas in April?
	  – Corporate staffs as good neighbors
	  – City crews
	  – Any other?
	  – What would the builder feel? Liability concerns, delay
	• How about giving vacant lot adjacent to a homeowner, to that homeowner?
	  – To prevent deterioration
	  – Does not add to production
	  – Problem if it could be used
	  – Makes more sense for City to purchase
	  – City could pass to affordable builder

	• First time homebuyer down payment
	  – Also ongoing—maintenance, insurance
	  – 4200 members of SA Board of Realtors (all independent contractors)
	• Many possible buyers have good credit, and pay on time, but don't have the money for a down payment
	• Underserved market candidates are far from the norm
	  – Takes long hours to prepare a non-market housing candidate for the credit market, sometimes 12 months
	• The industry has to partner to package the buyer
	• The One-Stop-Shop was the proposal from an earlier review
	  – Question one physical location
	  – Virtual is an option
	  – Be transparent to customers, so they don't need to know all of us
	• Tax Increment Financing (TIFs) – Residential
	  – Can be very effective if City is responsive.
	  – Problem is that maybe only one-half of TIFs are "reality-based."
	  – Challenge when 34 units are built, two years previously, yet the TIF dollars are not received for builder to pay off debt
	  – Manufactured homes (or modular)
	  – Two-year study finding—alternative source
	  – How to overcome perception, not in my neighborhood/backyard, or NIMBY
	  – Or the 30-year eligible, permanent foundation
	  – Best if equivalent to regular construction
	• Sweat Equity
	  – Prison labor
	  – Prison training for release skill
	  – Rural development is model for urban "sweat equity" program
	  – Faith-based have good models of sweat equity
	  – Student – second chance high school – youth works (S.F. Sacramento)
	  – Had program here, 17 students, 14 graduated, paid for site
	• Bond Financing
	  – 501 (c)(3) financing
	  – Issuers—City, SAHA, AACOG, SAHT
	  – Attractive—tax-exempt
	  – Problem—SAHA has not used in last two years, $20 million

• **Leveraging**	• Stretching the value of the federal dollars by adding local dollars

	• Always interested in public-private partnerships • Use grant dollars to lower price of lots • Grants for environment clean-up increases lot value • Leverage CDBG to provide infrastructure • Leverage utility partners • See that reduction is passed on • $350,000 Fannie Mae American Cities for current S.A. project •

• **Client Targeting**	• Which percentage of median income (MI)?
	• If between 0 - 30% people tend to go to SAHA
	• If between 30% - 50% people still go to SAHA, but some programs are targeted
	  – Down payment assistance, for buyers under 80%
	  • Fund counseling off multi-family portfolio
	  • Need counseling
	  – Home ownership
	  – Debt
	  • Elderly
	  – Over-housed—bigger than today's need
	  – Scams
	  – Reverse mortgage
	  – Cottage communities
	
	• If between 50% – 80%, then people have the following types of options:
	  • IDA, Individual Development Account (for target purpose)
	  • Counseling, like above
	  • No problem, send them in
	  • 4% taxable bond issue
	  – not limited to inside Loop 410
	  – no income restriction
	  • Look at operational costs, like energy
	  – Fannie Mae has program for more house when energy savings rehab done
	  • Employer programs to match for housing
	
	•

• **Affordability, Expanding Products for Various Income Groups**	• Which group should city prioritize? • You cannot limit • Federal requirement for 0-30% • Most industry reps have worked into serving a niche. They should be encouraged. Challenge is for a common oversight.

For the Community Group	
♦ **Alternative Products in Affordable Housing**	• Will there be analysis of housing in S.A.? Analysis of what has worked? And not? • The Maryland model (shown in a slide presentation by J-Quad) will not work in the configuration displayed. • S.A. has active housing associations that react to affordable housing, manufactured housing, trailer park, and question their collective quality (even where priced comparable to regular housing). • Group liked the cottage housing type, especially for elderly persons who are currently living in substandard housing. And it saves on utilities. Housing needs to be placed so that elderly can stay in same area (near church, etc.). They prefer to do this. Like sidewalks both inside and outside fence. • Safety is a key factor. Environment key, what is around as part of life space? • Resistance before new housing matched to existing. Then, there was acceptance. • Row house vs. Town house and/or Fee Simple vs. Condominium and Zero Lot Line/Party Wall
Information Clearinghouse	
	Session on the virtual and physical One-Stop-Shop for SAHA, HCD, NAD, SADA and others

V. 4. SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

EXECUTIVE SUMMARY

OBJECTIVE

On March 23-24, 2001, the City of San Antonio ("City" or "COSA") convened a Housing Summit. The theme was "A Sustainable Housing System." This was the first such summit in San Antonio in recent memory. The objective was to bring together residents, builders, the nonprofit community, lenders, employers, and local and national housing leaders to collaborate on the housing makeup of San Antonio's neighborhoods and its larger community. While there were economists, statisticians, housing services providers and other experts in attendance, the summit was expressly designed to engage the citizens and residents of San Antonio as the *ultimate* stakeholders in the improvement of housing services.

Summit Sign-in

HOUSING SUMMIT SPONSORS

The San Antonio Housing Summit had a number of vital sponsors, some of whom contributed funds and underwrote a significant number of activities related to the sessions. There were other individuals from the City and elsewhere who contributed time and creativity to make the event a substantive success. The official sponsors of the San Antonio Housing Summit were as follows:

Annie E. Casey Foundation
Bank One
U.S. Department of Housing and Urban Development
Escamilla & Plneck
Fannie Mae Corporation
Greater San Antonio Education Foundation
Laredo National Bank
North American Mortgage Company
San Antonio Board of Realtors
San Antonio Mortgage Bankers Association
San Antonio Section, American Planning Association
Southwest Airlines

Ticor Title Company
United Way of San Antonio and Bexar County
USAA FSB

HOUSING SUMMIT STRUCTURE & OVERALL RESPONSE

New City Manager, Terry Brechtel, Speaking at Luncheon

The summit was structured to enable opportunities for information sharing in several formats: plenary or general sessions; individual breakout sessions, exhibits and a housing celebration/reception. There was a modest $25 registration fee - $10 if participants attended just the Saturday sessions – and, in fact, financial assistance scholarships were available to those who needed it. The intent was clearly to have as broad a group of participants as possible, while covering costs. Registered attendants also received copies of materials and other items in a summit participant's bag, all of which was made possible by the Housing Summit's sponsors. Over the course of a day and a half of activities, there were:

Summit Dinner

- More than 225 registered attendants
- More than 80 speakers, panelists and presenters
- Eight work sessions on Friday and 16 work sessions on Saturday, for a total of 24
- 2 additional working luncheon sessions, a dinner presentation, and a closing session in City Council Chambers
- A reception honoring and celebrating San Antonio Housing Pioneers

Themes of the Sessions

Friday's sessions covered a range of topics relevant to housing development, including energy-efficiency, working with school districts, urban design, and the new UDC. Saturday's sessions were organized around four general themes or tracks:

A. Housing Production
B. Housing Quality
C. Technology
D. Housing Financing Mechanisms

Break-out Session

Overall, a number of commonalities emerged from the sessions, speakers and presentations. In summary form, they are:

- San Antonio is growing and prospering, but the prosperity is uneven.
- Communities that are north of Loop 410 are faring better, in terms of image and in fact, than the central city or neighborhoods inside the Loop.

Breakout Session

- The intrinsic value of living inside Loop 410 – convenience to arts, business and entertainment, and having the *option* of using a vehicle-- is not well-publicized
- The vitality of school systems is directly linked to the interest of families with school-aged children in living inside Loop 410
- Technology can help the housing system become more efficient and thus stretch limited housing administration funds.
- While the rate of homeownership in San Antonio has increased such that more than 57% of residents can "afford" a home, the "translation" is that wages are still comparatively low in San Antonio, not that housing is inexpensive.
- San Antonio must attract higher-wage, better-paying jobs in order to strengthen its economy and surrounding neighborhoods.
- San Antonio must also diversify its economy from primarily a tourism and military-dependent environment in order to improve its position in Texas and around the U.S.

Session Presenter

Break-out Session Panel

- Housing issues are among the most important in the San Antonio community today.
- Many private sector entities such as lenders, developers, and philanthropic organizations want to partner with governmental authorities and neighborhoods to build housing.
- Sustainable housing is a goal that strives to enable individuals to live in decent, affordable and safe environments, which also offer access to jobs, culture, education and other community assets.

A list of specific topics covered in the sessions is provided below**:**

UDC Revisions: Housing Impacts. *The Unified Development Code & its impact.*

Internet and GIS Applications. *Use of the Internet and geographic information systems to access San Antonio information.*

Innovative Housing Products. *Information about earn about "green building", shared housing, and more.*

Working with School Districts. *Models for developing partnerships with school districts.*

Innovative Housing Financing. *What is a location efficient mortgage? Hear about LEMs and other creative financing products.*

Downtown Housing. *Developers' project overview and discussion of public sector role.*

Design for Community Development. *Learn more about recent trends such as neo-traditional and transit-oriented design.*

Housing Quality. *What is the City's role in regulating housing quality?*

CDBG & HOME Program Structure. *Program summary and discussion of possible changes for future funding cycles.*

Housing Master Plan: Providers' Roles & Responsibilities. *Introduction to the Housing Master Plan concept.*

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One Stop Shop & Call Center. *A vision for better customer service.*

Cost/Benefit Analysis. *How best to evaluate and prioritize different affordable housing strategies?*

Private Sector Financing. *Hearing from lenders who are looking for affordable housing deals.*

Housing Cost Guidelines. *How much should "affordable housing" cost?*

Consolidating the Back Office. *Explore how a common accounting and grants tracking system can mean more efficient delivery of housing services.*

Manufactured Housing. *Learning about manufactured and modular housing.*

Downpayment & Counseling Funds. *Discuss new program structure for these funds.*

Performance Measures. *How should the community measure housing production?*

Data Warehousing. *Concepts and models for sharing information.*

Predatory Lending. *How big is the problem and what can be done about it?*

Incentive Toolkit. *Learn more about City incentives for housing development.*

Affordable Housing Production Goals. *Setting feasible goals for the Master Plan.*

Technology Systems to Serve Customers. *Client management software demonstrated.*

Sustainable Development. *Creating a long-term approach to community development.*

Post Summit Evaluation & Overall Response

As part of the Summit, evaluation forms were available to participants during both days of activities, and individuals were requested on several occasions to take the time to evaluate the Summit for the purpose of continuous improvement. The City analyzed the results of the evaluations, and found that, out of a total of 75 written responses (33 percent of 225 registered attendees):

• **71%** rated as *excellent* the overall quality of the Housing Summit. Another 29% rated as "good" the overall quality of the Summit, and no one gave the summit marks below "good".
• **59%** rated as *excellent* the overall quality of the individual sessions, and no survey/evaluation rated the overall quality of the sessions below "good".
• **100%** of respondents said that they had learned useful information.
• **45%** of respondents rated the quality of the facilities as *excellent* where the Summit was convened.
• **100%** of respondents answered "Yes" when asked, "Should the City and our partners hold the Housing Summit again?"

By virtually all accounts, the Housing Summit was resoundingly successful, and served to focus attention on the critical development of the Housing Master Plan. It is, in fact, probable that the City has created a precedent for a regular meeting that will be exclusively devoted to housing issues, from which it will not be able to waver.

Pioneer Recognition

HOUSING PIONEERS RECOGNITION

As previously mentioned, part of the Summit was designed to celebrate housing successes in the community. To that end, several awards were presented – called "Housing Pioneers Awards" – and the recipients are listed below.

Housing Pioneers Award Recipients	
Recipient	**Category**
San Antonio Mayor Howard Peak	Housing Policy
Medallion Homes, Inc.	Infill construction in older neighborhoods
Neighborhood Housing Services of San Antonio, Inc. and the San Antonio Alternative Housing Corporation	Creative financing partnership, i.e., the Rosedale Tax Increment Reinvestment Zone
June Kachtik of the UU Housing Assistance Corporation	Housing Advocacy
Greater San Antonio Builders Association	Neighborhood revitalization, i.e., the Affordable Showcase of Homes
James Lifshutz	Downtown Development, i.e., Cadillac Lofts

San Antonio Conservation Society	Preservation, i.e., housing rehabilitation as part of Project Renew;
Alamo Area Mutual Housing Association, Inc, and Terra-Genesis Housing Inc.	Multi-family affordable housing

CONCLUSION

The San Antonio Housing Summit brought together academicians, economists, statisticians, developers, lenders, housing advocacy groups, housing services providers, and above all, San Antonio residents, for the purpose of discussing the challenges and opportunities facing the San Antonio housing landscape. The Summit engaged the interest of the stakeholders and created a strong expectation for a regular focus on housing by the City of San Antonio and by others, for the foreseeable future. In this context, the San Antonio Housing Summit has set the stage for the development of a San Antonio Housing Master Plan.

Rep. Gonzalez Speaking at Summit Luncheon

VI. Strategies

This section of the Housing Master Plan provides further analysis of specific issues identified in the Analysis of Current Conditions and the Planning Process and puts forth recommendations aimed at addressing those issues. The first part of this section provides fundamental revitalization principles that should be followed in housing development efforts. These six principles recommend the use of a comprehensive revitalization approach, facilitation of land assembly, improvements in the basic attributes of the community, increases in financial resources, increases in private sector and community participation in redevelopment activities, and resource targeting.

The second part proposes a set of policy recommendations for consideration by City Council to optimize the use of CDBG/HOME funding. These policy issues deal with the allocation of federal funding, maximum benefit to program recipients, and geographic targeting.

The third part takes a closer look as several specific housing issues and provides recommendations on programmatic needs. These issues include: housing alternatives, infrastructure, community self-help/institutional initiatives, capacity building, special needs housing, military housing, downtown housing, and market rate housing. Each issue is examined and possible solutions are put forward.

The forth part of this section provides example program designs to implement some of the recommendations made in the previous part. Cottage housing, modular/factory built housing, employer assisted housing, and shared housing models are presented.

Part five looks at the current distribution of federal funding resources, other sources of funding, and provides recommendations concerning funding allocation and the solicitation and evaluation of funding proposals.

Part six provides some urban design recommendations. These recommendations are illustrated as applied to the Rosedale and Sunny Slope communities.

The last part of this section provides recommendations concerning E-Commerce strategies. It proposes a web-based information collection and information sharing network that broadens access to housing finance and development programs and agencies.

VI. 1. Fundamental Housing And Revitalization Principles

The San Antonio Housing Master Plan seeks to provide leadership in the production of affordable housing, the improvements of neighborhood revitalization efforts, and the development of a more effective housing delivery system. In order to achieve these goals, the Housing Master Plan embraces six Fundamental Principles.

Principle One. Improve housing and neighborhood stability through the use of a comprehensive revitalization approach.

Principle Two. Facilitate land assembly for renovation and redevelopment.

Principle Three. Improve the community's basic attributes.

Principle Four. Increase financial resources dedicated to housing and neighborhood revitalization.

Principle Five. Increase private sector and community participation in community revitalization.

Principle Six. Concentrate neighborhood improvement through resource targeting, leveraging of resources, and prioritized use of resources.

Principle One. Comprehensive Revitalization Approach

The revitalization of San Antonio's older neighborhoods, stabilization of other existing neighborhoods, and the strengthening of its affordable housing supply require a comprehensive approach. This model should be followed by the City of San Antonio and any development partners looking to work with the City. This involves a planning and implementation program with three major components:

- Community Building Plan
- Property Improvement Plan
- Area improvement Plan

Community Building Plan

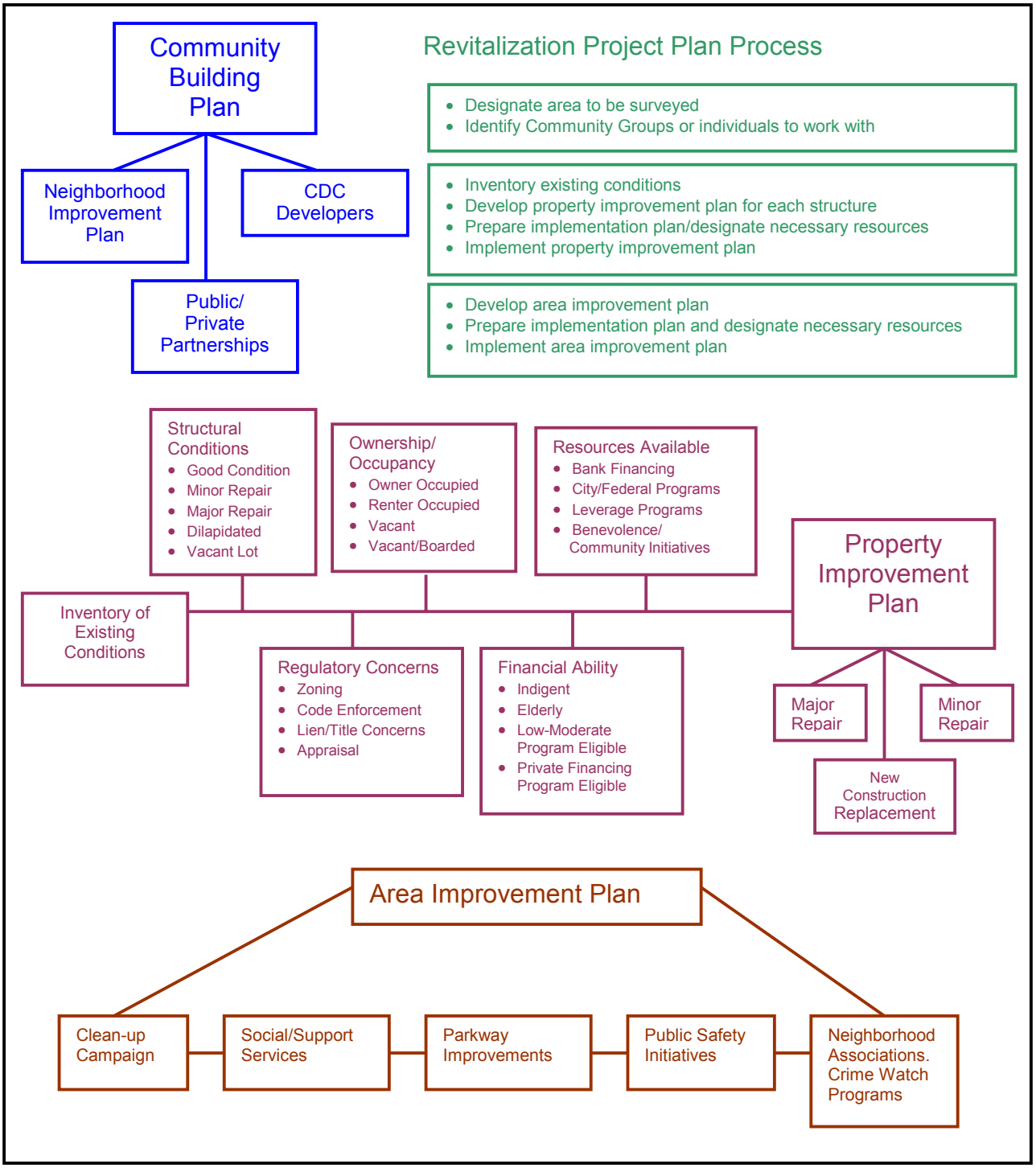
The Community Building Plan involves the establishment of a working relationship with the residents, property owners, and community organizations in the area. This is a most important step in that community resources are identified and nurtured, to serve as building partners for affordable housing projects and to undertake specific revitalization actions.

The Community Building Plan has three parts. First is the development of community goals and objectives for neighborhood improvements. This establishes a vision of what the community wants to see happen in the area. It also helps establish a commitment to carry out specific housing and revitalization actions later in the process. Second is the identification of potential public/private partnership opportunities for various revitalization activities. These may range from civic groups for neighborhood litter pickup to specific contractual relationships with development entities that are involved in housing rehabilitation or development. Part three identifies or establishes Community Development Corporations (CDCs) to serve as developers in the area. This may involve the creation of a new CDC specifically for work in the area if none are currently operating in the area.

Property Improvement Plan

The second major component is the development of a "Property Improvement Plan" which is essentially a parcel-by-parcel assessment of the specific revitalization actions needed. The property improvement plan starts with an inventory of existing conditions of each property within the planning area. The physical and structural conditions of each house or vacant lot are determined, along with information on ownership, regulatory concerns, and financial resources that might potentially be

accessed for improvements. A prescription for each property is then prepared. Such prescriptions may involve owner-occupied rehabilitation, renter purchase of the unit for home ownership, or demolition of substandard housing units and acquisition of the lot by the CDC for new housing development.



Area Improvement Plan

The third major component is the "Area Improvement Plan". This component identifies improvements that are needed for the areas as whole or specific actions needed over a number of properties. It includes: physical improvements to support reinvestment, such as urban design amenities, traffic controls, or street closures; neighborhood self-help initiatives, such as clean up campaigns and planting in medians or parkways; public safety initiatives, such as crime watch, bicycle patrols, and crime prevention workshops; and social and civic support services by neighborhood associations and social service providers.

The development of the Area Improvement Plan brings the participants together around a mutually developed and shared vision for the neighborhood, identifies specific strategies and tools to be used to improve the area, and identifies community-wide actions that support and facilitate revitalization activities.

Principle Two. Land Assembly

In order to implement the Comprehensive Revitalization Approach, it will be necessary to preserve some parcels of land for future redevelopment. In other instances, vacant lots and substandard housing units that negatively impact surrounding property must be controlled. It is recommended that the powers afforded redevelopment authorities under State Law be used to assemble this land. The San Antonio Redevelopment Agency (SADA) should be designated as a citywide "Land Assembly Authority" and given the responsibility of receiving and maintaining property for future redevelopment in targeted areas throughout the City. These parcels could then be sold to nonprofit corporations, CDCs and others who submit a plan for area redevelopment based on the comprehensive revitalization model previously presented. The advantages of a citywide Land Assembly program are as follows:

1. Removes blighted conditions and halts further proliferation of such conditions.

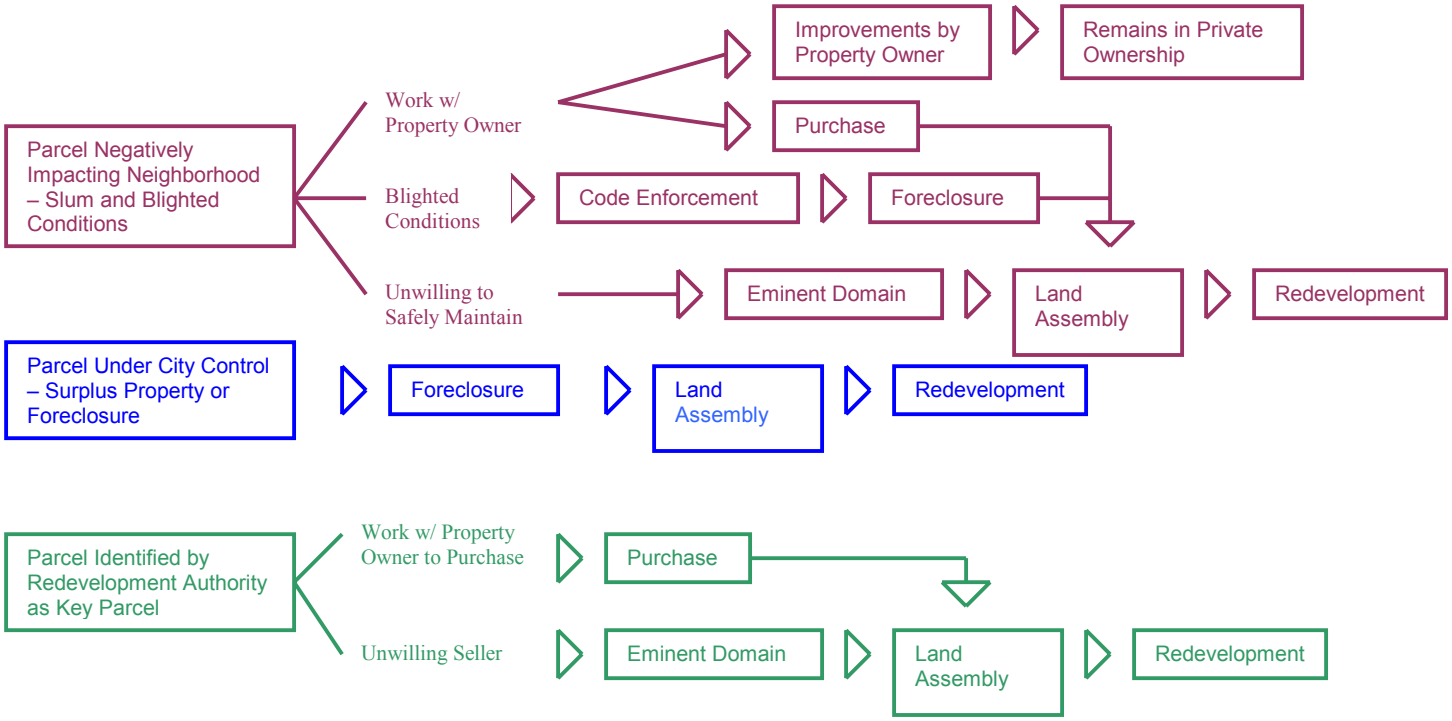
2. Provides active and responsible ownership interest for troubled and abandoned property until redevelopment can occur.

3. Facilitates land assembly that allows projects that otherwise could not move forward due to the inability to acquire critical parcels.

4. Provides a supply of lots for infill housing construction that can be coordinated with other efforts or projects.

5. Maintains an inventory of lots for new housing construction available to community partners such as CDCs, faith based institutions, and others engaged in community revitalization.

SADA, as the redevelopment arm of the City, would receive property for the land assembly authority through voluntary donation by the property owner, transfer from the city of surplus and tax foreclosure property, purchase from private ownership, purchase of foreclosure property at sheriff sale, and use of its powers of eminent domain in support of removal of slum and blight and as action required in implementing the Comprehensive Revitalization Approach. The following diagram illustrates how those various property acquisitions and transfers would be accomplished.



Principle Three. Improvements To The Community's Basic Attributes

Neighborhood revitalization must include addressing needed improvements to the community's basic attributes such as: public safety, clean streets, timely infrastructure improvements, trash collection, brush collection, well maintained buildings, vacant lots that are regularly mowed and kept free of debris, regular yard maintenance, and a general neighborhood appearance and level of community involvement that suggest that people care about their community. These basic attributes tend to shape both the way a neighborhood sees itself and how those

entering the neighborhood for the first time view it. The basic attributes also tend to be important triggers for private investment and re-investment into a neighborhood. That is, when the basic attributes are highly visible, re-investment is usually high as well.

It is important that the master plan include provisions to maintain stability in neighborhoods that are otherwise stable with tools such as City Service Response Teams (CSRT). The CSRT constitute teams of city regulators dispatched as a team to deal with multi-department issues that threaten the continued stability of an area. These problems range from deteriorated apartments complexes, that also may be experiencing illegal activities occurring on premise, to a proliferation of bars and clubs with code enforcement, public safety, and parking problems. While these may be isolated issues today, if allowed to fester, their effects could spread throughout the area. The City's Council Action Team (CAT) could forward problems identified in their areas to the CSRT for attention.

Other areas require an enhanced level of services. These are neighborhoods that have suffered through a number of destabilizing issues and will require additional levels of city services in conjunction with organized efforts to revitalize. This might include additional bulk items and brush collection after successful code enforcement sweeps to encourage residents to place unwanted items on the curb. Special bicycle and beat patrols, in addition to regular police patrols, may be needed and subsidized by area merchants. Other programs include code enforcement education workshops that inform the public of what constitutes a violation and offers creative, cost effective suggestions concerning how to cure code violations.

Sometime existing regulations and enforcement alternatives are not sufficient to deter many of the violators who have a consistent pattern of violating the codes or responding only after regulatory agencies have issued statutory warnings. An example of this would be requiring code enforcement violators that have repeat violations on the same property in a twelve month period to pay citations as a first action and graduated fines for each successive violation. Multiple or chronic violator enforcement would allow code enforcement officials to file one district court action for all properties in violation of the codes, when owned by the same entity who has a consistent pattern of violations of municipal codes. This would result in court actions that assign fines or other judgments that more closely fit the impact that such landlords are having on the community.

Principle Four. Increase Financial Resources

The City of San Antonio must increase its resources dedicated to housing and neighborhood revitalization. The following represents perspective housing finance and housing development tools and sources of funds that have been successfully used in other communities as prescriptive solutions to issues faced. During our assessment of current conditions we found that these tools were not being used in the San Antonio market or that they were otherwise under-utilized. The descriptions below represent an outline of how these various tools work and how they might be structured. Their application will be further explored throughout this report as we selectively apply their conceptual framework to various needs and issues identified.

Employer Assisted Housing – Private companies and public organizations have responded to the need to help lower the housing cost burden and the long distances their employees must travel to the workplace. Innovative approaches include direct subsidies and loans to make housing affordable, available as part of their employee benefits programs. This trend follows passage of U.S. Congressional Legislation in April 1990, lifting prohibitions on bargaining for housing benefits during labor negotiations. Today we have moved far beyond housing benefits extracted during labor negotiations to a number of benefits that are often initiated by management such as: 1) grants for down payment, closing cost, interest rate buy downs and mortgage subsidy; 2) repayable loans at reduced interest rates, and loans for risky borrowers; 3) deferred-payment loans and forgivable loans where the interest and/or portions of the principle are forgiven over a specified period of time or deferred and paid through an appreciation sharing agreement; 4) monthly mortgage subsidy allowances; and 5) loan guarantees. Governmental entities including municipalities have also institutes such programs for its employees, particularly for its uniformed officers, as a means of encouraging them to reside in the municipality or in select target areas. The military has began programs utilizing the real estate industry and off base housing as a primary source of housing rather than building new base housing. Also, the Fannie Mae Foundation office in San Antonio utilizes an Employer-Assisted Housing Program for its employees and is working with other local employers to spread its use.

Pension Funds and Credit Unions – With the increase in contribution to employee pension funds and favorable legislation regarding the use of those funds, pension funds have become an attractive source for financing real estate projects. This source has progressed to the point that the U.S. Department of HUD now has initiatives specifically designed to work with pension fund. One of the most active pension funds involved in these

programs is the AFL/CIO workers union. Other funds that have significant presence in San Antonio should also be explored.

Credit Unions are another potential source of project funding, having enjoyed the growth of investment in credit union throughout the country. Unlike banking institutions, credit unions generally are open to a limited population, typically employees of particular companies or organizations. Over the years, some credit unions have opened its membership to the general public. Credit unions can offer its members attractive interest rates for home loans, home improvement loans and other products due to their lack of emphases on earning a profit. Developers find their lending practices more favorable for affordable housing clients purchasing and rehabilitating housing units in the inner city.

Federal Home Loan Bank Affordable Housing Programs – The Federal Home Loan Bank sponsors a competitive loan or grant program open to projects sponsored by member banks. The program provides loans and grants for acquisition, construction, equity, and other development activities designed to help make housing affordable to low and moderate-income persons. Project sponsors may be municipal agencies or nonprofit organizations. Projects are generally limited to single family for persons earning below 80 percent of the area median family income or multifamily projects where at least 20 percent of the units are reserved for persons earning less than 50 percent of the area median family income. These competitions are generally twice annually, with applications due in April and October.

Public Improvement Districts – Recent successes are noted in implementing a public improvement district for a specified area where property owners voluntarily enter into an agreement to levy a special tax to pay for public improvements. The income from this special tax is used to fund specific projects within the district benefiting property owners.

Tax Increment Finance Districts – Tax increment financing is a system whereby property values in a particular district are frozen for tax purposes, at a certain level, generally reflecting assessed values prior to area reinvestment. When property values rise, the taxes on the increased values are then reinvested back into the development of the area. This concept allows cities to make infrastructure improvements at a pace that supports new surges in development at a time when those improvements have not been budgeted. TIF's are based on the concept that new value will be created, and that future value can be used to finance improvements needed now to create this future value. While San Antonio has enjoyed limited success with TIF Districts, it has been a discouragingly slow process with development occurring well in advance of the finalization of the TIF District.

Urban Design Standards – Urban Design Standards attempt to give conceptual form to contiguous areas of the city or the city as a whole. It implies a fundamental approach concerned with location, mass, and layout of land uses. Urban design combines urban planning, architecture and landscape architecture to create attractive places for people to live, work and play. Most recently, the emphasis for urban design in affordable housing neighborhood has been one of increasing livability, enhancing public safety and highlighting change agents at work in neighborhood revitalization areas. In other words, it's not enough to simply rebuild housing, but we must creatively market the positive change occurring within neighborhoods. For San Antonio neighborhoods, urban designs' importance is often waved in lieu of reducing housing cost or tax burdens on home- owners.

Principle Five. Increase Private Sector And Community Participation In Housing Development And Revitalization

Much of the responsibility for housing and neighborhood revitalization today, rests with City Departments and external agencies such as SADA and SAHA. Other than City agencies, there exist a small group of neighborhood-based community development corporations with a primary focused agenda of improving neighborhoods. The City cannot solve its housing problems acting along, but must make a concerted effort to increase the number of participants that are actively involved in the housing delivery system. The Housing Master Plan must identify opportunities to involve the following.

1. Greater leveraging of the participation of financial institution in housing finance;

2. Involvement of educational and faith-based institutions in housing development;

3. Increased program production utilizing volunteer support; and

4. Heighten awareness of the positive impact of housing and revitalization efforts on neighborhood stability

Principle Six. Resource Targeting

Resource targeting presents a tremendous opportunity to comprehensively diminish the rapidly spreading blight and neighborhood deterioration that has a negative influence on numerous neighborhoods. The distribution of

decline is widespread and in many instances highly concentrated in specific sectors of the city. Focused, concentrated efforts by the City, community and neighborhood organizations, and private sector entities will be necessary to turn these areas around.

A resource targeting program approach focuses on bringing about neighborhood revitalization by targeting city resources and encouraging neighborhood partnerships between residents and the City, financial institutions, education and religious institutions, and others with direct interest in the well being of the community. Resource targeting programs should be focused, holistic, and comprehensively administered.

San Antonio currently utilizes a system of spreading its City revitalization resources among numerous projects and balanced distribution among Council Districts. The programmatic impact of investing those resources sometimes offers little by way of visual change to the neighborhood. That is not to say that the current use of funds is inappropriate. However, the current system often addresses issues individually, leaving other conditions remaining that should have been addressed at the same time in order to maximize the resources and properly influence neighborhood change.

1

Target Area

- Designate manageable geographic areas
- Identify Stakeholders and Community Partners

2

Develop Target Neighborhood Plan

- Issues
- Prescriptive Implementation Program
- 5 Year Action Plan
- 3 Year Funding Plan

3

Community Involvement and Commitment

- Residents
- Non-profit Organizations
- Civic Groups
- Neighborhood Associations

Resource targeting should include three basic components, First, designation of a manageable geographical area as a target neighborhood. The City must establish program goals and reserve associated financial and city service resources to respond comprehensively to its revitalization needs.

Second, development of a Target Neighborhood Plan (TNP) that identifies the issues affecting revitalization and offers a prescriptive implementation program for solving those issues. The TNP should be developed in conjunction with community stakeholders and others that will actively participate in the implementation process. The City's Planning Department should lead the development of the plan, with select city departments utilized to assess existing conditions and determine an appropriate course of action needed to renew the target area. These assessments and recommended corrective actions will form the basis of an implementation plan. The Community Development Department will be primarily responsible for plan implementation, achieved through multi-departmental coordination. A five-year neighborhood action plan and implementation schedule will be formulated for each target neighborhood area, along with a three-year funding plan utilizing city funding and services.

Third, resource targeting must recognize that success in neighborhood revitalization requires a commitment from the community itself. Government cannot build stronger neighborhoods without the leadership of the community itself. The community, through its active participation in the TNP planning and implementation process, will increase community spirit, confidence, and sense of neighborhood identity. Strong neighborhood associations must be encouraged and that means mobilizing the residents themselves. The long-term success of the targeting approach is contingent upon the resident's willingness and capacity to participate, as well as, affective city coordination and resource targeting as a means of encouraging private reinvestment in the area.

VI. 2. Housing Policy Recommendations

The following represent Housing Policy Recommendations that should be adopted by City Council as guidelines for designing programs and allocations of funds. These recommendations are designed to alleviate barriers to the implementation the strategies contained in the Housing Master Plan. These policies aim to optimize the use of scarce resources, leverage CDBG/HOME funding, encourage the use of alternative housing product solutions, and provide a cumulative impact of the benefits of the programs. Maximum benefits are suggested with the intention of sparking a discussion of the appropriate level of benefit, to whom should the benefit go, and when the benefit should be available.

Formula Allocation Of Federal Funds

- Establish a percentage allocation by category, i.e. (Housing, Public Service, Administration, Economic Development, Public Facilities/Infrastructure), for major activities eligible for Community Development Block Grant Funds funding.

- Percentages will be applied to the annual allocation to determine amount of funds available for each category.

- Applications for funding by outside agencies and allocations of funding to city agencies will be limited to the percentage allocations.

- Evaluation criteria will be used to determine funding priorities for applications received from outside agencies.

- City policy will establish priorities within categories among competing activities (Housing—homeownership vs. rental programs). These priorities will be used in evaluating request by city agencies and outside agency.

Maximum CDBG/HOME Benefit

- Maximum benefit for down payment and closing cost will be $5,000 (current maximum is $8,000).

- Maximum benefit for principle reduction or mortgage subsidy will be $10,000 (current maximum is $25,000).

- Maximum benefit for development cost subsidy of new construction / home ownership products will be $20,000 (no current policy).

- Maximum benefit for land acquisition will be $10,000 per lot (no current policy).

- Maximum benefit for single-family rehabilitation will be $45,000 (current maximum is $65,000).

- Maximum benefit for single-family rental housing rehabilitation will be $25,000 per unit (same as current policy).

- Maximum benefit for multifamily rental housing rehabilitation will be up to $8,500 per unit based on number of bedrooms (same as current policy).

Geographical Targeting

- Selection criteria will be established to determine zone designation.

- Four (4) target areas will be selected by the city and designated as reinvestment zones for 5-year periods (Super Sweep areas could count here).

- Each target area /reinvestment zone will receive targeted allocations of federal funding such as CDBG, HOME and City Resources for three (3) years.

- Every three years, new zones will be designated.

- The City will reserve 40% of its annual allocation of CDBG and HOME program funds for eligible activities within the zones.

- High priority will be given to zones for city service delivery and funded repairs and improvements under general fund and bond program budgets that are non-site specific.

VI. 3. a. Housing Alternatives

While the old models of single-family and multifamily housing production can still be used to advantage, new alternatives that reduce costs, provide a more secure environment, redefine aspects of the older models, or take advantage of local assets are being introduced every year. Some of these alternatives hold great promise for adaptation in the San Antonio housing market, while others may never catch on. Some have already been tested in the San Antonio area. All deserve some consideration as housing providers look for ways to make limited resources address overwhelming need.

The models provided below represent a variety of single-family and multifamily housing alternatives used around the country. Acceptance in San Antonio will rely on a local proponent to give the model a chance, forward thinking by lenders, community leaders, and City staff to see how such models can work here, funding availability to assume some of the risk where new ideas are being applied, and, above all, an open mind to look at some old ideas in a new light without the coloring of failed or unacceptable experiences.

These alternatives are presented with the full understanding that what works in some communities may not work in others. Some of these ideas may work only if a local champion emerges to pioneer the concept and give it a true test in the local market. If no such champion exists, that may well provide a clear indication of local acceptance of the concept itself. Where local examples can be noted, they will be.

Cottage Housing

Cottage housing provides an attractive alternative to typical single-family for special populations such as the elderly and mentally ill. These units can be constructed at a higher density on contiguous single-family lots in existing neighborhoods or new development. The upcoming revisions to the Unified Development Code contain provisions for cottage housing. As conceptualized, cottage housing provides up to eight 425 to 850 square foot one or two-bedroom homes on four standard size single-family lots. Homes are grouped around a common area, with parking provided to one side, screened from the street. Larger communities of cottage housing can be provided by combining groups of eight units, in areas where contiguous lots are available to allow expansion of the concept.

This concept provides an attractive alternative for housing special populations in a group setting, such as the elderly or mentally ill. Take,

for instance, elderly housing as it is currently addressed in San Antonio. The elderly often reside in their own homes, which many have owned for decades, where they once raised their kids and now have much more room than they really need now. But, they are comfortable, familiar with their home and their surrounding neighborhood. Sometimes, though, their homes have not received repairs or maintenance that was needed, either through lack of funds or the inability of the elderly to do their own repair work. The City housing rehabilitation program has a long waiting list of homes that are in need of expensive rehabilitation, owned by the elderly that cannot afford the repair themselves and do not have the income to repay rehabilitation expenses provided by the City. Nonetheless, the City provides repairs to the homes and forgives the costs over a period of years. If the homeowner dies, the heirs inherit the home, but oftentimes the debt that is owed the City is forgotten or ignored or just as often, the City has not kept track. If the City encouraged the development of small communities of cottage housing for the elderly within established neighborhoods, these elderly could move from their dilapidated homes into a community of similarly situated contemporaries, where they find companionship, freedom from the obligations of homeownership, and a pleasant environment within a familiar neighborhood while maintaining independence in a single-family structure. The cottages would incorporate Universal Design features and be energy efficient. Costs could be supported through the sale of their original residence, with the funding applied to rent, or the units could be purchased from the management agency and resold later to provide the heirs with their inheritance. Homes purchased by the City could be rehabilitated and sold to households, promoting interest in older neighborhoods. Management and maintenance should be provided by a non-profit or for-profit agency whose mission is the provision of housing for the elderly.

Cottage Housing Site Plan
Developer: The Cottage Co.
Architect: Ross Chapin Architects

A similar scenario could be painted for the provision of housing for the mentally ill. Group housing could be provided by agencies dedicated to the provision of housing for the mentally ill, perhaps even funded through trusts established by parents who have been caring for their mentally ill adult children and are concerned about their continued welfare in the event of the parents death. These communities would be ideal for creating a supportive environment where residents assist each other and a community manager is available to assure that residents maintain medication schedules, sees to the condition of the development, and looks after the interests of the agency. Given the extent of the need and the failure of the market to address that need, an agency looking to provide housing for the mentally ill could find this model an appealing alternative to more institutional settings.

While the concept may be suitable as a starter home for young couples, the risk of the units becoming over-crowded as the family grows, unable to

move up due to economic circumstances should dampen prospects for this use. The eventual conversion of these units from cute starter homes into dilapidated, over-crowded rental housing does not place the concept in an attractive light. Thus, this concept seems most attractive in a scenario where some agency has site control and assumes maintenance responsibilities for the entire development.

San Antonio Alternative Housing Corporation is in the planning process to develop a small group of cottages in a site it owns on Euclid. They are planning to market the units to the elderly, young professionals, young couples, and empty nesters looking for housing in an urban environment. The San Antonio Housing Authority also has cottages for elderly housing included in their master plan for Spring View. They will have 40 units in five groups of eight.

Granny Flats

Similar to the cottage concept, granny flats are small housing units that are built on the property of larger single-family homes. Typically, these units are used to house an elderly relative in such a way that they are nearby, in case they need attention, but their rooms are separate from the main house, thereby offering them a degree of privacy and a sense of independence.

Modular/Factory Built Housing

Current concepts of modular/factory built housing still include the old mobile home-type housing unit. There are plenty of those type developments in and around the city of San Antonio. Lots are leased from the landlord, homes are brought in on wheels, leveled, and attached to utilities. Streets are paved, porches are built, and landscaping is provided, in many cases. Some can be somewhat attractive communities, but most still see them as mobile home parks.

Modular/Factory Built Home Developer: The Urban Design Project

What is being proposed here is the use of the type of modular/factory built housing that could not be distinguished from housing that currently populates most neighborhoods, particularly in inner-city neighborhoods. These homes are built in factories using the same types of materials found in site-built homes. They are brought out to the lot in sections and assembled in a matter of hours. They are installed on permanent foundations on lots that are sold with the home. They constitute real property rather than personal property. Examples of these types of communities are available from around the country. Most conform to uniform building standards. Both infill housing and new housing developments could be addressed with these units.

Shared Housing

The shared housing concept provides a supportive environment in a mixed-aged, group home. In this situation, single mothers with children and elderly residents live in a group home and share responsibilities for the household. The concept replicates extended households that were once much more common than today where three generations lived under one roof. Grandparents looked after the kids while the parents went to work, either on the farm or in town. Cooking and housekeeping duties were shared by all generations. With shared housing, some of the relationships are copied, though the older generations are not related. Mothers can hold down jobs, secure in their feelings that their children are being cared for. Dinner is cooked and served as a group, easing the burden on the older members of the household to cook for themselves. The adults have adult companionship and kids often have other kids with which to play. The group home is managed by an agency that tends to maintenance and repair needs, assures that special needs are met, and assists with the maintenance of friendly relations among residents.

Duplexes/Triplexes/Quadraplexes

Quadraplexes
Kings Court Housing

Duplexes, triplexes, and quadraplexes are multiple unit (2, 3, or 4 units) structures that can be either owner-occupied or rental. While most people are familiar with the use of duplexes in limited numbers, triplexes and quadraplexes are less common. All three types could be used in small developments as special needs housing, such as for the elderly or the mentally ill. Each type could also be used in larger developments, where the individual units are available for purchase by the occupants.

Another option would have one household buy the entire structure, live in one unit, while renting the remaining unit(s) to other households. With this arrangement, the owners would be on-site to see to maintenance needs and the rents collected from the occupants of the other unit(s) could defray their own housing expenses.

Local examples of this use include the Kings Court Housing Corporation's use of quadraplexes for an elderly independent living development on Kings Court, just to the northwest of St. Mary's and Highway 281.

Townhouses

Townhouses are typically considered to be single-family attached housing units (as opposed to more conventional single unit stand-alone single-

family housing, which is termed single-family detached). The usual townhouse development consists of multiple units that are side-by-side, sometimes of the same exterior design and sometimes utilizing a variety of designs between units. They are typically two or more stories tall, with individual units arranged side-by-side rather than one above another. Developments share maintenance and landscaping costs through a neighborhood association.

While townhouses can be a supply of housing for the rental markets, development for sale provides an attractive option for lower income buyers. The arrangement reduces the need for land, thus reducing the costs of development. Households that are reluctant to assume the responsibilities for yard maintenance and those in areas with park amenities in close proximity might be interested in this arrangement.

The San Antonio Alternative Housing Corporation is currently under negotiations to purchase a townhouse development that has been used as rental property. Their plans include the rehabilitation of the housing units for sale to individual homebuyers.

Mutual Housing

The mutual housing concept got its start in Europe, though it has had some success in the large cities in the northeast United States. The concept involves individual ownership in the corporation that owns the multifamily property in which the individual resides. Basically, the residents own the apartment complex in which they reside. Alamo Area Mutual Housing Association began with this concept in mind for use in the San Antonio area. Unfortunately, the structure was not attractive for those that the Association was targeting. The cost of the buy-in for the corporation could provide the downpayment for a single-family house, which tended to be the goal of the target group. AAMHA has since adjusted their mission to include their residents on the board of their association, utilizing the board structure as an opportunity to impart leadership skills on their residents and encouraging their involvement in the life of their communities. While the concept was unsuccessful for a lower-income target group, it may still have some attractiveness for a higher income group (perhaps empty nesters), looking to move away from the maintenance responsibilities of single-family housing.

Adaptive Reuse

Adaptive reuse concerns the conversion of non-residential properties to residential purposes. To date in San Antonio, there have been a few office

Adaptive Reuse
Calcacieu

and warehouse conversions in the downtown or near-downtown area and the reuse of a Cadillac car dealership. In other areas of the country, the conversion of warehouse buildings for artist lofts has been particularly popular, utilizing high ceilings and large windows to provide the space and light that artists prefer for their work areas. As with townhouses, adaptive reuse development can be either for rent or for sale. Adaptive reuse can be an attractive alternative in areas where commercial structures have been largely abandoned and the community is looking for a way to bring the area out of its economic doldrums. It can be particularly attractive to potential residents looking for housing close to entertainment and employment centers.

Mixed-Use

Mixed-Use Project
The Exchange Building

Like adaptive reuse, mixed-use housing development can take advantage of underutilized commercial structures to provide a mix of housing and commercial service uses. Typically, the ground floor of these structures is reserved for commercial uses, where street access is easiest. All floors above the ground floor are used for residential uses. Many adaptive reuse projects include mixed-use aspects to take advantage of pedestrian traffic flow and provide commercial services to area residents.

Mixed-use development can be utilized in new projects, as well. An emerging urban design concept, walkable communities, takes advantage of mixed-use concepts to provide services and employment opportunities in close proximity to residential opportunities. Again, this typically involves ground floor commercial uses with residences on upper floors of a multi-story structure. This mixed-use, high-density residential/commercial core is often surrounded by less dense, single-family detached neighborhoods that have easy access to the commercial services provided in the core. This could be an attractive alternative to the typical suburban sprawl for some area residents.

VI. 3. b. Infrastructure Strategies

During the course of collecting data on housing and housing issues, contact was made with the Public Works Department of the City of San Antonio, the San Antonio Water System (SAWS), and City Public Service (CPS). From these three agencies, information concerning current conditions, redevelopment and repair efforts, and costs of infrastructure development was gathered. These factors each have an impact on housing development and neighborhood revitalization efforts.

A city the size of San Antonio has massive infrastructure requirements. Much of the existing infrastructure is aging and in need of repair or replacement. The Public Works Department, for instance, reports that they are responsible for over 3,700 centerline miles of street infrastructure, with a replacement value of over $3.4 billion and a 20 to 30 year projected life. To provide the repair and replacement activities needed to maintain the streets in prime condition, a $100 million per year reinvestment campaign is needed. Currently, $30 million per year is reinvested in the street infrastructure.

CPS operated the electric and natural gas utility serving San Antonio. The system was purchased by the City in 1942 and is the second largest municipally owned utility in the country. The electric system serves 563,127 customers over a 1,566 square mile area. At the end of January 2000, CPS's average electric and gas bills to customers over a 12 month period were the second lowest of the 20 largest cities in the United States. They maintain 1,368 circuit miles of transmission lines and over 9,000 circuit miles of distribution lines. The CPS gas system serves 303,871 customers in Bexar County, maintaining 4,318 miles of gas mains.

SAWS provides water for a service area that has a population of over one million people. In 1995, SAWS served 454,942 equivalent dwelling units (EDUs) and expects a 42 percent increase by the year 2016. Metered water use has averaged 321 gallons per EDU per day since 1990. The system's wastewater treatment facilities served 562,452 EDUs in 1999. The current system includes 4,741 miles of sanitary sewers, 50,000 manholes, and 114 lift stations. SAWS operates three treatment facilities. Current sanitary sewer capacity is 586 million gallons per day, a capacity large enough to serve 781,400 EDUs at a rate of 750 gpd/EDU.

SAWS offers programs to assist lower-income customers with service costs and repairs to laterals and plumbing fixtures. The Meter Discount Program provides a 50 percent discount on the $5 monthly meter fee. Project Agua collects donations from San Antonio's business community to provide assistance to low-income ratepayers. The program has a goal of raising $1 million and is set to begin its assistance in August 2001.

Plumbers to People is a program that provides plumbing assistance to low-income residential customers. Participants can receive up to $800 in assistance per visit. Laterals to People provides assistance to low-income customers needing to make repairs or clean-out their sewer laterals. All of these programs are run with the assistance of the City of San Antonio Community Action Division of the Department of Community Initiatives.

The Community Action Division also administers Project Warm for CPS. The program provides assistance to low-income customers needing help with utility bills during the winter. CPS also sponsors Volunteers in Public Service (VIPS). The program organizes CPS employees in community service projects. In 1999, nearly 1,300 employees, retirees, or their family members participated in the program, contributing over 16,000 community services hours.

Overall, San Antonio's utility companies provide an impressive array of assistance programs. Their work with the Department of Community Initiatives provides a good example of interagency partnerships that work to the benefit of low-income residents. These efforts, particularly those involving employee volunteer public service, would be furthered by the development of a centralized volunteer project facilitation organizations that works with corporate sponsors to schedule and organize community assistance work projects and serve as a central repository for donated construction materials. This concept is explored further in Section VI. 3. c. Community Self-Help/Institutional Strategies.

One concern of note that was brought up during the data collection process for this document relates to access to utility connections on potential infill construction sites. As the Public Works Department rebuilds streets in older neighborhoods, utility connections need to be made accessible to reduce the need to cut into the street later on, which increases development costs tremendously. Provisions in the Right-of-Way Management Ordinance require that cuts into new, high-quality streets include the removal of an entire block of asphalt, cuts through the road base, repair of base, and reapplication of asphalt. On a new, high-quality street, this process could cost a developer about $75,000. A variance is available that allows a four foot by six foot patch rather than the block-to-block, curb-to-curb replacement. The cost of the patch would run about $1,000, but may not be allowed in some areas where new streets have recently been laid. An asphalt recycling method can be used for asphalt replace that would cost about $15,000 for the entire block. In new developments, code requires that utilities be laid running parallel to the streets so that such road repairs are unnecessary for making connections. The City should evaluate all older neighborhoods prior to laying new roads to determine the need for access to utilities on potential infill lots. Pre-planning could save many thousands of dollars later on.

VI. 3. c. Community and Faith-Based Self-Help Initiatives

By all accounts, the housing needs of residents of the city of San Antonio are tremendous. Assuming that there is a correlation between value and housing condition, appraisal district data indicate that more than 18,000 housing units are likely to be in poor or very poor condition (using a value of less than $15,000 as an indicator of very poor condition and a value of $15,000 to $24,999 as an indicator of poor condition). Waiting lists for public housing (4,875), Section 8 rental assistance (12,262), and home rehabilitation programs (144 for owner-occupied rehabilitation and 194 for rental rehabilitation) are extremely long. It is abundantly clear that the City of San Antonio cannot address the housing needs of its citizens alone. As partners in the revitalization and affordable housing development process, non-profit community and faith-based organizations represent the real force behind the progress that has been made in inner-city neighborhoods. This section will look at community and faith-based organizations active in San Antonio and efforts that can be made to expand their capacity and support other self-help initiatives.

Several community and faith-based organizations, whose primary mission is the improvement of housing conditions, are working within the city of San Antonio. Their sizes range from one employee to a few dozen. Their capacity ranges from the provision of a few rehabilitation projects per year to building 50 or more new single-family homes each year and managing a couple of thousand multifamily housing units. Some of these organizations, their accomplishments and goals are listed below:

- Alamo Area Mutual Housing Association – Operates 556 multifamily units in four properties, three in San Antonio and one in Kirby, in a service enriched environment. AAMHA is in the process of acquiring another property with 150 units and has projects totaling another 268 units in development. All AAMHA properties are targeted at residents earning less than 80 percent of the area median income. More than one-half of the AAMHA Board of Directors is comprised of residents of their properties. Therefore, leadership training is a major component of their service agenda. Other services center on educational opportunities, with classes offered for GED preparation, English as a second language, and self-paced computer training. AAMHA is in the process of developing two others business lines; property management and resident services.
- Christmas in April – Christmas in April (being renamed "Rebuilding Together with Christmas in April") is a volunteer program that coordinates repairs on 30 to 40 homes each year.

Christmas in April staff prepare a list of elderly homeowners, within their target area for that year, whose home is in need of repair. The program solicits volunteer teams from area businesses and trade associations. Each team then takes on the responsibility of evaluating the home's condition, developing of a work plan, arranging for the supply of materials, and supplying the labor to see the work plan through. The organization also solicits material donations from local businesses. More than 1,200 volunteers worked on houses on the workday in 2000. While the organization makes it a practice not to do foundation work, occasionally builders involved in the event will take on the responsibility themselves. Plans for the future include the formation of an emergency repair program for homes that cannot wait for the workday (which now comes in October).

- Community of Churches for Social Action – A partnership of 22 East San Antonio churches formed in 1999, CCSA's mission is to become an advocate for community revitalization. They are currently initiating a new construction program with UUHAC to build eight or nine new single-family houses. They are also working on the development of youth and social service programs, offered through their member churches.
- The Conservation Society - The Conservation Society provides grants totaling $100,000 per year to property owners to reimburse them for repairs made on their buildings, both commercial and residential. Grants are not based on income. About 20 awards are made each year, for amounts ranging from $500 to $20,000. The Conservation Society sees as their mission the encouragement of neighborhood stability, support of neighborhood efforts, provision of technical information, neighborhood resource center, and advocacy for changes in the building code, the Americans with Disabilities Act, historic preservation ordinances, etc. They are participating in Project Renew, a neighborhood revitalization program, with the San Antonio Alternative Housing Corp. and the City of San Antonio.
- Habitat for Humanity – The San Antonio affiliate of Habitat for Humanity has been active in San Antonio for 25 years. Last year, they built 32 new homes. Habitat utilizes volunteer labor to build their houses. Corporations and churches sponsor teams that work on the homes. More than 8,000 volunteers worked on Habitat homes in 2000. Some building materials are also donated. Buyers are also required to put-in 300 hours of sweat equity in their homes and others that are being built. Habitat provides financing for the buyer with no interest, requiring $1,000 down from the buyers to cover downpayment and closing costs. They also operate a used building materials store (ReStore), the revenues from which are used to provide for the administrative expenses of the organization.

- Holy Land of the Americas – Operated by the 1st Providence Baptist Church, Holy Land of the Americas buys, rehabilitates, and sells HUD homes utilizing Section 203K loans. Since 1996, this organization has sold approximately 150 homes through their program. Being certified by HUD, they receive a discount on the purchase of the home, which they pass on to their buyers. They also operate a homebuyer counseling program and has 50 qualified homebuyers ready to purchase homes. Holy Land of the Americas also owns six lots in East San Antonio, which they would like to use for new construction of single-family homes.
- Jewish Family and Children's Service – Provides supportive services to a number of housing agencies across the city. They operate an after-school program and provide individual and family counseling for SAMM, run a refuge resettlement program, and provide a utility bill subsidy program to help poor families about to lose utility service. While they do not provide any direct housing programs, the services provided by this organization, and others like them, provide the support that many other organizations need to truly impact their clients' lives.
- King's Court Housing Foundation – Founded in 1990 to check commercial expansion in residential neighborhoods, King's Court is continuing work on a 32 unit elderly, independent living complex that replaces homes that were demolished to make way for commercial development. The Foundation works in three inner-city neighborhoods; Tobin Hill, River Road, and the Monte Vista Historic District.
- Merced Housing Corp. – Merced was founded in 1995 by nine congregations of Catholic sisters as a by-product of their Public Policy Task Force. Using funding from local congregations, Catholic foundations, and the Bexar County Housing Finance Corp., Merced has acquired and operated two multifamily complexes, a 23 unit development in San Antonio and one in Somersett, Texas. The purchase of another property in Conroe, Texas was nearing closing at the time of the interview (March, 2000). A 252 units development is also underway in south San Antonio, adjacent to market rate single-family and commercial developments. They have plans to expand with a elderly housing development on the south side and the provision of job training on single-family rehabilitation projects in conjunction with local churches.
- National Association for Mental Illness – NAMI owns and manages two housing projects for the mentally ill. One project has 20 units, the other has 24 units. The projects were development utilizing HUD Section 811 funding. Both have on-site managers and supportive services provided by the Center for Health Care Services. They developed these housing projects to provide

alternatives to the board and care homes that house many of the mentally ill. They are private homes that provide room and board, taking most of the customers SSI as their fee. While some of these homes provide adequate care, many are over-crowded and provide minimal care. NAMI's projects have vans for taking their residents on errands and are located on VIA routes for accessibility to the transportation system. NAMI hopes to break ground soon on a third development to provide another 18 units.

- Neighborhoods Acting Together – Neighborhoods Acting Together is an East San Antonio-based organization concerned with promoting and rebuilding the near east side. Founded in 1994, this grassroots organization has received two Neighborhood Commercial Revitalization Grants, one for the Commerce-Easttown Corridor and a second for the Houston Street Corridor from Highway 281 to the new arena site. They have relocated six historic homes from the Carver Center area and have plans for their rehabilitation and sale. They were also instrumental in securing a Historic Designation for the Hay Street Bridge. Neighborhoods Acting Together expressed an interest in promoting the shared housing concept within their target area.
- NHS – NHS has provided 100 rehabilitated homes over the past 10 years and 250 new single-family homes over the past 7 years. They have a goal of 50 new homes each year, though they managed 30 more than that in 2000. While their average client earns less than 60 percent of the area median income, they will make loans up to 120% of the area median income. They sell their loan portfolio to their national organization, NHS of America, at par value, freeing up their own funds for further investment. NHS is a certified Community Development Financial Institution and recently received $1 million CDFI funding. NHS would like to be able to provide more rehabilitation services, but notes that they can build 10 new homes for every rehabilitation project completed, due to the complexity of the rehabilitation process.
- Salvation Army – The Salvation Army operates homeless shelters and transitional housing programs in San Antonio. They currently operate facilities for women and children, single men, and have a 23 room transitional facility and operates a scattered-site program that houses families in apartments or homes around the city. Participants in the transitional housing programs must work or go to school. They also operate a 20 bed senior assisted living facility.
- SAMM Housing Corp. – SAMM Housing Corporation is a subsidiary of the San Antonio Metropolitan Ministry. It was chartered in 1990 to provide transitional housing to homeless families. Its goal is to assist homeless families transition from homelessness to self-sufficiency. Currently, SAMM operates a

125 bed emergency shelter (with an additional 20-90 temporary spaces available when extreme weather conditions increase demand for shelter), 20 units of transitional housing in a converted convent on Blanco (with 20 more units under development), and a scattered-site housing program that currently has 25 single-family homes in inventory. SAMM works with a number of social service providers to bring services to its clients. They provide after school care and tutoring, and COPS/Metro operates Project Quest, teaching life skills, parenting, and budgeting classes to adults.

- San Antonio Alternative Housing Corporation – SAAHC built 55 new single-family homes in 2000. In addition, they provide handicap ramps and other accessibility alterations to 450 homes per year. They also own 2,800 units of multifamily housing (500 of which are in Austin) and are in development on 800 more units. They provide downpayment assistance at reduced interest rates, selling their downpayment assistance loans for 70 to 80 percent par value to the San Antonio Credit Union. Their People Helping People Program provides counseling, a buy-back guarantee, and a mortgage product that operates with ratios that are higher than market ratios. SAAHC also owns scattered site rental single-family rental units. Plans for the near future include the purchase of a 94-unit townhouse complex for rehabilitation and sale of individual units to homebuyers, two HOPWA (Housing Opportunities for Persons with AIDS) projects, and the city's first cottage housing development. They also look to expand their apartment holdings, have a goal of managing all of their apartments themselves, expand their RAMP program, and develop an elderly project.
- U.U. Housing Assistance Corp. – UUHAC got its start doing volunteer rehabilitation projects on RTC properties. It began an owner-occupied rehabilitation program utilizing CDBG funding in 1994. It added a downpayment assistance program, providing 29 grants and loans between 1994 and 2000. UUHAC also built 8 new homes between 1998 and 2000. NHS services their downpayment assistance loans. They are expanding their owner-occupied rehabilitation program through funding from the San Antonio Housing Trust and Broadway Bank.

Single Family Infill Home Built by SAAHC

Another source of community self-help initiatives is the City's Planning Department. The Planning Department has an ongoing neighborhood planning process that provides planning services to neighborhoods selected through a competitive process. Selected neighborhoods are taken through a needs assessment process, an evaluation of strengths, weaknesses, opportunities, and threats (SWOTs), the development of goals and objectives, and the development of an action plan. These plans provide a useful tool for the neighborhoods in their stabilization and

revitalization efforts. Once the plan is completed, the neighborhood leadership is left to work with the residents to implements the recommendations found in the plan. No implementation funding from the City accompanies the plan, but most neighborhoods have provided their own follow-up on the recommendations, attending zoning hearings and working with the City to request the infrastructure improvements identified in the plans.

Given that the need is tremendous and that the City cannot address this need alone, the big question becomes one of how the City can facilitate community self-help initiatives to address the unmet need. Toward that end, the City should support the creation or designation of a citywide non-profit agency to administer and champion a program of self-help initiatives. Responsibilities would include:

1. Administration of programs that focus on meeting unmet needs reflected in the housing authority and housing program waiting lists, code compliance cases involving elderly and indigent homeowners, and the physically handicapped;
2. Marketing and outreach to businesses, trade associations, and civic organizations for participation in these programs;
3. Screening of applicants for eligibility for assistance; and
4. Coordination of event and self-help projects.

A major responsibility of the non-profit would be the creation of a program that brings together volunteer teams from companies around the city to provide assistance to low-income and elderly households struggling to deal with housing deterioration and code compliance issues. The program should concentrate on bringing exterior conditions up to code. Working off the Christmas in April model, the program would tap into the public spirit shown by the corporate community. The program should be operated year-round, with a number of workdays identified each year for which corporate teams can sign-up. Homes where code compliance and/or emergency repair needs are identified would be matched to corporate teams. Program administrators would provide details on the repairs to be made and coordinate with a central warehouse of materials and supplies to assure that the teams are supplied with the materials and equipment necessary to complete the job. Able-bodied residents of the subject homes would be required to assist the teams. The scope of the program should be citywide and at least five workdays should be scheduled throughout the year, with Christmas in April's October workday supplying a sixth event.

Related programs should be developed to bring trade associations to the table, identifying homes in need of more technical help like HVAC, plumbing, foundation, and roofing repair and weatherization. Their

Best Practice:

The City of Pheonix, Arizona runs a plumbing repair and retrofit program called Neighbors Helping Neighbors. The program utilizes volunteer labor provided through high school vocational programs. The City of Phoenix Water Services Department provides materials, some tools, and technical support. A community based non-profit organizations handles identification of homeowners, coordination of materials, and scheduling of work. In the first three years of the program, 549 homes received free repairs and/or conversion to water saving fixtures, with an estimated water usage savings of almost 24 million gallons per year.

Benchmarks:

Students provided with on the job training (target 20 per year).

Resource savings (100 gallons of water per home per day).

members would be provided projects for pro bono assistance, allowing participation beyond the simple fix-it-up/paint-it-up projects provided for relatively low-skilled participants.

The new non-profit organization would provide material and technical support for community and faith-based organizations and self-help initiatives across San Antonio through the establishment of a lending repository for tools and equipment that neighborhood organizations (and the program detailed above) can access and for clean-up and fix-up events. It should also work with local retail and corporate donors to create a centralized pool of in-kind contributions accessible to neighborhoods and organizations sponsoring fix-up events. The organization should create an application process that is simple to complete, yet assures that the materials will be used in an appropriate fashion.

The new non-profit organization should also be utilized to provide the staff for the Capacity Building Program, detailed later in this report, a local housing networking organization (also detailed later in the report), and future Housing Summits. The organization should be the lead agency in the Capacity Building Program, partnering with the City and a national intermediary organization to provide technical assistance to local CHDOs. They should be responsible for the evaluation of local CHDOs' technical assistance and capacity building needs, contract for the development of business plans (as needed), identify and contract workshop presenters, and organize group trips to review community development successes in other cities. The organization should become the central agency for housing resource development within the community and faith-based housing community, providing links to the wider housing and finance industry through the networking organization and Housing Summits.

VI. 3. d. Capacity Building Model

The provision of affordable housing by non-profit, community-based, and faith-based organizations can be greatly improved through a concerted effort to build the capacity of those organizations. The U.S. Department of Housing and Urban Development has operated a program for the past several years that provides funding to national intermediary organizations with a mandate to provide technical assistance and capacity building services to municipalities and non-profit organizations around the country. Such assistance is available to organizations in the San Antonio area, though access to the services has been reported to be somewhat difficult.

As part of the HOME Investment Partnership Program, a portion of the federal funding allocation is eligible for use in a locally established capacity building program for Community Housing Development Organizations (CHDOs). With appropriate management, this source of funds can be combined with services available through the nationally funded intermediary organizations to construct a thorough program of technical assistance and capacity building to advance the productive capacity of San Antonio's housing organizations.

Such a program should be constructed around three objectives:

1. To increase the organizational capacity of local CHDOs;
2. To resolve specific technical obstacles experienced by the CHDOs; and
3. To provide networking opportunities for the CHDOs with lenders, for-profit developers, and each other.

Objective 1: To increase the organization capacity of local CHDOs.

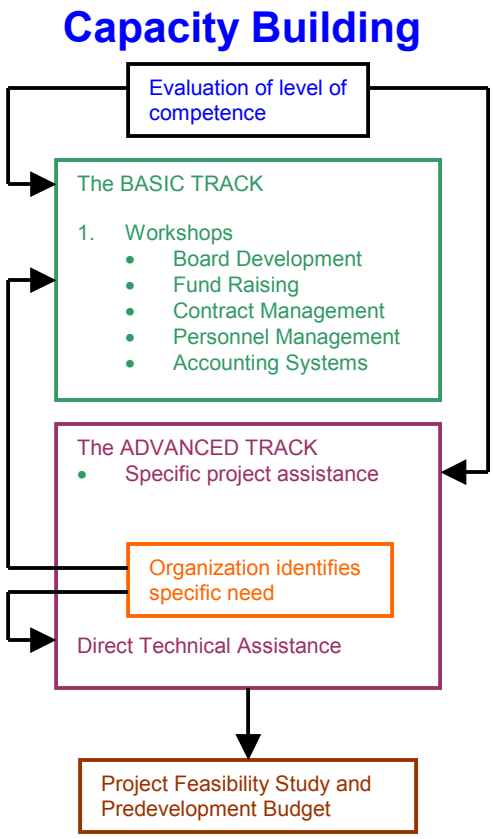
While there are a few very successful CHDOs working in the San Antonio market, most CHDOs, or prospective CHDOs, are recently organized, community-based agencies attempting to bring improvements to specific areas of San Antonio. Most have had a few successes to show for their efforts, but some are still working to define their overall mission, put management guidelines in place, and identify development opportunities. For these organizations, a comprehensive system of organizational capacity building workshops could provide them with much needed information and assistance in strengthening their organization.

As a first step, the City should provide consulting services to evaluate or construct business plans for the certified CHDOs and each new CHDO as the certification process is completed. Each business plan should detail one-year and five-year organizational development plans, fundraising

goals, construction project opportunities, and budget projections. With each business plan, the consultant should provide an evaluation of the organizations, specifying capacity building and technical assistance needs. These evaluations will be utilized in designing the capacity building workshops in order to cover the topics most needed by the local CHDOs and assign organizations to one of two tracks. The Basic Track would address organizational development needs. The Advanced Track would provide assistance with specific technical assistance needs, detailed in Objective 2. Organizations would be expected to contract with the City to attend the workshops specified by the evaluation in exchange for continued participation in the CHDO program.

The Basic Track

A series of workshops should then be scheduled that provide training on topics needed by the CHDOs to increase their organizational capacity. Workshops could be provided by local experts in the field, representatives of the nationally funded intermediary organizations, consultants, or, where appropriate, city staff. Workshop topics might include:



- Roles and responsibilities of the Board of Directors;
- Roles and responsibilities of the Executive Director;
- Fundraising techniques;
- Accounting basics and use of available software;
- Federal housing programs;
- Management of multifamily housing developments;
- Construction management;
- Financing construction projects;
- Organizational development;
- Asset management;
- Public relations;
- Working with the City of San Antonio;
- Leadership development;
- Using Low-Income Housing Tax Credits;
- Reporting and monitoring systems;
- Personnel management; and
- Innovative housing alternatives.

The workshops should be scheduled with as much notice as possible to allow the CHDOs to plan their attendance in accordance with their participation contracts. Executive Directors, board members, and/or appropriate staff members will be expected to attend depending on the focus of the specific workshop.

Objective 2: To resolve specific technical obstacles experienced by the CHDOs.

The Advanced Track

During the course of a housing development project, specific obstacles are presented that hinder or jeopardize the viability of the project. Often, the CHDO staff has the expertise to resolve the problems themselves. Sometimes, however, the problems are beyond the technical expertise of the CHDO staff, requiring outside assistance for resolution. A service that the Capacity Building Program should provide would be to fund technical experts to assist the non-profits for project specific technical problems.

These technical problems might take in wide range of forms, including:

- Site selection;
- Infrastructure needs;
- Financial partnership development;
- Development of Low-Income Housing Tax Credit applications;
- Problems with property titles;
- Development of Tax Increment Finance District applications;
- Assistance with economic development strategy development;
- Cost estimation; and
- Project planning.

As part of the process, the technical experts should impart some of their knowledge to CHDO staff, where possible, making the staff better prepared to handle the problem if it should occur again in the future. The Capacity Building Program should develop a process for requesting assistance and provide an evaluation process for feedback on the effectiveness of the contractor supplied.

Objective 3: To provide networking opportunities for the CHDOs with lenders, for-profit developers, and each other.

On March 23, 2001, the City hosted a Housing Summit that provided a jump-start for a networking opportunity for City staff, non-profit organizations, lenders, developers, realtors, and others interested in housing issues in San Antonio. This network should be cultivated and expanded to strengthen relationships within the housing delivery system, thus making complicated projects easier to put together. This can be accomplished through the development of a four-pronged attack. First, a network for the Executive Directors of the non-profit organizations should be formalized. This network should meet monthly, providing an opportunity for the Directors to exchange information on current projects, solicit input on development problems, and become familiar with the

missions and focus of each of the other organizations. Each meeting should provide an opportunity for one of the organizations to provide a presentation on their organization, current projects, and development needs. Over the course of time, these organizations should become more familiar with each other, partner together on specific projects, and the weaker organizations can benefit from the experiences of the stronger ones.

Second, a broader organization should be established to bring together participants from the housing summit on a monthly basis to strengthen relationships begun at the Housing Summit. Through this process, developers and financiers will become more familiar with the non-profit housing industry, better understand their goals and objectives, and, hopefully, begin to develop partnerships with the non-profit organizations to bring more resources to the production of affordable housing.

Third, bring the Housing Summit back as a yearly event. Each year the Summit should focus on a new aspect of the housing market. This year the Summit looked at sustainable development. Perhaps next year could be devoted to special needs housing, housing innovations, or revitalization planning. The objective here is to give the housing industry an event that brings together all the players, providing an opportunity for them to socialize and gather information that can be shared through the partnerships that are built through learning more about each other.

Fourth, best practices found in other municipalities should be examined more closely for potential adoption in San Antonio. This should be accomplished through site visits that provide participants an opportunity to see the outstanding development projects and interact with the people who made them happen. Small group trips should be arranged to include non-profit and for-profit organizations interested in learning more about what other cities are doing. These group trips should be funded, as much as possible, through private contributions. The group, upon return to San Antonio, should prepare a presentation for the Executive Director's group and the housing network so that the information can be dispersed throughout the development community.

Management of the Capacity Building Program should be provided by a local non-profit organization interested in housing issues, rather than by City staff. A partnership between the City, the managing organization, and other funding or assistance sources (i.e., an federally funded intermediary organization or local funding source) should be formed to oversee the program.

VI. 3. e. Special Needs Housing

There are a number of special needs groups for which housing issues are a major concern. These groups include: the elderly, the disabled, the homeless, the mentally ill, battered spouses, and persons with AIDS. Specific housing needs for these groups are being addressed by a variety of organizations around San Antonio, ranging from small non-profit organizations to municipal and county agencies. Principal among the governmental agencies active with special needs populations are the City of San Antonio's Community Initiatives Department and the Center for Health Care Services, Bexar County's version of a Mental Health and Mental Retardation service agency.

The Community Initiatives Department (CID) coordinates the City's response to multiple social service needs. Their purview includes homeless services, AIDS housing (through the federal HOPWA program), elderly programs, services for battered women, and the disabled. CID prepared the City's Continuum of Care strategy, which is the central planning document for coordinating homeless services across multiple agencies within the county. The Continuum of Care provides a detailed listing of agencies and their capacity. It enumerates homeless housing and service needs and provides a strategy for fulfilling those needs. The Continuum of Care is submitted to HUD yearly through the Supportive Housing SuperNOFA, a notice of funding availability that covers the Supportive Housing Program, Shelter Plus Care, HOPWA (Housing Opportunities for Persons with AIDS), and the Emergency Shelter Grant. A reproduction of the Continuum of Care has been included in the third section of this document, Analysis of Current Conditions.

Through the Continuum of Care process and applications to HUD for the Supportive Housing SuperNOFA, the homeless service agencies in San Antonio have received more that $5 million each of the past two years, an indication of the level of coordination exhibited by social services agencies in the city. This funding goes to the provision of homeless services, either housing, shelter, or supportive services. Agencies included in the HUD funding include: SAMM, the Salvation Army, Family Violence Prevention Service, Inc., Children's Shelter of San Antonio, American GI Forum National Veteran Outreach Program, Inc., and the Center for Health Care Services. Some of these agencies were described in the Community and Faith Based Initiatives section of this document. Activities funded through the Supportive Housing application include: counseling, child development center, transitional housing, emergency shelter operations, veterans outreach program, and life skills training.

Housing needs for the disabled are being addressed in a couple of ways in San Antonio, aside from for-profit corporation involvement in the provision of housing and services. Of particular note is the work of the San Antonio Alternative Housing Corporation through their Ramp Program. The program provides modifications to single family homes to meet American with Disabilities Act requirements for access for the disabled. The program provides ramps and other accommodations for about 450 homes per year and has a waiting list of more than 900. The program is funded through private foundations and contributions from Councilmembers through their discretionary General Fund allotments. The program employs three full-time staff and 14 Americorp volunteers.

Another important activity that will impact housing accessibility for the disabled is the adoption of a Universal Design Ordinance that would require developers to construct housing units with accessibility provisions incorporated into all units. With the aging population, the need for accessible housing will be more and more an issue. The Universal Design Ordinance will guaranty that future development will provide a ready supply of accessible housing, reducing the cost of accessibility through incorporation into development costs, rather that through adaptation after the fact. Cost estimates of incorporating universal design into new constructions show the addition of $370 to $670 per unit, compared to $3,300 to $5,300 for remodeling to meet the same accessibility provisions. The Universal Design Ordinance is an important step toward providing appropriate housing for a range of citizens.

Elderly housing needs span a wide range of issues. Of major concern is the maintenance of properties owned by the elderly. Lower-income households, where retirement income is barely sufficient to meet living expenses and physical abilities no longer permit strenuous activities, home maintenance is often overlooked. In areas where the housing stock was already old and in poor condition, extended periods without maintenance can lead to rapid deterioration, to the point of dilapidation and the need for demolition. The City has sponsored programs that work with a limited number of these elderly homeowners to restore their homes to livable conditions. The costs of such repairs are enormous, however, sometimes exceeding the value of the rehabilitated home. An alternative to his type of program, recommended in the Housing Alternatives section of this document, involves the development of cottage communities that elderly homeowners can purchase, with CDBG assistance, at a considerably lower cost to the CDBG program. Please refer to the Housing Alternatives section for more details.

Additional housing opportunities are needed to serve those elderly residents that do not own their own homes and have no prospects of being able to in the future. The San Antonio Housing Authority operates several

facilities for this group, as do several non-profit organizations. The relatively low income of this group makes access to typical multifamily housing difficult. Additional opportunities for independent living arrangements are in development, but the pending need will greatly exceed the stock of assisted units. Further housing development is needed to serve this group.

The extent of homelessness in San Antonio is reported to be of epic proportions. According to the Continuum of Care, more than 4,000 homeless, of which more than 1,080 are reported to be mentally ill, roam the streets of San Antonio or reside in one of the homeless facilities offered by social service organizations. Homeless programs are operated by a number of agencies around the city. The Salvation Army, SAMM, HAC-Casa San Martin, and other organizations operate shelters and transitional housing facilities that work toward moving the homeless back into self-sufficiency. These programs are funded through HUD homeless programs and private donations. A vast array of supportive services, ranging from soup kitchens to computer training programs are offered by these agencies and associated organizations with a mandate to help the less fortunate.

Another of the special needs populations is persons with AIDS. Little housing exists in San Antonio that provides the type of services that meet the particular needs of this population. The Alamo Area Resource Center, House of Hope, the San Antonio Metropolitan Health District, and the San Antonio AIDS Foundation all provide housing and/or supportive services for this population. The San Antonio Alternative Housing Corporation has been awarded funding through HOPWA for the development of two facilities for persons with AIDS, one of which is specifically targeted for women with children where AIDS has been diagnosed.

The mentally ill in San Antonio are a much larger group than most would suspect. It is estimated that one person in one hundred has some degree of schizophrenia, just one of a number of mental illnesses. With changes in the federal governments support of mental institutions, many seriously mentally ill individuals have wound up on the streets. Without familial assistance, many of these people are unable to cope with some of the basic requirements of our society. They are unable to fill out applications for assistance or housing, do not have supporting documentation that is sometimes required, fear the intervention of governmental agencies (reasonable or not), and often lack the mental capacity to maintain jobs. A number of housing opportunities exist for these individuals, though the number of available housing units is limited. The local affiliate of the National Association for the Mentally Ill (NAMI) owns and operates two facilities with 44 units of apartment housing for the mentally ill. Social services are provided by the Center for Health Care Services and

transportation assistance is provided by NAMI. Other arrangements have been made by the San Antonio Urban Ministries that place three to five people in single-family homes. A network of social workers provide assistance to their customers and the residents own and operate their own business, cleaning offices and doing yard work. Another source of housing is board and care homes. These are private houses that provide rooms for the mentally ill, in exchange for all but a few dollars of the customer's SSI income. Room and board is provided. Some of these housing opportunities are well run and the customers are well provided for, but many are over-crowded and provide nothing more than a television to distract the residents.

Best Practice:

In 1990, Harris County and the City of Houston, Texas created the Coalition for the Homeless to address homeless issues. The Coalition, in concert with the Harris County Housing and Community Development Agency, the City of Housing, and the Houston Housing Authority, developed a Supportive Housing Grant application that resulted in 33 of 35 applicants receiving a total of over $19 million for homeless services in 1996. This amount far exceeded the "fair share" amount earmarked for the area. The Continuum of Care developed by the Coalition is the model of the type of cooperative effort among local agencies that HUD encourages through their homeless funding practices.

Benchmarks:

Percent of proposed projects funded through Supportive Housing Grant Program (target 60%).

Funding total from Supportive Housing Grant Program (target $6 million annually).

Increase number of transitional housing units for the homeless (target 25 additional units per year).

Battered women have a specific need that centers on their ability to remove themselves from threatening relationships. The Continuum of Care estimates that over 1,300 women, over 500 with children, are victims of domestic violence. To date, only 128 housing units are available to care for their needs and provide them with a non-threatening environment. The Continuum of Care lists addressing the needs of this population as a high priority, with the Family Violence Prevention Service, Inc. having received significant funding from the 2000 Supportive Housing Grant SuperNOFA awards.

A specific problem that service organization working with these special needs groups experience deals with neighborhood acceptance of housing dedicated to serving their needs. NIMBY (not in my back yard) attitudes often obstruct the development of group housing and shelter facilities needed to serve special needs populations. SAMM is in the process of converting a convent on Blanco into a transitional housing facility. At its inception, significant objections from the surrounding neighborhood almost prevented its development. The City of San Antonio should work with neighborhoods where this type of housing is being considered for development to alleviate NIMBY attitudes and prevent the potential for violations to federal Fair Housing Laws that might result from the elimination of special needs housing projects. This function might be appropriate for the non-profit organization suggested to head the capacity building program detailed in the previous section of this document.

With federal funding for special needs populations being limited, the City of San Antonio should work with service providers to assist in the establishment of relationships between the organizations and alternative funding sources. The capacity building program and related networking opportunities recommended in this document may work toward filling that objective. Also, continued cooperation on the Continuum of Care and assistance with funding proposals should be in the forefront of the City's effort to assist special needs populations.

VI. 3. f. Military Housing

There are currently four active military bases in San Antonio and Bexar County. These are Brooks Air Force Base, Ft. Sam Houston Army Installation, Lackland Air Force Base and Randolph Air Force Base. The fifth is Kelly Air Force Base, which will be officially de-commissioned on July 13, 2001.

It is evident that the levels of on-base housing have remained static, and in some cases, have decreased significantly. A national trend is occurring whereby military housing is being *privatized.* Through privatization, the Air Force believes more airmen can be housed more quickly than through the standard military construction process. In the Air Force, the average age of housing inventory is 36 years and 65,000 of the 106,000 units require revitalization.

The Department of Defense (DoD) spends about $750 million annually to replace/renovate on-base housing, and about $2.8 billion annually to operate and maintain on-base housing. Annual family housing allowances total about $5.2 billion.

One important aspect of Secretary Cohen's housing initiative is to maintain a consistent level of family housing funding to improve housing the Department will retain on-base. The Department believes that eliminating Service members' out-of-pocket expense should decrease the demand for on-base housing. A decreased demand for on-base housing translates into a smaller inventory requiring improvement.

Housing referral is an important tool for providing adequate and affordable private sector housing. However, it alone is not sufficient to meet the Department's entire housing needs. There will always be a need for some on-base housing.

The new Basic Allowance for Housing system determines allowances based on the rental rates that the military and civilian populations pay within a specific locality. Members are provided an amount determined by this system to be appropriate to rent suitable housing on the private economy. Members can elect to spend more out of their pockets or less and pocket the additional funds. Competitive pressure, therefore, acts to prevent landlords from raising their rents simply based on an allowance increase because this would create an incentive for the members to seek other housing.

Congress gave DOD the privatization authority so the department could leverage private sector capital to help fix military housing. DOD estimates

it would need 30 years under the old military construction system to deal with the 205,000 substandard housing units it has today. Under the privatization program, officials believe they can work off the backlog in 10 years.

Through fiscal 2001, DOD expects to privatize 31,500 units. In fiscal 1993, DOD privatized more than 1000 units. In fiscal 1999, 2,700 units were privatized. This fiscal year, DOD plans to privatize 21,600 units.

All services are currently preparing family housing master plans to define how they want to take care of their inventory of bad housing over the next six years.

The 1999 Annual Defense Report to the President and the Congress states that two-thirds of DOD's 297,000 existing housing units are in need of extensive repair. Using traditional military construction practices and funding, it would take 30 years and $20 billion to solve the housing problem. The Department established three clear goals for improving the quality of military housing:

- Eliminate permanent party gang latrine barracks by FY 2008
- Continue to implement the "1+1" barracks construction standard
- Eliminate inadequate family housing by FY 2010

The first 2 goals will be met or exceeded by the Services. The third goal, family housing, is more problematic. The HAC MilCon Subcommittee has included a provision in its committee report that would require the Services to submit Family Housing Master Plans that achieve the 2010 goal. These plans will provide important links between the condition and funding profiles needed to improve family housing and quality of life.

The Military Housing Privatization Initiative law expires Feb 2001 and the DoD is currently working to extend the authorities.

Privatization status as of July 26, 1999:

- 3 projects (1,009 housing units) awarded for privatization since 1996 (Corpus Christi, Everett, & Lackland AFB)

- 2 projects (2,777 housing units) to be awarded August 1999. (Ft. Carson, MCLB Albany)

- 6 projects (3,472 housing units) currently in solicitation. (Robins AFB, Elmendorf AFB, Camp Pendleton, Everett II, Kingsville II, South Texas)

- 28 projects (33,251 housing units cumulative) have been reported to Congress and will be awarded or under solicitation by FY 2000. (shortly we will have Ft. Hood, Dyess AFB, San Diego, New Orleans & Chicopee/Stewart in solicitation)

Sustaining the rate of privatization post Feb 2001 is very unclear.

Military Family Housing: On-base housing is often dilapidated and lacks modern facilities, with almost 60 percent regarded as substandard. On-base housing has an average age of 33 years with one-quarter of this housing over 40 years old.

Unaccompanied Housing Quarters: Single junior-enlisted servicemen and women are required to live in barracks where they share a room with at least one other person and with a communal bathroom and a public telephone. About ½ million servicemen and women live in these quarters. A 1992 study revealed that most would prefer to live outside the barracks regardless of cost in order to have larger rooms, privacy, a private bath and storage for personal items.

Currently, the DoD houses about one-third of its families "on base" by owning and operating about 300,000 housing units worldwide. Military housing is typically provided where there is a deficit of private sector housing, based on cost, commuting area and other established criteria.

More and more military base information is being disseminated via the worldwide web. As new personnel are transferred into other cities, websites contain all the information one may need to assist in their relocation, particularly in the area of housing. Some websites are as extensive as having links to realtors, developers and homebuilders in a variety of price ranges. Others contain computer listings of available rentals and sales.

Basically, the burden of providing housing to military personnel is shifting from base housing offices to the military personnel themselves. The base housing offices will provide the tools of searching for housing to their personnel but do not necessarily do it for them.

Military personnel are granted a housing allowance, which was revised in 1997 and made effective January 1, 1998 as part of the 1998 National Defense Authorization Act, to keep up with rising housing costs. Congress intended that 15 percent of housing costs come from out of pocket (not covered by a housing allowance), while current out of pocket costs increased to 20 percent. Changes to a Base Allowance for Housing (BAH) are tied to housing costs growth. The intent of the revised new allowance was to provide uniformed service members with housing compensation

based on comparable civilian housing allowances that will increase in expensive housing locations around the nation and decrease in medium- to low-cost housing areas. BAH takes into consideration rank, dependency status (with or without dependents) and location.

As it is a trend across the country, this is in fact the case with all four of the military installations in San Antonio and Bexar County.

Brooks AFB

www.brooks.af.mil is the resource for Brooks personnel. It includes a "Welcome Letter" on the BAFB housing home page for all new personnel from the Department of the Air Force 311th Civil Engineer, which is a guide to help obtain living accommodations off base and offers other useful information concerning our waiting time for base housing, the city and the surrounding areas. The website provides a map which depicts areas that are within a one hour commute from Brooks AFB.

Brooks AFB has a housing management Flight maintains an up to date computer listing of available rentals and sales. The mission of the Housing Flight is to provide all permanent party excellent government housing, assist with locating exceptional off base housing and manage a quality housing program.

Brooks AFB also has transient quarters, but these are very limited.

The 1999 San Antonio Basic Housing Allowance for Housing (BAH) is shown below:

BAH **Without** Dependents									
E-1	**E-2**	**E-3**	**E-4**	**E-5**	**E-6**	**E-7**	**E-8**	**E-9**	
$379	$379	$384	$395	$458	$494	$553	$618	$644	
O1E	**OE2**	**OE3**	**O-1**	**O-2**	**O-3**	**O-4**	**0-5**	**O-6**	**O-7**
$475	$613	$688	$475	$557	$706	$804	$830	$860	$883
BAH **With** Dependents									
E-1	**E-2**	**E-3**	**E-4**	**E-5**	**E-6**	**E-7**	**E-8**	**E-9**	
$513	$508	$522	$560	$628	$686	$758	$791	$826	
O1E	**OE2**	**OE3**	**O-1**	**O-2**	**O-3**	**O-4**	**0-5**	**O-6**	**O-7**
$613	$749	$803	$613	$685	$825	$924	$1009	$1017	$1029

Ft. Sam Houston

Ft. Sam Houston Ft. Sam Houston has the Army Housing Division, with Installation Managers. The average waiting period for on-post housing is as follows:

	E1-E6	E7-E8	E9	W1 – O3	O4 – O6
2 BEDROOMS	6 -10	N/A	N/A	20 - 26	N/A
3 BEDROOMS	12 – 18	6 – 9	12 –18	12 – 14	18 – 22
4 BEDROOMS	9 – 12	6 – 9	6 – 9	9 - 12	18 – 22
5 BEDROOMS	N/A	N/A	N/A	N/A	16 – 18

Lackland AFB

Landmark Organization Inc., an Austin design-build firm, is the 2000 recipient of the National Council for Public-Private Partnership (NCPPP) Award for their design-build of the Lackland Air Force Privatized Housing Project - Frank E. Tejeda Estates. The Frank Tejeda Estates was completed in February 2001 and contains more than 420 single-family homes and townhouses for enlisted personnel (E-3 through E-7) and their families. Lackland AFB entered into an agreement with a private sector developer in August 1998 for a $42.6 million project to be built, owned, operated and maintained by Landmark Organization.

Landmark is the recognized innovator in the development of military housing projects offered to private developers by the Department of Defense and the branches of the Armed Services. The federal government has been touted for their initiatives to privatize and the need to make safe, high quality and affordable military housing available to military personnel. It was the first company in the United States to successfully joint venture with a branch of the U.S. military. Landmark is also building housing projects and guest houses/hotels for military personnel all across the country. Their multi-family housing projects include sensitive site planning and high quality urban design, with a broad range of site amenities, landscaped open spaces and recreational areas.

The Department of the Navy has also selected Austin-based Landmark Organization for the design build and privatization of military housing at the Naval Air Station in Corpus Christi. The public-private venture includes the privatization and renovation of 465 existing military housing units, construction of 43 new units and the demolition of 72 existing units in the military housing areas. The privatization initiative has allowed the Air Force to leverage minimal Air Force dollars with private sector funds and expertise to answer their housing needs.

The National Defense Authorization Act of 1996 allows the Department of Defense to work with private-sector companies nationwide to provide housing for military families in high-need areas. The estimated construction cost is $57 million, including $26.5 million for renovation of the existing units. Construction is expected to begin in the summer of 2001, and completed by the spring of 2003.

At Lackland AFB, there were 720 housing units that were constructed in the 1950's, all of which are beyond economical repair and need to be replaced. Replacement of this housing was long overdue.

There are two site locations for the Lackland AFB Military Housing. The first site, called "the Capehart Expansion" is approximately 66 acres; the second site called the "South Wherry Replacement" is approximately 30 acres. Demolition of approximately 272 existing housing units is required on the South Wherry site. There are 8 different unit plans that will make up the 196 single-family homes and 224 multi-family homes.

Frank Tejeda Estates "West" located on the Median Annex, will have a total of 321 units fully occupied by June 2001, and Frank Tejeda Estates "East" located on main base Lackland, will have 99 additional units.

Three different elevations have been designed with various combinations of materials. The unit sizes ranges from 1,000 square feet to 1400 square feet, with two and three bedroom units available with attached garages. Amenities include: 3,000 square foot leasing office with community space, a full size swimming pool, a basketball court, tennis court, covered pavilion, five playgrounds and a one mile exercise trail. Maximum greenbelt spaces will be provided on both sites as a result of lower unit densities.

Lackland AFB also has a Rental Set Aside Program that over 30 apartment communities participate in. With this program, tenants do not pay security deposits or credit application fees. It operates on the premise of saving the landlord money so that they can reduce the monthly rent to an amount equal to the BAH.

Randolph AFB

Randolph AFB has both base housing and off-base housing services. The average wait time for base housing is as follows:

Senior Officers	3 – 6 months
Field Grade Officers	12 -18 months
Company Grade Officers	6 – 8 months (4 bedrooms)

Company Grade Officers	12 – 18 months (3 bedrooms)
Chiefs	4 – 8 months (4 bedroom)
Senior NCO's	3 – 6 months (4 bedrooms)
Senior NCO's	12 – 18 months (3 bedrooms)
Junior NCO (East Wherry)	0 – 1 month (2 bedroom)
Junior NCO	0 – 12 months (3 bedroom)
Junior NCO (West Wherry)	2 – 4 months (2 bedroom)
Junior NCO	12 –16 months (3 bedroom)
Junior NCO	14 – 18 months (4 bedroom)
Dormitory Space	(Is available for single junior enlisted personnel)

It is evident that the average waiting period is approximately six months, with it as much as 18 months, depending on the number of bedrooms needed. There are no plans to construct additional housing units.

Off-base housing services provided by Randolph AFB include housing referral packages by request, internet listings of sales, rentals and apartments, briefings of leases and Texas security deposit laws, condition checklists for off-base housing, Homeowner's Assistance Program and VA loan information.

Kelly AFB

As Kelly AFB is de-commissioned in July, 2001, the 32 bungalows formerly used to house officers will be converted to non-residential uses, such as a conference and retreat center.

* Narrative and statistics provided above were taken from the Housing Market Analysis associated with this Housing Master Plan, under contract with SA Research Corporation.

Strategy to Address Military Housing

Given the level of commitment of the military to address its housing issues and the level of assistance provided through the BAH, it would appear that the military is providing an adequate remedy for military housing needs in San Antonio. An additional benefit that could prove useful in assisting military personnel with efforts to become homeowners would be the implementation of a employer-assisted housing program. Details of this application are provided in the Program Design Models section of this document.

VI. 3. g. Downtown Housing Strategy

Downtown housing has become a symbol of the reemergence of central cities across the country. Projects in Portland, Oregon; Milwaukee, Wisconsin; Seattle, Washington; San Diego, California; Phoenix, Arizona; and Dallas, Texas have demonstrated that demand for an urban lifestyle exists and that the market can be encouraged to provide housing units for those that wish to live near centers of employment and entertainment in the central business district. Some successes nationwide include:

- Portland, Oregon – More than 17,000 housing units were reported in downtown Portland in 1999. City figures indicate that about 75 percent of the residents worked in the downtown area. As of March 2001, almost 2,000 housing units were under construction; 1,413 rental units and 568 units for homeownership. At the same time, more than 600,000 square feet of Class A office space, 305,000 square feet of new retail space, over 1,400 hotel rooms, and 1,050 parking spaces were under development.
- Milwaukee, Wisconsin – Milwaukee's Downtown Plan sets a goal of 13,000 new housing units downtown within 24 years, with a projected absorption rate of 500 units per year. In 1998, over 1,000 units were under development, looking to take advantage of the new Milwaukee Art Museum and riverwalk improvements as a downtown draw.
- Seattle, Washington – The Seattle Comprehensive Plan calls for 14,700 new households residing downtown by 2014, more than twice the number of residents in downtown in 1999. About 7,500 units were located downtown in 1999 and 2,000 more were in the pipeline. A large number of the housing units downtown were subsidized for low-income residents.
- San Diego, California – With more than 20,000 downtown residents in 2000, more than 2,500 additional units were under development. A 57 unit condominium complex was 75 percent sold-out within the first three months of sales. Vacancy rates for the downtown rental market have been near zero for two years.
- Phoenix, Arizona – In 1999 six housing projects were under construction in downtown Phoenix, totaling 2,200 units. Two of the projects were office conversions. One of the office conversions, the Roosevelt Apartments, utilized historic tax credits and is reserved entirely for the affordable housing market. The other five developments were slated to provide market rate housing.
- Dallas, Texas – In 1992 there were barely a handful of residential projects in the downtown or near downtown area. In 1993, the City of Dallas submitted an application to the U.S. Department of

Adams Hat Lofts
Dallas, Texas

Housing and Urban Development for a $25 million Section 108 Loan Guarantee to provide gap financing for its new Intown Housing Program. The incentive program resulted in 1,267 new housing units, of which 618 were dedicated to low-income residents. The eight projects leveraged $79 million in private financing, $3.9 million in tax incentives, and $430,820 in other incentives. The Intown Housing Program sparked the development of many other housing projects in the downtown area, resulting in more than 14,000 housing units now in the downtown or near downtown area.

While a handful of successes can be provided for illustration in the discussion of downtown housing in San Antonio, a distinction seems to exist that makes prospects for future expansion of housing in downtown San Antonio problematic. The prevalence of conventions and tourism as a major economic force in the downtown market appears to have driven land prices up to the point that housing projects have been priced out of the market. The demand for land in the central business district for the development of hotels and parking facilities has driven up the price expectations of landowners and developers report that land prices are beyond what they are willing to pay for housing development, with asking prices reported to be between $60 and $100 per square foot. Occasionally a developer will produce a housing project through adaptive reuse of commercial or office properties, but it seems that the supply of suitable buildings has dwindled with the introduction of a major new employer in the downtown area, taking much of the available vacant space in existing structures. Current downtown housing projects include:

Cadillac Lofts

- Cadillac Lofts – 153 market rate units with rents starting at $550 and going to $1,650. Renters are mostly young professionals and empty nesters. Used conventional financing, combined with tax abatement.
- The Maverick – 91 units of which 14 are designated affordable. Rents range from $339 to $808. Financing included federal historic tax credits, historic preservation tax abatement, CDBG funding, and private loans. Renters are a mix of service workers, young professionals, and retirees.
- The Exchange Building – 41 efficiency and 1 bedroom units with rents from $410 to $675. Mixed-income residents, include service industry employees and retirees. Financed with loans from Fannie Mae and the San Antonio Housing Trust and historic tax credits. Has street level retail uses. Development costs were approximately $90 per square foot.
- The Calcacieu – 63 efficiency and 1 bedroom units with rents from $344 to $369. Financing included Low-Income Housing Tax Credits, historic tax credits, CDBG funding, developer equity, and

a San Antonio Housing Trust loan. Renters earn less than 60 percent of the area median income and are mostly single, childless, service industry employees.

- Robert E. Lee – 72 units elderly housing. Residents must be over 55 years old and earn less than 60 percent of the area median income. Funding included Low-Income Housing Tax Credits, CDBG funding, and developer equity. Total development costs were $5.5 million.
- Blue Star – 50 one bedroom studios with rents starting at $700. Financing included $1 million in rental rehabilitation loan from HUD. Renters include young professionals, artists, and transplants from the east and west coasts.
- Casa LaVaca – 11 efficiency, one, and two bedroom units with rents from $350 to $530. Renters are service industry employees or elderly low-income. Funding included CDBG Rental Rehab funds, loans from the San Antonio Housing Trust and NationsBank, and developer equity.

Despite these problems, there are still options open to the City of San Antonio in their efforts to encourage development for downtown housing. The first involves the expansion of the physical environment, as was done for the Downtown Strategic Plan, for the consideration of downtown housing. While the "true downtown" may be considered to be within the area bounded by Highway 281, Durango, and Highway 35, there is considerable open land and adaptable buildings within a one-mile radius of that loop, opening potential development opportunities in an area well served by the public transportation system, close to public amenities and events, and within a convenient distance to employment centers in the central business district.

Second, there is a clear public purpose in the development of downtown housing. As the city of San Antonio has grown, new development, aside from tourism related downtown development, has primarily been at the outer edges of the city, most recently to the north. The market has lost sight of near downtown neighborhoods as potential sites for new development. With a large labor force working in downtown, housing in close proximity to the city's largest employment center should be encouraged. Working with developers to stimulate the downtown housing market will enable the City to place requirements on developers to include a mix of affordable housing with market rate units. Also, a larger housing base downtown can help bring balance to the downtown retail market, which is currently driven primarily by, and dependent on, tourism and convention activities.

The City, therefore, should develop a funding source to provide gap financing as an incentive for developers looking to provide downtown

housing. Projects would be solicited through a request for proposals. Developers would be asked to provide development concepts that would deliver housing units within the one-mile loop around downtown. Each proposal must include design concepts that would enhance the downtown environment. Evaluation criteria could include bonus points for projected sited within particular areas of concern. Parking and open space plans should also be included. Developers should show financial commitments for the project, including their request for public funding. Funding should be provided on a "but for" basis, where the project would not have been attempted **but for** the City's participation. Loans should be based on the interest rate of the HUD guarantee, repayable within 24 months. The City will take a subordinate lien position. A potential source of funding for this program is the Section 108 Loan Guarantee Program, which utilizes future CDBG funding allocations as partial collateral for bond issuances. The City can repay the loan guarantee from programs income as developers repay their loans. A $25 million loan guarantee should provide ample funding to prime the pump, demonstrating a substantial City commitment to the development of downtown housing. With the use of Section 108 funding, the City must require an affordable housing component to each housing project, setting-aside a percentage of affordable housing that corresponds to the percentage of public participation to the entire development cost.

Best Practice:

The Intown Housing Program developed by the City of Dallas utilized $25 million in CDBG Section 108 Loan Guarantees to stimulate housing development in the downtown and near downtown areas. The program funded five projects with 1,267 new housing units, leveraging more than $80 million in private financing and other incentives. The market responded to the development efforts with almost 13,000 more housing units completed or in development.

Benchmarks:

Private/public financing ratio (target 4/1).

Percentage of units for low-income households (target 30%).

Response of market to redevelopment effort (target 10 units unsubsidized to 1 unit subsidized).

Third, the City should implement a formal program laying out a set of incentives offered to downtown housing developers to encourage further housing development. The Incentive Toolkit will include tax abatement, fee rebates, infrastructure improvements, an accelerated permitting process, or the development of Tax Increment Finance Districts to defray development costs. Incentives could be offered to those not participating in the Section 108 funding program. The incentive package should be made available to all qualified developers for a period of 10 years, at which point the program will be reviewed and reinstated if necessary. Participation in the incentive program should not be contingent upon an affordable housing set-aside.

Fourth, the City should develop an attitude of partnership with developers that foster a desire of all parties to work towards common goals. Developers should look to City staff as development experts, specializing in specific aspects of San Antonio's development code. Problems identified in the development process should be met by building inspectors with an attitude of cooperative problem solving. The City of San Antonio could work towards the cultivation of this attitude with the creation of an ombudsman position within the new one-stop shop inspection and permitting office. It would be the ombudsman's responsibility to work with developers to solve problems encountered in the development process that relate to inspection and permitting issues.

Fifth, the City should promote near downtown neighborhoods to retail service outlets, such as grocery stores, dry cleaners, etc., for future expansion opportunities through an expansion of incentives to businesses. Inner-city facilities, such as the new Albertson's at St. Mary's and Highway 281, provided much needed services to inner-city residents and provide marketing strength to developers pushing new downtown housing.

Cities across the country have seen the advantages of stimulating housing development in their central business district and close-in neighborhoods. While the special problems facing San Antonio complicate the process, it is clearly not insurmountable. There are successes in San Antonio already that developers can emulate. A change in attitude can take the City a long way. The City must project an image that it is leading the way to make expansion of downtown housing opportunities a reality. While that may require taking some risk, the payoff can be tremendous.

VI. 3. h. Market Rate Housing

Overall, market rate housing needs little assistance from governmental agencies for their continued progress. For many developers, the less interaction with government, the better. There are things that the City of San Antonio could do to improve interactions with private developers or to encourage the types of development where the City sees increasing needs or advantageous potential results. Recommendations for downtown housing development and the Development Ombudsman are examples of provisions recommended in earlier section of this document that encourage closer dealings with the development community.

The focus of the Housing Summit held in March was sustainable development. The concept addresses the need to make development more compatible to the natural environment, allowing developers to meet current needs, without infringing on the ability of future generations to meet their own needs. Characteristics that form the basis of sustainable communities include (from the City of Austin's Sustainable Communities Initiative):

- Long-rang outlook,
- Equity,
- Stewardship of the natural environment and living within its carrying capacity,
- Economic, human, and biological diversity,
- Community self-reliance, and
- Recognition of social, environmental, and economic interdependence.

Sustainable development is accomplished through a number of factors that relate to the design and development process. Design factors deal with project planning, the lay of the building to take advantage of any natural heating or cooling opportunities that may exist, rainwater collection systems to reduce reliance on city water supplies for landscape irrigation, and incorporating the use of recycled materials that reduce the drain on natural resources. Development factors include reducing landfill requirements through the recycling of construction debris and the adaptive reuse of existing structures to utilizing previously developed infrastructure that has been dropped from service.

The City of San Antonio should encourage the use of sustainable development principles in market rate housing projects. City staff should evaluate the Sustainable Communities Initiative operated by the City of Austin for adaptation to fit the market in San Antonio. Sustainable principles should be particularly important in areas bordering the Edwards Aquifer Recharge Zone. It should be noted that there is a Green Building

component to the single family Parade of Homes development in the Spring View housing development being developed by the San Antonio Housing Authority.

The concept of mixed-use housing was mentioned in the Housing Alternatives section of this document. Examples of mixed-use housing developments were included in the discussion of downtown housing in San Antonio. Market rate housing developers should be encouraged to provide mixed-use developments inside Loop 410, including the downtown and near downtown areas. Mixed-use developments would bring new life to older communities where vacant land lies unused, where public transportation and the proximity to employment centers support higher density, and where additional community retail services are needed. The economic stimulation realized through the revitalization of inner-city neighborhoods benefits not only the residents of the new development projects, but also the community as a whole, who have access to new services brought in to the community to service an expanding population base.

Tying together the concepts of sustainable communities and mixed-use development is a related concept, walkable communities. Walkable communities expand the mixed-use model to include surrounding single-family neighborhoods and employment centers to serve the residents of the community. The mixed-use structures form the core of the community, centered on transit lines to facilitate commutes to other employment centers and retail services, surrounded by single-family uses, within an easy walk to the retail and transportation services. Larger employers can be located in the core or on the fringes of the community, still within walking distance of most residents. The availability of transit facilities would make the community less reliant on individual automotive assets, reducing costs and qualifying residents for a recent innovation in home financing, Location Efficient Mortgages. These mortgage instruments allow homebuyers to qualify for higher home mortgages based on the reduced expenses realized through access to public transportation. Like Energy Efficient Mortgages, lenders realize that reducing the need for one service, in this case that of relying on one's own car for all transportation needs, enables the household to afford a higher priced home.

The City of San Antonio should work with the San Antonio Development Agency to transform the agency into a Land Assembly Authority. SADA's powers of eminent domain provide them with additional leverage in acquiring property where a public purpose is evident. SADA should use those powers to assist in the acquisition of property when private developers propose development projects that would have a significant positive impact on the community. SADA should also be supported in the

development of an electronic database of properties owned by local governmental and non-profit agencies to simplify the process of identifying developable properties. Such a database should include property owned by the City of San Antonio, SAHA, SADA, the San Antonio Housing Trust, Bexar County, the various school districts, and non-profit housing providers. A comprehensive view of property holdings by the various organizations could help in the identification of potential development sites and facilitate the land assembly process.

VI. 4. Program Design Models

To assist the City of San Antonio in the implementation of some of the recommendations provided in the Strategies section of this document, four program design models will be provided here. The models will include suggested program designs for Cottage Housing, Modular/factory built Housing, Employer Assisted Housing, and Shared Housing.

VI. 4. a. Cottage Housing

Cottage housing has been recommended as an alternative to major rehabilitation projects when an elderly applicant is living in unsafe conditions, the rehabilitation costs exceed the projected value of the completed structure, and/or the applicant is down towards the end of a long rehabilitation program waiting list. Given the problems that the rehabilitation program has experienced with respect to high rehabilitation costs, long waiting lists, lack of follow-up on completed projects, and the continued over-housing of elderly homeowners in the rehabilitated homes, a new approach to meeting the housing needs of elderly homeowners is in order.

The program objectives would be to:

- Construct cottage communities of 8 to 32 housing units,
- Identify eligible participants, purchase their home in need of rehabilitation for market value,
- Buy the home and sell a cottage to the participant for the proceeds of the sale of their home,
- Add CDBG contribution to cover the difference between the buyer's equity and the market value of the cottage,
- Move the new owner into the cottage, and
- Provide maintenance of the cottage community, partially funded through neighborhood association dues and the non-profit organization's maintenance fund.

Construct Cottage Communities

As a pilot program, the City should work with a willing non-profit organization interested in managing the cottage community to locate a suitable construction site for the project. SADA's role as a land assembly authority could be helpful in this process. The initial project should incorporate 8 to 16 units, utilizing 4 to 8 standard city lots. Parking should be screened from the residential streets and be convenient to residents.

Cottages should be designed to contain 450 to 600 square feet, have front porches, appealing exterior design features, one bedroom, bathroom, and kitchen. The site should be laid-out to provide opportunities for community gardens and green space. The entire site should be enclosed with wrought iron fencing. Cottages should be grouped in eights, facing a common green space. Cottages should incorporate Universal Design features and be energy efficient. Construction financing should be provided through CDBG or HOME funding, with additional participation solicited from financial institutions that express an interest in leading the way toward funding progressive housing projects. A developer's fee should be built into the cost of project development. Principal reduction grant funding should be requested from the Federal Home Loan Bank through a member bank from the Affordable Housing Grant Program.

Identify Eligible Participants

Given the length of the waiting list for the rehabilitation program, a pool of eligible applicants should be readily available. Starting from the top of the waiting list, applicants should be identified who are:

- Elderly, in need of an independent living arrangement,
- Low-income,
- Living in a home that is in need of rehabilitation,
- Willing to live in a smaller housing unit,
- Willing to live in the neighborhood that has been selected for the pilot project, and
- Willing to sell their current home to the agency in exchange for equity in a cottage unit, with assistance to cover the remaining value of the cottage.

Applicants approved for the project will be removed from the waiting list for the rehabilitation program and provided a cottage in the new development.

Buy the Home and Sell a Cottage to the Participant

Once participants have been identified, their home will be purchased at market value. Given that each participant is on the waiting list for rehabilitation assistance, it is likely that the value of the homes will rest mainly in the value of the land upon which the home sits. An independent appraisal of the home will provide the purchase price, expected to be in the $15,000 to $25,000 range. Upon closing, the participant will transfer the funds from sell to the purchase of the cottage, with CDBG funding from construction remaining in the unit to make-up the difference between

the sales price of the cottage and the equity that the buyer provides. Proceeds from the buyer's equity will be used to plan for future cottage communities (50%) and to provide a management fee and a maintenance fund for the care of the community (50%). When the owner no longer needs the cottage, either through transfer to an assisted-living facility or by the death of the owner, the cottage will be sold, at market value, to another eligible applicant, with the owner or their heirs receiving the equity paid at purchase, plus a portion of the appreciation in the value of the home equal to the percentage of their equity to the non-profit's grant equity. The CDBG contribution will remain with the cottage to assist the next buyer as needed. Owners will be responsible for their property taxes, utility bills, and a small monthly contribution to the neighborhood association to cover maintenance costs of the project. Able-bodied residents of the project may trade labor for association dues where the opportunity exists. The homes purchased by the City should be remodeled, possible through HARP, and resold to homebuyers looking for housing in older neighborhoods. This will preserve older housing stock and stimulate interest in these areas.

Move the New Owner into the Cottage

As with the rehabilitation program, relocation of the owner will be necessary. The pilot program should provide funding to cover reasonable moving expenses. Where relatives of the buyer can assist with moving activities, the allocation for moving expenses can be credited to the buyers neighborhood association account to cover maintenance expenses of the project.

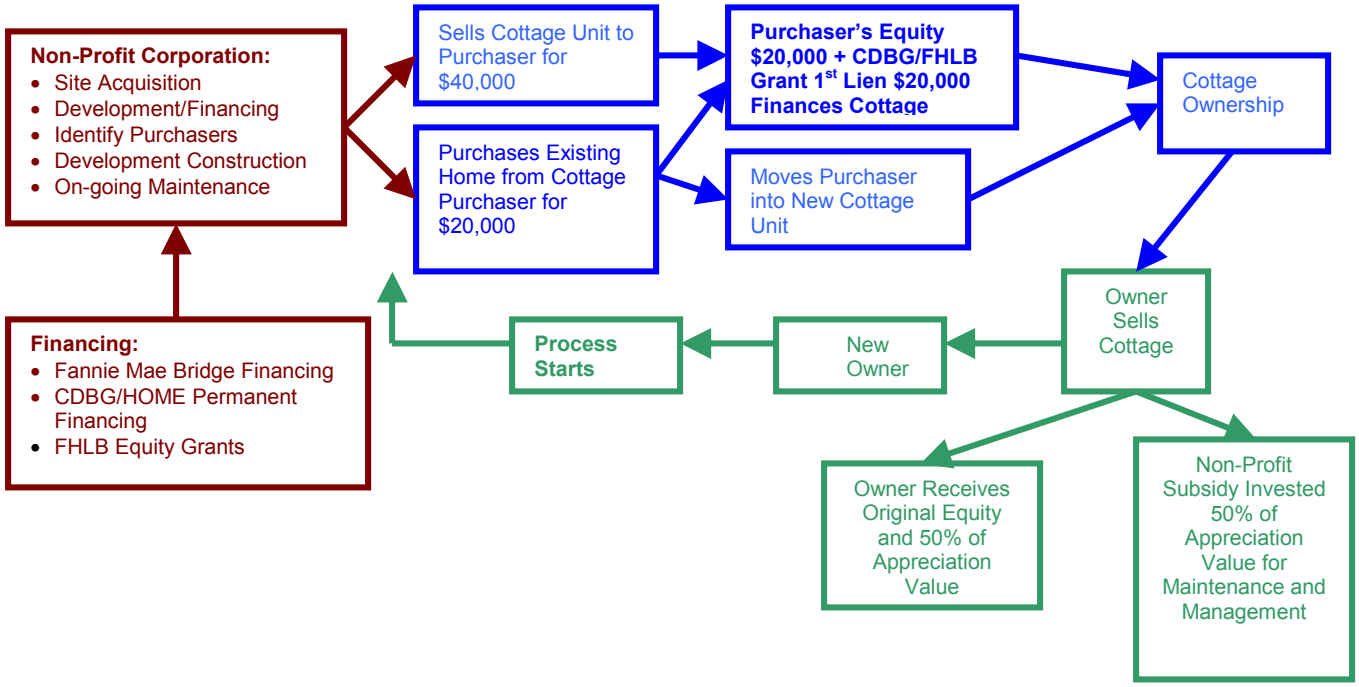
Provide Maintenance of the Cottage Community

The non-profit organization that manages the cottage community will be responsible for the maintenance of the community. Monthly neighborhood association dues should cover most of the cost of maintaining the grounds. The maintenance fund provided by contributions from the sale of the cottages should be used for paint-up/fix-up needs of the housing units. One cottage, in larger communities, could be set-aside for a groundskeeper, who provides maintenance services in exchange for free rent. Able-bodied residents may trade maintenance labor for association dues as specific project needs permit.

Future projects should be located in a variety of locations around the city, in neighborhoods that correspond to the rehabilitation program waiting list, so that applicants have a choice to stay in their own neighborhood where they have social and service networks already established. One organization or several organizations can manage the communities,

utilizing CDBG or HOME grant funding. Additional communities could be built on a for-rent model or to address the special needs of the mentally ill or for transitional housing opportunities.

Cottage Model Example



VI. 4. b. Modular/Factory Built Housing

This program design aims to place a pre-built home on an infill lot that will be indistinguishable from similarly priced site-built housing. As a pilot program, three modular/factory built homes should be placed on appropriate, permanent foundations in existing neighborhoods on infill lots.

The objective of the modular/factory built housing program design would be to:

- Utilize SADA's land assembly experience to acquire three infill lots for a demonstration project,
- Work with industry representatives or have a Request for Proposals competition to arrive at an acceptable design for an infill housing product for the selected neighborhood(s),
- Prepare the sites for the new homes,
- Put the new homes on the foundations and complete construction,
- Sell the homes to qualified homebuyers, and
- Evaluate success of the program and recommend future activities.

Best Practice:

Modular housing has been put to use for infill housing in demonstration projects around the country through an effort by the Urban Design Project. Their goal was to demonstrate that today's modular housing can meet the need for affordable housing and be aesthetically compatable to existing urban neighborhoods. Five cities were selected for the demonstration: Wilkinsburg, Pennsylvania; Louisville, Kentucky; Washington, DC; Birmingham, Alabama; and Milwalukee, Wisconsin.

Each demonstration project produced a product that blended in with design features of existing housing stock. Housing units included site built accents, such as porches and garages. Homes sold at or below market prices for stick built housing.

Benchmarks:

Percentage of modular housing cost to site built cost (target 80%).

Time saved in construction process (target one month).

Utilize SADA's Acquire Three Infill Lots

Recommendations have been included in this document to create a role for SADA that involved land acquisition and land assembly in support of affordable and market rate housing projects. For this demonstration project, SADA should be utilized to identify and acquire three highly visible infill lots in appropriate neighborhoods to develop for modular/factory built housing. Lots should be in viable neighborhoods where most other lots have reasonably well maintained housing, have not existing structure on them that would need removal, have utility connections to the site, and have a clear title. The City should select a local non-profit agency to take the lead on the projects, providing funding from CDBG or HOME, to be repaid as program income upon closing. Future funding for continuation of the program would be dependant upon an evaluation of the success of the demonstration project. Lots identified and acquired by SADA would be transferred to the non-profit developer.

Work with Industry Representatives

The developer would then work with appropriate City staff to arrive at a set of design standards for the modular/factory built housing. The housing must meet all city development codes. When appropriate requirements have been outlined, a modular/factory built housing company will be identified to provide the product to be placed on the lots. This may need to be in the form of a Request for Bids/Proposals. If proposed costs exceed the cost of conventional site built housing, the project should be dropped and site built homes constructed on the lots provided.

Prepare the Sites for the New Homes

Infill housing sites will need to be prepared for the new modular/factory built housing. Each lot will need an appropriate foundation, specifics for which will be derived from specifications developed by City staff and requirements provided by the modular/factory built home company. At a minimum, site preparation should include:

- Clearance of trees or brush that may have grown within building site,
- Preparation of sidewalks and driveway,
- Provision of utility connections from street to foundation, and
- Preparation of an appropriate foundation.

All aspects of site preparation should be completed within construction schedule of housing as provided by the modular/factory built home company to be ready for housing as off-site construction is completed.

Put the New Homes on the Foundations

Upon completion of site preparations and construction of the home off-site, the modular/factory built housing company will deliver the housing units onto the completed foundations. The modular/factory built housing company will place each home on their foundations, completing all construction on the basic units. The non-profit developer will then provide contractors to provide any site-built addition required, such as porches, porte-cocheres, and/or garages. After completion, an open house should be conducted to provide the development an opportunity to view the finished product.

Sell the Homes to Qualified Homebuyers

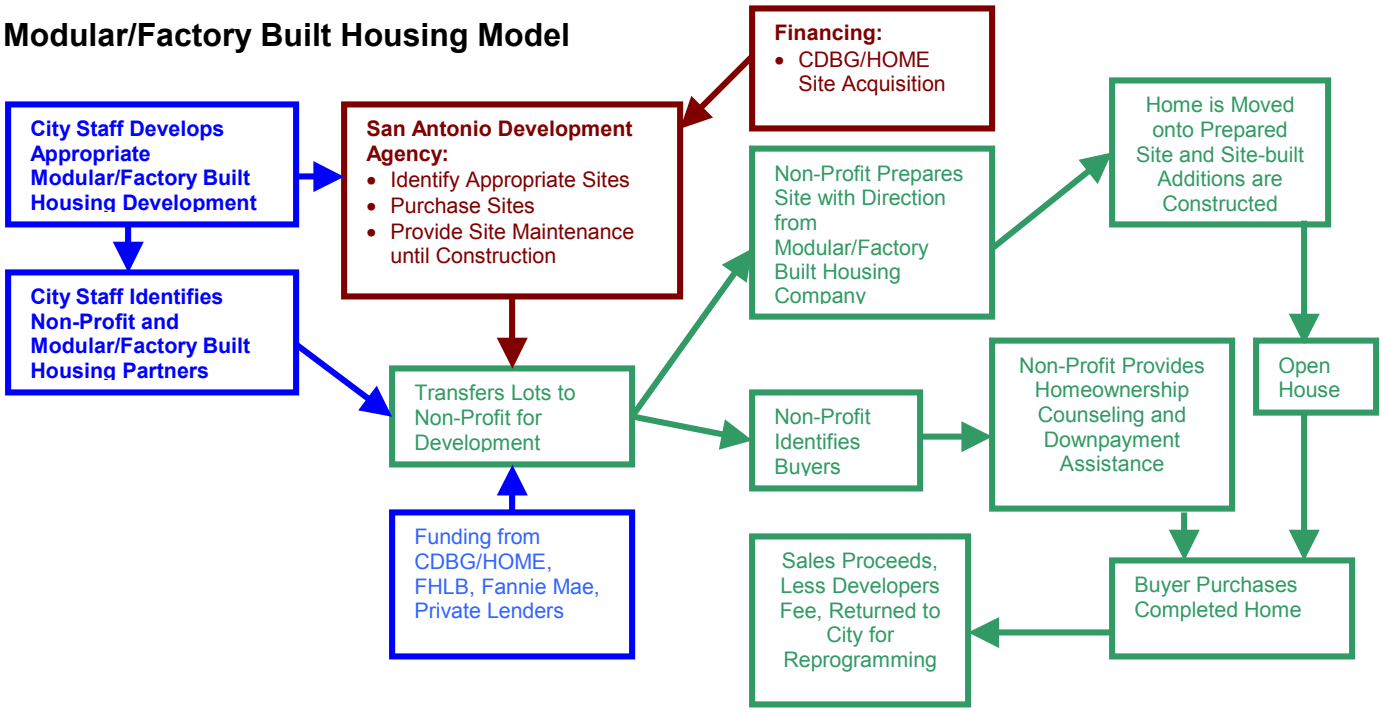
At some point during the process, whether prior to construction or after, the non-profit will identify a qualified buyer for each home. The non-profit will provide homebuyer counseling and down-payment assistance as appropriate and as funding allows. Title transfer will include land and housing unit, constructed in a manner that specifies the site as real property, with taxes assessed accordingly.

Evaluate Success of the Program

The results of the demonstration project should be evaluated. Relevant evaluation measures to be considered may include:

- Neighborhood acceptance of the finished product,
- Cost of product relative to site-built housing,
- Success in blending design to existing housing stock, and
- Ability of project to address affordable housing needs.

The results of the evaluation should be used to determine the future of modular/factory built housing development in San Antonio. If deemed successful, the demonstration project should be replicated for infill housing and for development of communities of modular/factory built housing.



VI. 4. c. Employer Assisted Housing

Military housing has been identified as a significant issue for San Antonio due to the number of military personnel associated with area military installations. The military has made a shift toward private sector housing rather than on base units to meet its military housing needs. Given this changing direction, employer assisted housing should be explored to help meet their needs.

The program objectives would be:

- To identify opportunities to match military personnel demand for housing with the private sector supply of housing;
- To Reserve units for purchase and rental by military personnel through master agreements between military and private sector; and
- To develop military provided incentives that serve to increase the interest of their service men and women in off base housing and to lower their financial risk given their frequent relocation.

Program Structure

Military housing assistance would offer four types of housing support.

1. **Housing Assistance** – housing allowances as provided currently and homeownership assistance in the form of closing cost grants for homebuyers. Purchasers not using VA mortgages may also be eligible for down payment assistance.

2. **Rental Reservation** – Master agreements between apartment owners and the military to reserve apartment units for military personnel. Apartment owners would reserve an agreed upon percentage of units that become vacant for military personnel, removing those units from the market for up to 90 days. The military would guaranty rent payments for that period and pay security deposits for its personnel.

3. **Relocation Package** – Military personnel purchasing housing on the private market would be offered a "military assistance relocation agreement" upon purchase. The relocation agreement would provide, in the event the personnel were reassigned to another base, for guaranteed purchase of their house by the military at an agreed upon fixed price should the house not sale within 90 days of being on the market. Additionally, the military would pay 50% of the sales commission and 50% of the mortgage payment during the 90 days sales period if personnel have to find alternative housing. The military would have the right to initiate a third party purchase of the unit by military personnel at the agreed upon fixed price during that 90 day period.

4. **Development Set Asides** – Military secure agreements with homebuilders developing planned subdivisions to reserve a percentage of their units for military personnel purchase for up to ninety days after construction. Military agree to pay 1% of the purchase price for each month of the reservation.

While the exact amounts and percentages of subsidy will need to be determined by the military and in concert with their negotiations with the private sector, our model provides a framework for military support in housing. More favorable conditions may be negotiated depending upon the market conditions.

VI. 4. d. Shared Housing

Shared housing, as a concept, covers a wide range of communal living arrangements, from unrelated roommates sharing a two-bedroom apartment to a multigenerational household of related family members. Of interest here is an intergenerational, financially assisted, transitional housing, living arrangement of non-related individuals and single mothers with children. Within this living arrangement, the older generation household members provide assistance to the single mothers through child-care and shared kitchen and household cleaning duties. The single mothers work or attend classes, do the grocery shopping, and share kitchen and household cleaning chores. Children, as age and abilities allow, help around the house and yard and/or attend school. Along with financial assistance, the non-profit sponsor of the housing facility will provide self-sufficiency classes to assist residents' in their transition to non-assisted housing arrangements.

The objectives of the Shared Housing Model are:

- Identification of an appropriate non-profit agency to sponsor the Shared Housing Model,
- Identification and purchase of an appropriate housing unit,
- Rehabilitation of the housing unit in a fashion appropriate for the Shared Housing Model,
- Identification of eligible residents for the Shared Housing unit,
- Provision of self-sufficiency classes to assist residents' transition to non-assisted housing, and
- Management and maintenance of housing facility.

Identification of an Appropriate Non-Profit Agency

Several agencies in San Antonio provide transitional housing services to the homeless. SAMM and the Salvation Army are just two of the type of non-profit provider that might be considered for this effort. The City should provide details of the project in a Request for Proposals, with the evaluation criteria fully specified. Funding sufficient to meet approximate development costs should be set-aside from the City's CDBG or HOME allocation, or placed in a high priority position in the next Supportive Housing Grant application. The selected agency should have experience with transitional housing, self-sufficiency training, a property management background, and a clean grants management record.

Identification and Purchase of Housing Unit

The housing unit to be used for the intergenerational, shared housing demonstration needs to have several bedrooms and bathrooms to provide space for a number of group members. Given this requirement, it is likely that the housing units will be fairly large, in square footage terms. A household size of one elderly and one single mother with children (2 children per single mother maximum, with an upper age limit of 11) is recommended for the demonstration project. Three bedrooms and two bathrooms would be necessary to accommodate a household of this size. Common areas needed would include a kitchen, dining area, and living area. A yard with room for some playground equipment would be desirable.

Rehabilitation of the Housing Unit

Once the housing unit has been identified and purchased, any necessary rehabilitation needs must be addressed. Older homes will likely require a larger amount of rehabilitation. The rehabilitation effort should relieve any deficiencies in the condition on the house, address any unsafe conditions, provide central heat and air, assure the soundness of plumbing and electrical systems, and upgrade insulation and provide weatherization needs. Rehabilitation services should be provided through a qualified contractor identified through an appropriate bid process. If possible, the home could be run through the Fannie Mae run HARP program, utilizing their contractor base for the rehabilitation effort. The completed structure must meet all development code requirements.

Identification of Eligible Residents

Residents should be identified through an application process among current occupants of SAMM, Salvation Army, and other shelter and transitional housing facilities and the San Antonio Housing Authority waiting list for elderly housing. Single mothers must either be employed or enrolled in school. Single mother residents may stay at the facility for up to 24 months, at which point they should be ready to find non-assisted housing opportunities. The elderly residents should not be in need of assisted-living services. Elderly residents should be allowed to remain in the facility as long as they do not need assisted-living arrangements. All residents should pay a minimum rent, based on their income.

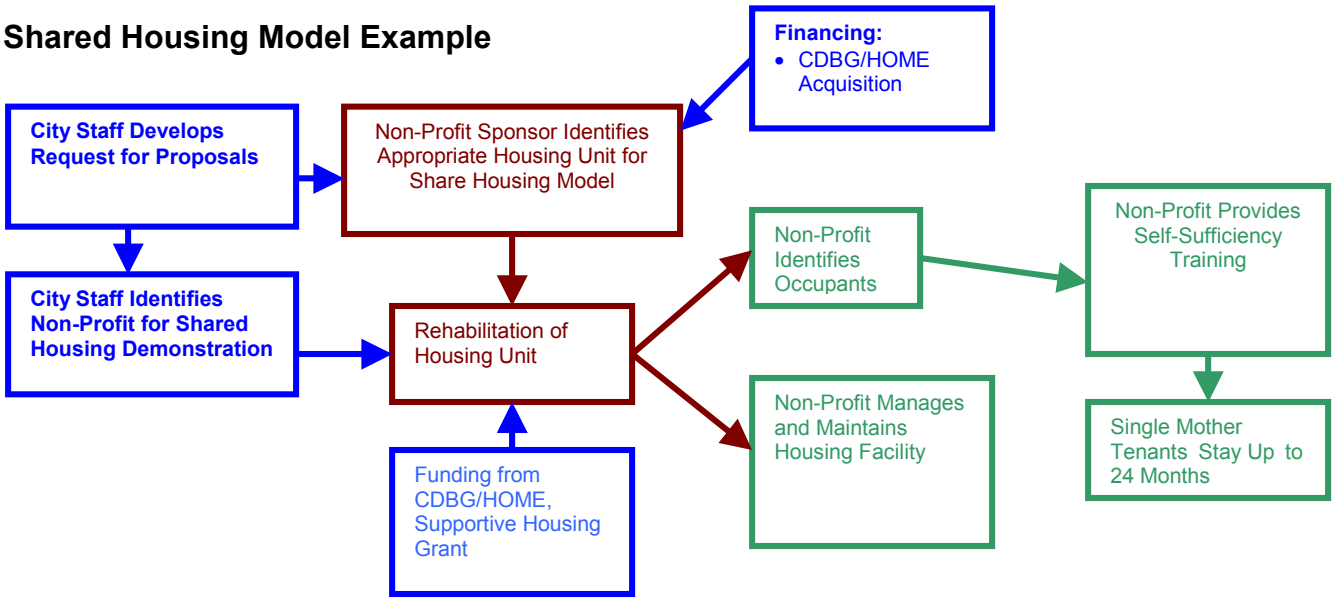
Provision of Self-Sufficiency Classes

The non-profit sponsor should provide self-sufficiency classes to the single mothers to assist them in their efforts to provide for their own living arrangements. Classes could be an offshoot of existing self-sufficiency programs operated by SAHA, SAMM, or other agencies.

Management and Maintenance of Housing Facility

The non-profit should use rents collected from the residents to provide management and maintenance of the housing facility. Residents will be expected to perform daily living activities, such as cooking and cleaning. Yard work can be assumed by a resident with an interest in working outdoors or provided by maintenance crews used by the non-profit sponsor. Routine maintenance of the facility should be addressed in a timely manner to avoid allowing to facility to fall into deterioration.

Shared Housing Model Example



VI. 5. Resource Assessment

Available Resources

The City of San Antonio has four major funding sources for use in affordable housing production programs, the Community Development Block Grant (CDBG), the HOME Partnership Program, the Emergency Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA). For the fiscal year 2000 – 2001, the City of San Antonio received the following amounts from the U.S. Department of Housing and Urban Development:

CDBG	$20,143,000
HOME	$ 7,076,000
ESG	$ 712,000
HOPWA	$ 823,000

According to the 2000 – 2001 Consolidate Annual Plan, the CDBG budget was divided by use as follows:

Housing (Including Housing Administration)	22.22%
Capital Improvements	33.24%
Public Service	13.58%
Neighborhood Revitalization/ Economic Development	15.82%
Administration	14.85%

The entire HOME allocation, aside from administrative funding, is dedicated to affordable housing. The ESG grant is for homeless shelters and services. The HOPWA grant provides housing and services for persons with AIDS and their families.

San Antonio has also receives funding through the Supportive Housing Grant SuperNOFA for use in providing homeless services and housing opportunities. Over the past two years, agencies within Bexar County received:

1999	$ 5,800,181
2000	$ 5,156,044

Each of the programs mentioned above leverage private sector funding for a variety of uses, ranging from equity financing to the provision of social services.

Additional resources have been dedicated to affordable housing production through a Fannie Mae contribution to the Housing Asset Recovery Program (HARP). Through HARP, Fannie Mae utilizes its own National Property Disposition Center, which is charged with the rehabilitation and sell of its own repossessed properties, to provide rehabilitation of City sponsored properties. Rehabilitation is provided by certified contractors that work with Fannie Mae on their own properties. The revenues generated from the sell of the property repay Fannie Mae for its rehabilitation expenses, plus a management fee, with the remainder of the proceeds going to the City's housing programs, with no regulatory strings attached, as found with CDBG and HOME grant funding. So far, the program has been used to move and rehabilitate homes found to be in the flood plain. The program has completed one unit (as of March, 2001), with five more under construction. Fannie Mae expects a total of 75 units to be completed within the first 18 months. The program is expected to be expanded to include properties received in tax foreclosures.

Other funding sources for affordable housing production in San Antonio include the San Antonio Housing Trust, which provides funding from its interest earning on the trust principal and provides bond financing of mortgages and mortgage tax credits, and the San Antonio Housing Authority, which receives funding from HUD for public housing, Section 8 certificates and vouchers, and HOPE VI funding to provide replacement housing for public housing developments recently demolished. SAHA's HOPE VI projects for Spring View and Mirasol provide single family housing, some of which will be built by private developers and offered for sale to lower-income homebuyers.

A number of housing programs are operated by non-profit community and faith based organizations. Some of these programs bring additional resources to housing production in San Antonio. Some of these activities have been detailed earlier in this document under the Community and Faith-based Self-Help Initiatives section.

Allocation of CDBG Funding

As mentioned in the Housing Policy Recommendations section of this document, City Council should establish a policy that provides direction on a desired distribution of CDBG funding, to reflect programmatic priorities that Council establishes. This distribution should be determined within HUD guidelines that permit no more than 15 percent of the CDBG funding to be used for Public Service activities and no more than 20 percent of the budget be used for Administration (the admin cap does not include administrative expenses associated with direct program delivery, i.e. the salary of an inspector working in a rehabilitation program). The

distribution percentages for the various funding categories, as shown above, should be established by Council and application evaluation and award should be based on those percentages.

Evaluation of CDBG and HOME Funding Proposals

The Housing Performance Review conducted by Arthur Andersen in June, 2000 pointed out that there was no clear evaluation process being used for the distribution of CDBG and HOME funding, with the exception of HOME CHDO funding being awarded by the San Antonio Housing Trust. The City should create formal request for proposal and proposal evaluation guidelines that would steer the process of awarding and distributing CDBG and HOME funding.

The following delineates a list of general requirements, necessary to provide a foundation for the City's decision making as it relates to evaluation of CDBG and HOME grant proposals. These general requirements also serve to insure that the City has the ability to fulfill its commitments to a project. These general requirements are followed by a list of project selection criteria recommended to guide the evaluation of specific housing proposals in the future. This sample evaluation guide for homeownership projects should be used as a guide for the development of similar evaluation methodology for other types of CDBG and HOME eligible projects.

General Requirements

- The City should establish formal criteria to guide applicant submission and City review of affordable housing proposals.

- Evaluation criteria should be well defined and adhered to by the evaluation committee.

- Timelines for proposal intake should be well defined and based on timeframes that allow for receipt and review of applicant proposals prior to deadlines for City submissions to HUD.

- The City should utilize the San Antonio Development Agency for land assembly activities to receive, purchase, or transfer vacant lots on an interim basis until lots can be sold or donated for affordable housing providers.

Project Selection Criteria

Project Readiness

- Evidence of site control (deed of trust or 12-month or greater land option),
- Evidence of property eligibility for title policy,
- All real estate taxes are current or agreements in place to remedy such liens,
- All liens/encumbrances must be extinguished prior to City advancing funding, and
- Applicant is not currently engaged in any legal actions with the City.

Financial Strength of Project

- Does the project financial transaction proposed make sense and can its project goals be realized?
- What is the overall financial strength of the project and the developer?
- Financial commitment of developer's financial resources, funds/equity,
- Timing of the developer's resource commitment to the project (before, after, or on a prorated basis with City resources to the project), nd
- Extent to which City contribution is proposed for repayment by applicant.

Housing Affordability

- Percentage of persons of low/moderate income to be served,
- Percentage of subsidy financing to total project cost,
- Percentage of leverage of City/federal dollars to private dollars in the project,
- Extent to which project proposes pre-homebuyer services, where appropriate (credit counseling, debt management, housekeeping, maintenance), and
- Extent to which project proposes post-homebuyer services, where appropriate (neighborhood associations, mortgage relief funds, homebuyer payment monitoring).

Location Criteria

- Location is within the designated City target area,
- Project proximity to recreation facilities,
- Project proximity to schools, shopping, public facilities, major employers,
- Condition of existing infrastructure necessary to support development or provision for the same by the applicant,
- Overall project impact on the City's homeownership goals,
- Accessibility and options for mobility for home purchasers,
- Existence and proximity of obnoxious land uses and environmental issues and the extent to which the project mitigates such concerns, and
- Developer's commitment to the use of landscaping, open space, and amenities to improve the quality of life for its residents.

VI. 6. Urban Design Strategies

Neighborhood revitalization and the development of affordable housing in existing neighborhoods requires going beyond the development of housing itself. Various urban design concepts and design treatments can provide support in such efforts. Three areas are critical: 1. Increase neighborhood identity; 2. Improve neighborhood image and amenities; and 3. Improve the design qualities of public facilities and infrastructure.

Increase Neighborhood Identity

One of the problems facing revitalization of existing neighborhoods and small in-fill subdivisions within the inner city is the lack of identity which gives them a sense of place. By creating a stronger identity for a neighborhood, residents can have pride in their neighborhood and feel a stronger commitment to its future. This will contribute to increases in resident investment in maintenance and improvement of their homes, and aid in marketing new in-fill housing developed on vacant lots. The following design features and concepts can contribute to creating stronger neighborhood identity.

- Gateways and Entrance Treatments
- Bringing a neighborhood out to a major thoroughfare where possible;
- Distinctive street signage and other streetscape fixtures;
- Consistent landscape themes among properties;
- Intersection improvements.

Improve Neighborhood Image and Amenities

A lot of existing inner city neighborhoods suffer from a poor quality image and often lack the amenities of newer, higher quality neighborhoods. The image of a neighborhood is low when the very basic public facilities like streets, curb and gutter, and sidewalks are not built to the standards in the rest of the city. However, once these facilities are in place, additional things can be done to improve a neighborhood's image and level of amenities. These include the following:

- Creation of pocket parks in key locations within the neighborhood;
- Connection to nearby open spaces;
- Utilization of drainage facilities as walking and jogging paths;
- Creation of community gardens;

Improve design of public facilities and infrastructure

At a most basic level, inner city neighborhoods need adequate public infrastructure including paved streets, curbs and gutter, storm drainage, water and sewer facilities and sidewalks. How these items are designed and constructed can contribute to image and identity and thereby facilitate neighborhood revitalization and reinvestment. Items that can be designed

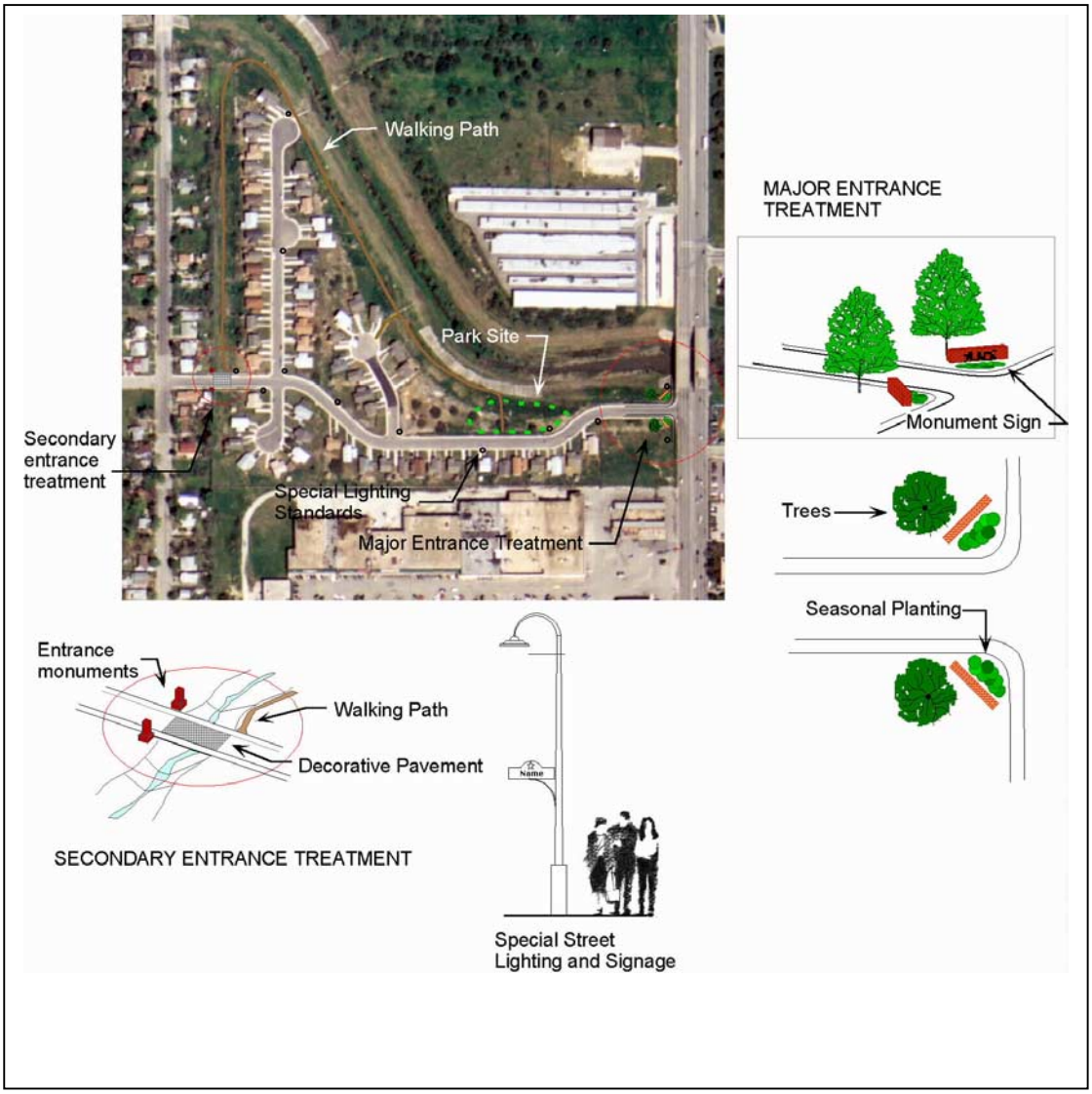
to contribute to neighborhood image and identity at reasonable costs include the following:

- Intersection improvements and cross walks;
- Design treatment of any retaining walls required in re-building and, or paving existing streets;
- Landscaping of small areas left over from street widening or other public acquisition of land in carrying out the more basic infrastructure improvements.
- Street lighting and signage standards.

Illustrations of Various Urban Design Concepts

The illustrations on the following pages take two existing neighborhoods and show how the implementation of these design concepts could contribute to improving the image and identity of the area. The Rosedale neighborhood is a relatively new in-fill housing project while Sunny Slope is an older neighborhood getting new streets and starting the process of in-fill housing development on vacant lots throughout the area.

V. 6. a. Rosedale Urban Design Illustration



Rosedale Urban Design Illustration

V. 6. B. SUNNY SLOPE URBAN DESIGN ILLUSTRATION

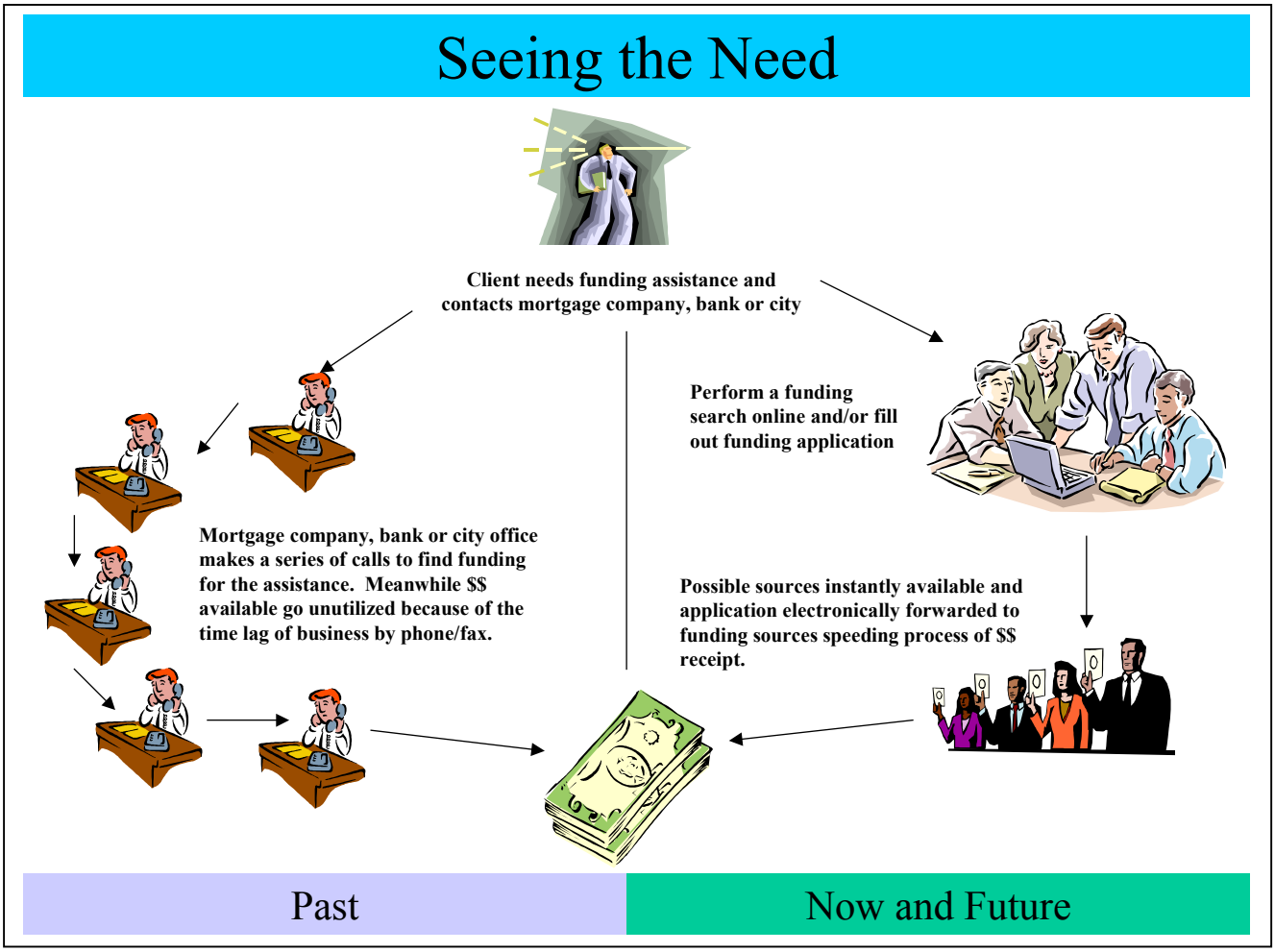
SUNNY SLOPE URBAN DESIGN ILLUSTRATION

SUNNY SLOPE URBAN DESIGN ILLUSTRATION

VI. 7. E-Commerce Strategies

As a result of the recommendations from the Housing Performance Review from June 2000, the City has begun a process to consolidate development related services in a single physical location, a One-Stop Shop. Permitting, inspection, and other related activities will be within one building so that developers, when working with the City on a construction project, do not have to make multiple stops to complete the variety of contacts made in the process of putting a project together. The One-Stop Shop physical location is also the site where the development ombudsman recommended earlier will be located.

The City should now take this concept to the next level with the development of a virtual one-stop shop. The virtual one-stop shop can combine the services of the various departments involved in housing development, plus provide opportunities for the non-profit housing providers to be included in the overall picture of the housing delivery system.



The web site should be an interactive link to the development community and to citizens, as potential customers of the delivery system. Not only should complete and up-to-date information be available, such as funding levels, programmatic partners, and contact information, but also the site should provide developers the ability to identify potential development sites through an interactive database, non-profits should be able to download requests for proposals and upload their responses, citizens should be able to identify available assistance programs and submit applications to the appropriate agency, and sub-grantees should be able to submit quarterly performance reports all through the virtual one-stop portal.

The following are examples of services that should be offered over the virtual one-stop shop web site, by user group:

Citizens:

- Locate assistance programs for which they qualify,
- Remotely submit applications for program assistance directly to the funding agency,
- Search a database of currently available housing developed by non-profits developers or through the Parade of Homes projects,
- Contact information for agencies or non-profit developers,
- Download the Housing Master Plan,
- Download presentations from Housing Summits,
- Register for Housing Summits,
- Gather information concerning public meetings related to the CDBG and HOME allocations or program development, and
- Submit code compliance complaints.

Developers:

- Search an interactive database for properties that are owned by public agencies that may be suitable for their development goals,
- Post information on housing units for sale that have been built through the Parade of Homes programs,
- Contact City staff concerning project, inspection, permitting, or programmatic issues,
- Gather information concerning public meetings,
- Download urban design standards associated with a Parade of Homes development,
- Download presentations from Housing Summits,
- Register for Housing Summits,
- Research potential partnership opportunities with non-profit developers,
- Locate available social service providers as potential partners in elderly and special needs housing projects,

- Explore available development incentive programs for downtown housing, sustainable development, and walkable community concepts. and
- Download program guidelines for sustainable development.

Non-profit Developers, in addition to the Developer list:

- Download Requests for Proposals for use of CDBG funding,
- Upload responses to Requests for Proposals,
- Maintain a current inventory of assistance available online,
- Receive assistance applications online,
- Receive service requests from clients online,
- Review schedules relating to Capacity Building Program,
- Review funding opportunities,
- Post a list of volunteer and/or material needs, and
- Post descriptions of pending projects and funding/partnership possibilities for review by developers and financial institutions.

Financial Institutions:

- Investigate potential lending opportunities, many of which would provide CRA credit,
- Download Housing Master Plan,
- Receive mortgage applications (or provide links to their own online mortgage application process),
- Provide lower-income clients access to assistance programs through online application process,
- Download presentations from Housing Summits,
- Register for Housing Summits,
- Marketing opportunities through association with City sponsored programs, and
- Gather information concerning public meetings.

Realtors:

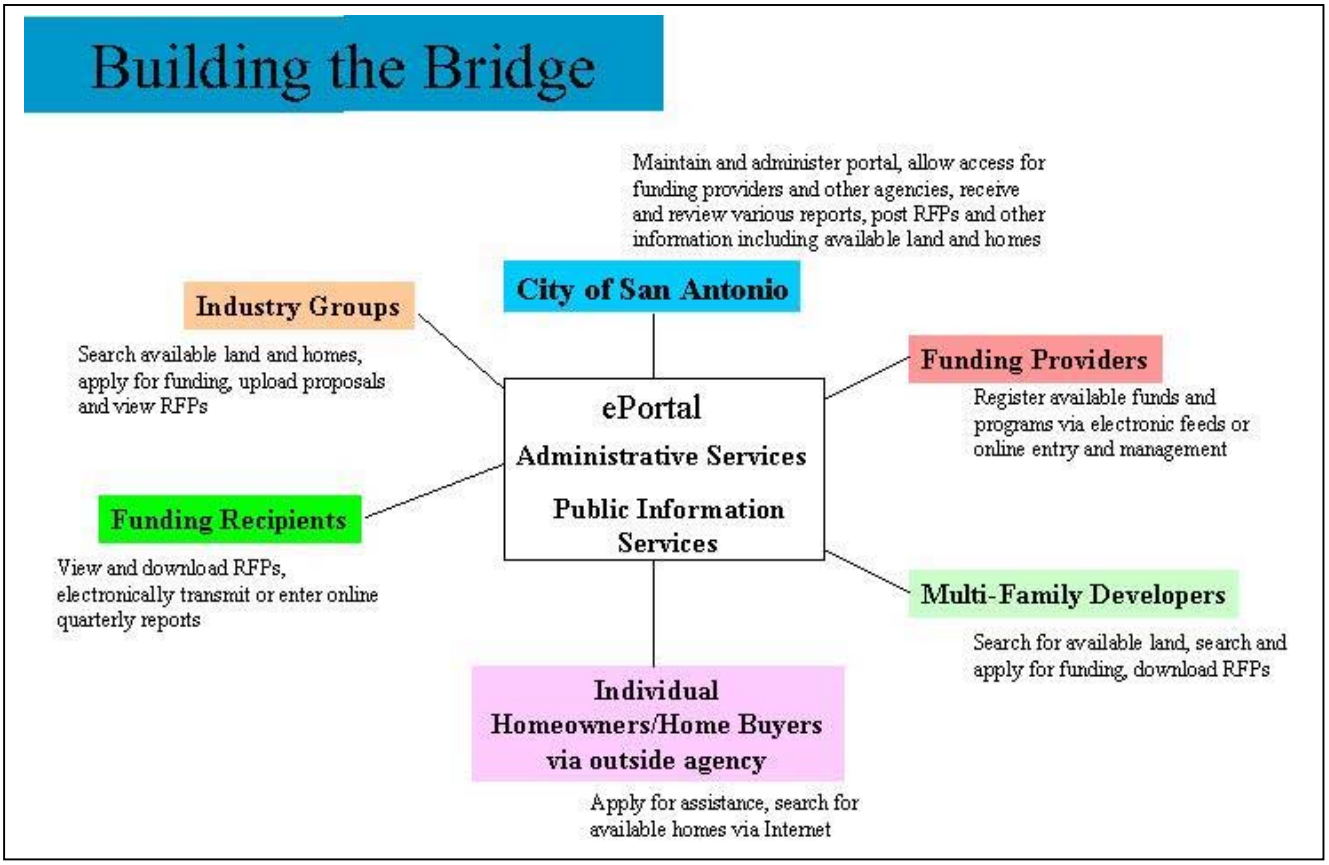
- Locate properties associated with the Parade of Homes projects for clients,
- Identify assistance programs for which clients qualify,
- Assist clients with assistance applications,
- Download Housing Master Plan,
- Download presentations from Housing Summits,
- Register for Housing Summits, and
- Gather information concerning public meetings.

City Staff:

- Post Requests for Proposals,
- Receive responses to Requests for Proposals,
- Receive quarterly production reports from sub-grantees,

- Receive applications for assistance programs from citizens,
- Post notices for public meetings,
- Post presentations from Housing Summits,
- Receive registrations for Housing Summits,
- Receive code compliance complaints,
- Receive service requests from citizens,
- Post funding availability notices from other sources (federal, foundation, corporate, etc.)
- Provide a database of available government properties that may be bought for development projects, and
- Provide a virtual link for social service agencies to share client information.

The lists provided above are by no means complete. The possibilities are almost endless. The virtual one-stop should be constructed and maintained in such a way that information is current and readily available, information submitted is safeguarded (for instance, when sharing client information, users should be registered and the site requires passwords for security purposes), and the overall impact of the site is construed as helpful, facilitating access to programs and information.



Server space for the site must be identified, most likely on the City's server system, but potentially on a server operated by the San Antonio Housing Authority or other agency. The site should be developed by a contractor, current in interactive processes, data warehousing, and development languages. Maintenance of the site should be performed by dedicated staff whose sole responsibilities involve gathering and posting relevant information (such as available housing, funding opportunities, and public notices).

This project is an opportunity for the City of San Antonio to develop a leading-edge customer service tool that has, till now, been put to good use in the private sector, but has not found its place in public sector uses. The use of the internet for many of the requirements of daily living is becoming more and more common place. Individuals, and companies, can now purchase products, pay bills, apply for credit cards and car loans, make hotel, car, and airline reservations, and locate homes for sale across the country. Public sector organizations have provided the information-based pages that inform citizens of the function of their government, but little has yet been seen that provides interactive access to programs and services.

The Fannie Mae Foundation has as a goal for 2001 the development of online mortgage application processes. They, and other interested parties, may be potential funding partners in the development of the virtual one-stop system. The virtual one-stop can become a valuable community asset, aiding not only the City and non-profit developers, but the whole spectrum of players in the housing industry, providing immediate access to funding programs, housing and development opportunities, and creating a networking opportunity that may lead to an expansion of resources available for affordable housing development.

VII. RE-TOOLING

Assignment of Critical Functions and Resources

1. Loan Servicing

- Transfer loan servicing of owner occupied rehabilitation loans, home ownership subsidy loans, and other individual benefit loans to an outside servicing agent. Loan Servicing Contractor would receive a percentage fee based on outstanding loan balance.

- Consolidate loans from all agencies utilizing CDBG and HOME funds into one loan-servicing contract.

- Implement an annual review of all outstanding loans by requiring affidavit demonstrating that the beneficiary retains ownership and unit remains their primary resident.

- Assess a 1% origination fee at loan closing and an annual re-certification fee of 1% of the loan balance for all grants and self-amortizing loans to defray the cost of an outside loan-servicing contractor, not to exceed $50 per year.

- Create an internal database tracking system to track loans/grants, to insure timely execution of collateral/security liens, and to monitor annual re-certifications.

2. Production Monitoring

- Establish performance goals for all major categories of housing activities such as housing rehabilitation, single family housing development, home-ownership lending, rental housing assistance, special needs housing, downtown housing and etc.

- Assign specific City agencies administrative and production responsibility for each category of activity funded with federal program dollars. Provide allocation of funds based on anticipated performance goals.

- Responsibility for meeting such performance goals should be transferred to sub-recipient contract administrators, by City agencies as part of all contract-funding documents.

- Performance goals should be based on units of production / per average dollars spent for its production.
    - *Example: $20,000 allocated by contract to ABC Nonprofit to provide down-payment assistance. Maximum grant is $5,000. Performance goal is 5 units of production.*

- When multiple functions are associated with production, performance goals must be established for each sub-function as well as the primary activity.
    - *Example:*
    - *HCD allocated $124, 000 for first time homebuyers. Estimated cost per loan is $25,000 in permanent financing, $5,000 for down payment assistance, and $1,000 in administrative cost for both activities combined. HCD performance goals are 4 units of loans, 4 unit of down-payment assistance.*

    - *HCD then allocates $102,000 by contract to DEF Nonprofit to provide Home Mortgage Loans. Maximum loan is $25,000. Performance goal is 4 units of production. DEF receives $500 administrative cost per loan.*

    - *HCD also allocates $22,000 by contract to ABC Nonprofit to provide down-payment assistance. Maximum grant is $5,000. Performance goal is 4 units of production. ABC receives $500 administrative cost per grant.*

- Future allocation of funds to specific activities, and contract renewals/continuations should be based on past performance relative to these established performance goals.

3. Agency Roles and Responsibility

- Housing and Community Development Department is responsible for implementing performance goals and performance monitoring system as part of the budget and fund allocation process.

- San Antonio Development Agency is responsible for implementing a Land Assembly Authority for vacant lots and development parcels, a tax foreclosure property utilization program, system for eminent domain acquisition of key development parcels, and

creation of a marketing database of available and underutilized property.

- Neighborhood Action Department has primary responsibility for program delivery of major housing activities.

- San Antonio Housing Trust has primary responsibility for incentive financing such as Section 108 Loan Guarantee, PID, TIF, Tax Abatement, Trust Fund and others as available.

- Community Initiatives has primary responsibility for human services and housing/shelter for special needs populations.

- City Managers Office has primary responsibility for implementation of the Housing Master Plan, including City Council Policy and Ordinance changes.

4. Budget and Program Priorities

- Processing and legal documents used by City for contracting with sub-recipients and program participants must be streamlined to fit a maximum of 60 days after allocation of funds.

- Payment processing for payment to sub-recipient for performance must be streamlined to insure payment within 15 to 30 days of receipt of a complete and accurate invoice.

- HCD will prepare a report to the City Manager's Office on a quarterly basis, delineating performance for major categories of housing activities. This should include annual performance goals and percentage of goals accomplished, as well as, expenditures shown by funds allocated, expended, committed/under contract, and funds available.

- Budget priorities and percentage allocation of funds will be implemented in the 2002 –2003 budget.

- Create a technical advisory committee to provide input into program priorities for the use of CDBG and HOME funding.

VIII. Implementation

This section provides some suggestions about the timing and process for the implementation of recommendations made in the Strategies section of the Housing Master Plan. The first part provides graphic presentations or two areas as implementation examples of the recommendations. These project opportunity areas include an example of the Cottage Housing model at a site off of North New Braunfels, just north of Fort Sam Houston. The second site is in the Sunny Slope neighborhood.

The second part describes and illustrates program partnership models for the implementation of infill housing and neighborhood revitalization/land assembly models. The models spell out potential partners in the development process and provide example process charts.

The third part provides some recommendations for program monitoring and reporting. The recommendations cover compliance with OMB Circular A-110, sub-recipient monitoring, and internal production monitoring.

Part 4 provides a list of immediate actions for implementation of the master plan. It is followed by a five-year action plan in part five.

VIII. 1. Prototypical Project Opportunity Illustrations

The analysis of market conditions, along with the opportunities identified through the assessment of needs, the Housing Summit and the Strategic Planning Session have provided a basis for the strategies recommended in the Housing Master Plan. To further illustrate how strategies might be implemented, we have selected project sites within the city that appear to exhibit conditions that align with our recommended strategies. That is, the report has designated these sites as prototypical project illustration as a means of demonstrating how the strategies may be used to enhance neighborhood conditions and to expand housing opportunities.

These illustrations are intended as conceptual demonstrations and not necessarily as specific project development sites. It should be noted that no determination has been made as to site availability or project final feasibility. Further review and analysis of these sites will be necessary, as well as, detail plans for site development and financing prior to a final determination of their actual feasibility. The prototypical projects also contain illustrations involving street re-configurations, street abandonment, intersection improvements, and enhanced landscaping, which have not been subjected to engineering review of submitted for City regulatory review.

Our approach taken in illustrating prototypical projects is to offer a policy orientation for the project area that describes the type of physical development we seek to achieve and our targeted consumer. The project objectives are delineated to further clarify such elements as price range, housing design, proposed amenities and unique opportunities. The analysis has included an examination of existing land uses and conditions, and a determination of planning needs that should be addressed and fully integrated into the overall development plan. The illustration then capsulate some of those planning needs into drawings by identifying unique features in the project design and noting specific measures taken to resolve planning needs.

The following presents two prototypical project illustrations.

VIII. 1. a. Illustration 1: Cottage Housing

Location: Situated near the intersection of Claremont Street and North New Braunfels Avenue.

Policy Orientation: Development of low-density townhouse type Cottage Housing. Units sold to elderly homebuyers in need of replacement housing due to displacement or the advanced deteriorated conditions of their existing owner-occupied house.

Objectives: Provide an alternative to costly, and sometimes less than cost effective solution, of owner occupied home repair loans for repairing severely dilapidated houses. Potential for elderly residents to find alternative housing in their existing neighborhoods, that provides home ownership without the responsibility of ongoing maintenance through the use of the following.

1. Maximize unit density and residential development on small inner city lots in need of revitalization.

2. Maintain affordability with a range of house prices at $35,000 to $60,000.

3. Promote innovative residential design and cost effective housing alternatives.

4. Create green space and landscape amenities.

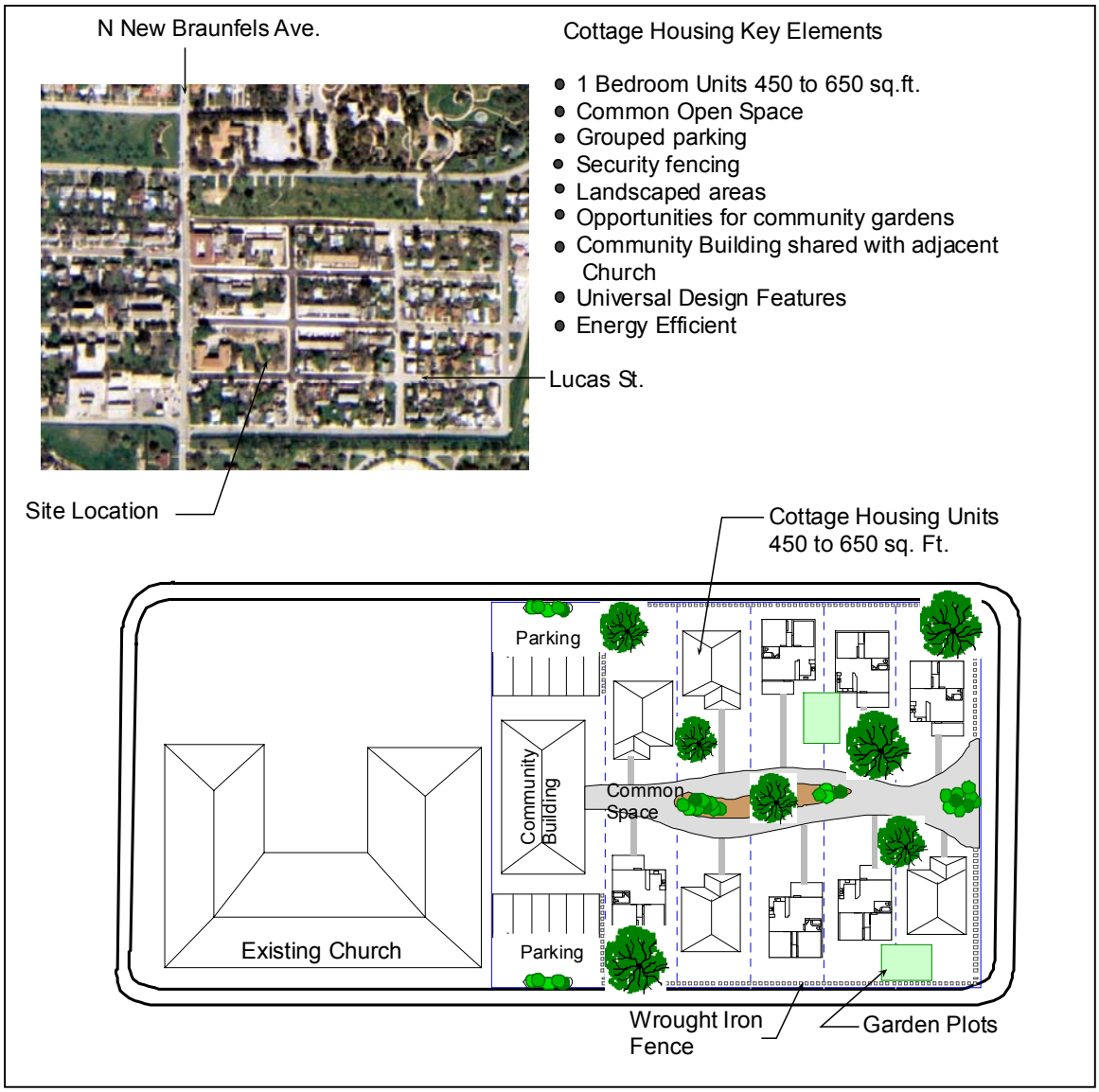
5. Encourage utilization of vacant residential lots for housing.

Project Opportunity: Project opportunity Illustration 1 conceptually illustrates the development cottage housing for sale to elderly residents. The design features 10 units, approximately 450 to 650 sq. ft. each, with common green space and a shared community building for community events. One parking space per unit has been provided and concentrated on either side of the community building to serve the dual purpose of resident and visitor parking. Additional on street parking is available as well. Wrought iron fencing for security and a community garden plot for residents are added amenities.

This site was selected to emphasize the need to provide housing for the elderly in their existing neighborhoods that maintains their close proximity to public transit stops along New Braunfels, churches, community facilities or special interest developments such as Fort Sam Houston. Affordability is always a factor, which means the need to develop units that sale in the $40 to $60 per foot range.

This development project is ideal for a community development corporation or faith based institution to undertake. This particular site has an existing church situated on the adjacent property that could serve as developer of the cottage development. This could include their shared use of the community building for both church events as well as community functions for the residents and housing alternatives for some of its members. It also offers an opportunity for a potential fast success at implementing the housing master plan concepts for community development and faith based initiatives.

Illustration 1: Cottage Housing



VIII. 1. b. Illustration 2: Infill Subdivision Housing Opportunity for Sunny Slope

Location: Sunny Slope is located in the Southeast sector of San Antonio, bounded by Rigsby Avenue on the north, Villareal Street on the south, Clark Street on the west and Mozart Avenue and Elgin Street on the east. The San Antonio Trust recently commissioned a study of the area to explore Sunny Slope as a possible redevelopment housing opportunity. The City is currently investing infrastructure dollars to repair and replace streets, drainage improvements, sidewalks, curbs and gutters, and retaining walls. Other conditions include a large inventory of vacant lots, and a large percentage of renter households to absorb new single-family housing development.

Policy Orientation: Subdivision infill of new construction single family detached housing units. Housing units would be made available for sale to low and moderate- income households.

Objectives: Provide a redevelopment model for existing subdivisions in need of revitalization and replacement housing for its vacant lots. Increase the supply of affordable housing, make units affordable to current area residents and improve neighborhood interest through the use of the following.

1. Maximize unit density and residential development on small inner city lots in need of revitalization.

2. Maintain affordability with a range of house prices at $50,000 to $80,000.

3. Promote energy efficient construction alternatives and cost effective housing opportunity.

4. Create green space and landscape amenities.

5. Encourage utilization of vacant residential lots for housing.

6. Buffer the neighborhood against non-residential traffic through street re-configuration.

7. Demonstrate market demand/appeal and public and private support for affordable housing.

Project Opportunity: Project opportunity Illustration 2 conceptually illustrates the development of single family housing units in an existing

subdivision for sale to low and moderate-income residents. The subdivision revitalization design envisions single-family detached units, approximately 1200 to 1500 sq. ft., each with private driveway and optional carports and garages. The subdivision could enhance its appearance and attractiveness to the buying public by going beyond the physical development of the housing units themselves. This is illustrated through the creation of a main entrance into the subdivision from Rigsby Avenue, a cul-de-sac street treatment at the subdivision edge to maintain the residential integrity and serve as a buffer from commercial development, as well as, the illustrated street lighting, community gardens, pocket parks and continuation of the city sponsored infrastructure improvements.

This site was selected to emphasize the number of available vacant lots for housing development and their particular concentration for a critical mass of new housing that could be created near the entrance to the subdivision. This development project is ideal for a community development corporation to undertake. This development could be accomplished in conjunction with SADA's land assembly efforts to insure that the vacant lots could be acquired and at a reasonable market rate. It too offers an opportunity for a potential fast success at implementing the housing master plan concepts for community development and affordable housing initiatives.

Illustration 2: Sunny Slope Infill Subdivision

Alternative Housing Products

VIII. 2. Program Partnership Models And Deal Structuring

In a number of instances, the development of the Housing Master Plan has revealed the need to design program partnership models that have the effect of increasing production or participation in the housing delivery system. In this component of the plan, we have designed two such models, (1) Infill Housing Partnership Model and (2) Land Assembly Partnership Model.

VIII. 2. a. Infill Housing Partnership Model

San Antonio has enjoyed some success in infill development of affordable housing on vacant lots. Nonprofit corporations such as San Antonio Alternative Housing Corporation with 55 units, Neighborhood Housing Services with 80 units, and Habitat with 32 units of new single-family housing development accounted for most of San Antonio's affordable market production in FY 2000. Their specific development model and sources of funds often varied but their unmet needs in the process were similar. They each experienced, to some degree, a lack of (1) consistent coordination of city assistance to their project; (2) a steady and available supply of vacant lots for development; (3) Integrated financing and leveraging of resources among the city an financial institutions; (4) underutilization of financial products and initiatives from major institutions such as Fannie Mae, Federal Home Loan Bank, CDFI, Enterprise Foundation and others; (5) Coordinated home buyer assistance programs; and (6) Expeditious draws/payment of project funds from funders or bridge financing until incentives, loans and grants could be received.

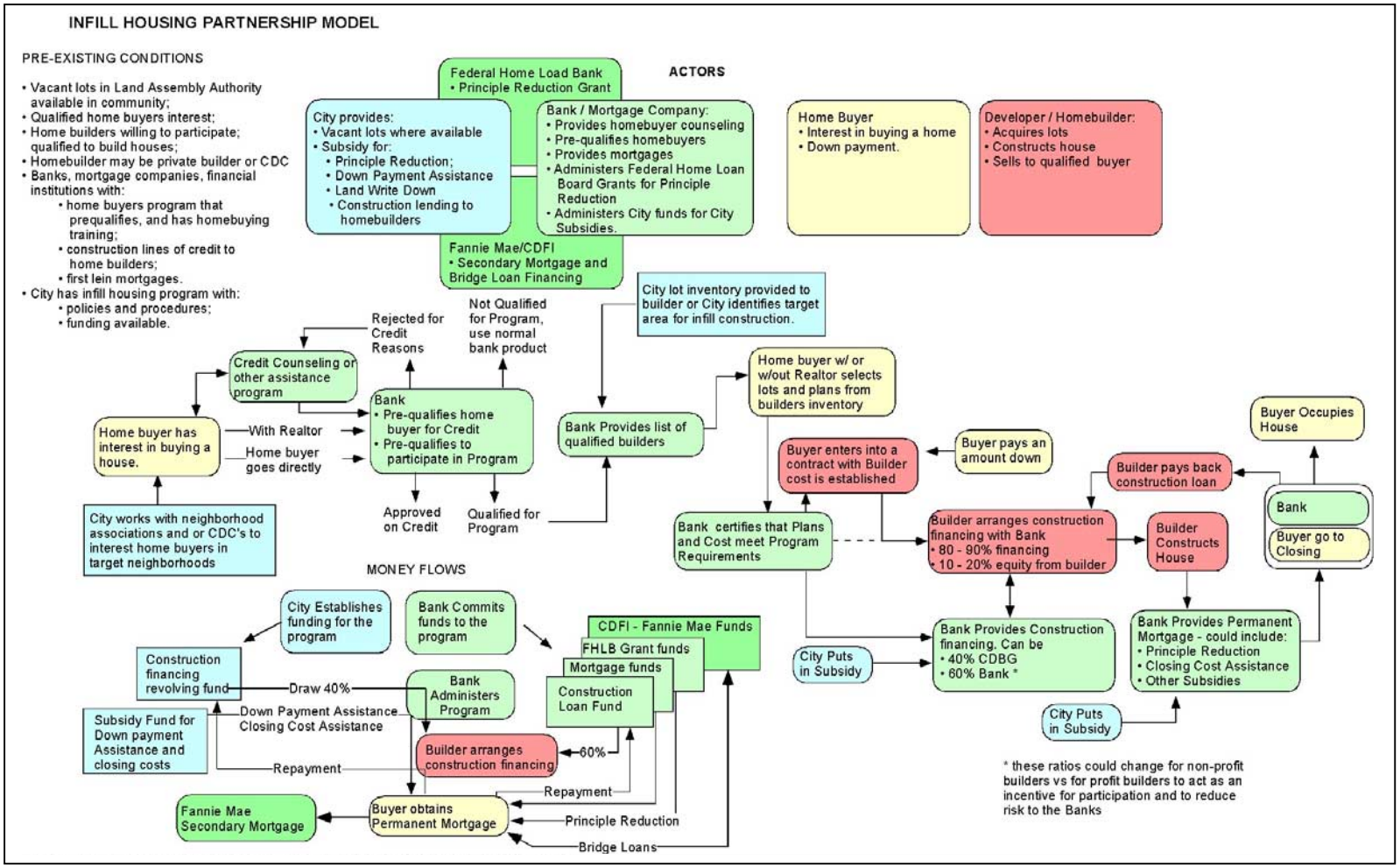
The Infill Housing Partnership model seeks to respond to the aforementioned unmet needs through a coordinated effort among five major actors.

- City-providing vacant lots through SADA and as a home ownership lender/subsidy grant provider;
- Banks, Mortgage Companies, Financial Institutions- providing homebuyer counseling, mortgage financing, construction financing and administrative/technical assistance;
- Federal Home Loan Bank, Fannie Mae, CDFI and others- providing subsidy grants/loans, public-private partnership initiatives, bridge financing and secondary mortgage financing; and
- Private and nonprofit developers/home builders - providing affordable housing product for sale to consumers.

This strategic model is designed to create a workflow that can be replicated for each unit of production, without the major actor having to learn a new process each time a new source of funds or entity is introduced to the process. It also creates a simplistic model for the city to integrate its financial resources into a distribution system managed predominately by the private sector whose primary business function is real estate lending.

Homeownership counseling has been offered to homebuyers through contract with non-profit housing developers. The Arthur Anderson Housing Performance Review recommended that these activities be consolidated within the City housing delivery structure. Local banks, which have provided additional funding for these activities, have indicated that their funding could not follow the programs into the City structure due to tax implications. Given that financial reality and the nature of homeownership counseling as essentially a community-based operation, the City should leave homeownership counseling operations with community-based organizations and provide funding as it fits within CDBG budget priorities.

The following page contains a graphic illustration of the Infill Housing Partnership Model.


INFILL HOUSING PARTNERSHIP MODEL
PRE-EXISTING CONDITIONS
• Vacant lots in Land Assembly Authority available in community;
• Qualified home buyers interest;
• Home builders willing to participate; qualified to build houses;
• Homebuilder may be private builder or CDC
• Banks, mortgage companies, financial institutions with:
• home buyers program that prequalifies, and has homebuying training;
• construction lines of credit to home builders;
• first lein mortgages.
• City has infill housing program with:
• policies and procedures;
• funding available.
ACTORS
Federal Home Load Bank
• Principle Reduction Grant
City provides:
• Vacant lots where available
• Subsidy for:
• Principle Reduction;
• Down Payment Assistance
• Land Write Down
• Construction lending to homebuilders
Bank / Mortgage Company:
• Provides homebuyer counseling
• Pre-qualifies homebuyers
• Provides mortgages
• Administers Federal Home Loan Board Grants for Principle Reduction
• Administers City funds for City Subsidies.
Home Buyer
• Interest in buying a home
• Down payment.
Developer / Homebuilder:
• Acquires lots
• Constructs house
• Sells to qualified buyer
Fannie Mae/CDFI
• Secondary Mortgage and Bridge Loan Financing
City lot inventory provided to builder or City identifies target area for infill construction.
Rejected for Credit Reasons
Not Qualified for Program, use normal bank product
Credit Counseling or other assistance program
Home buyer has interest in buying a house.
With Realtor
Home buyer goes directly
Bank
• Pre-qualifies home buyer for Credit
• Pre-qualifies to participate in Program
City works with neighborhood associations and or CDC's to interest home buyers in target neighborhoods
Approved on Credit
Qualified for Program
Bank Provides list of qualified builders
Home buyer w/ or w/out Realtor selects lots and plans from builders inventory
Buyer enters into a contract with Builder cost is established
Buyer pays an amount down
Bank certifies that Plans and Cost meet Program Requirements
Builder arranges construction financing with Bank
• 80 - 90% financing
• 10 - 20% equity from builder
Builder Constructs House
Builder pays back construction loan
Buyer Occupies House
Bank
Buyer go to Closing
MONEY FLOWS
City Establishes funding for the program
Bank Commits funds to the program
CDFI - Fannie Mae Funds
FHLB Grant funds
Mortgage funds
Construction Loan Fund
Construction financing revolving fund
Draw 40%
Bank Administers Program
Subsidy Fund for Down payment Assistance and closing costs
Down Payment Assistance
Closing Cost Assistance
Repayment
Builder arranges construction financing
60%
Repayment
Fannie Mae Secondary Mortgage
Buyer obtains Permanent Mortgage
Principle Reduction
Bridge Loans
City Puts in Subsidy
Bank Provides Construction financing. Can be
• 40% CDBG
• 60% Bank *
Bank Provides Permanent Mortgage - could include:
• Principle Reduction
• Closing Cost Assistance
• Other Subsidies
City Puts in Subsidy
* these ratios could change for non-profit builders vs for profit builders to act as an incentive for participation and to reduce risk to the Banks

VIII. 2. b. Neighborhood Revitalization Land Assembly Partnership Model

The Phase One Housing Review recommended that SADA implement as one of its primary missions, the land assembly and distribution of vacant lots for affordable housing redevelopment. The Housing Master Plan further supports this theme recommending land assembly as a "fundamental housing and revitalization principle" that will be an integral part of the successful implementation of the recommended strategies. While there exist an abundant supply of potential vacant lots for acquisition and development, we need a coordinated process that quickly get property acquired and into the land assembly authority and then expeditiously transferred to the development community for production of affordable housing.

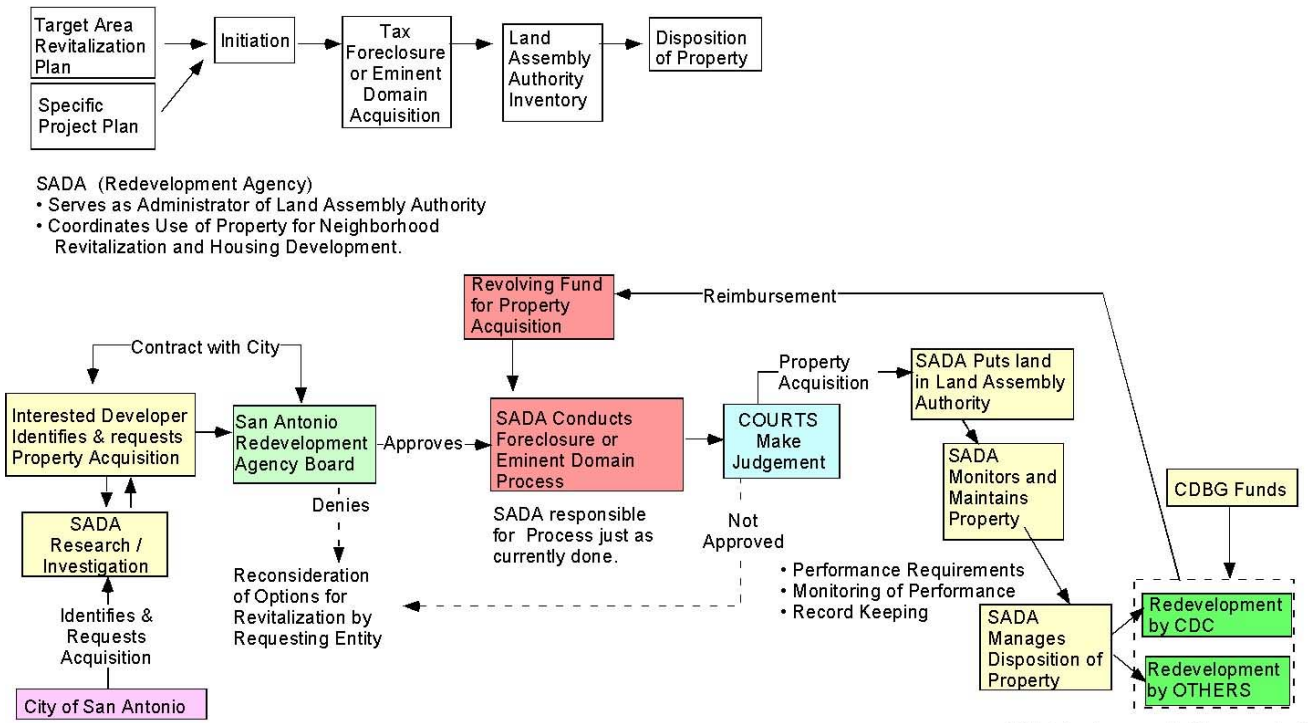
SADA is charged with coordination of that vacant lot inventory from five sources.

- City surplus property and tax foreclosure property held in trust for the various taxing jurisdictions;
- Property acquisition from private ownership;
- Eminent domain property acquisitions utilizing it redevelopment agency authority;
- Donated property from private sector owners;
- Housing program and city regulatory impacted properties such as cottage housing surplus property, city displacement property, or abandoned property in need of permanent solutions to cure code enforcement or neighborhood blighted impacts.

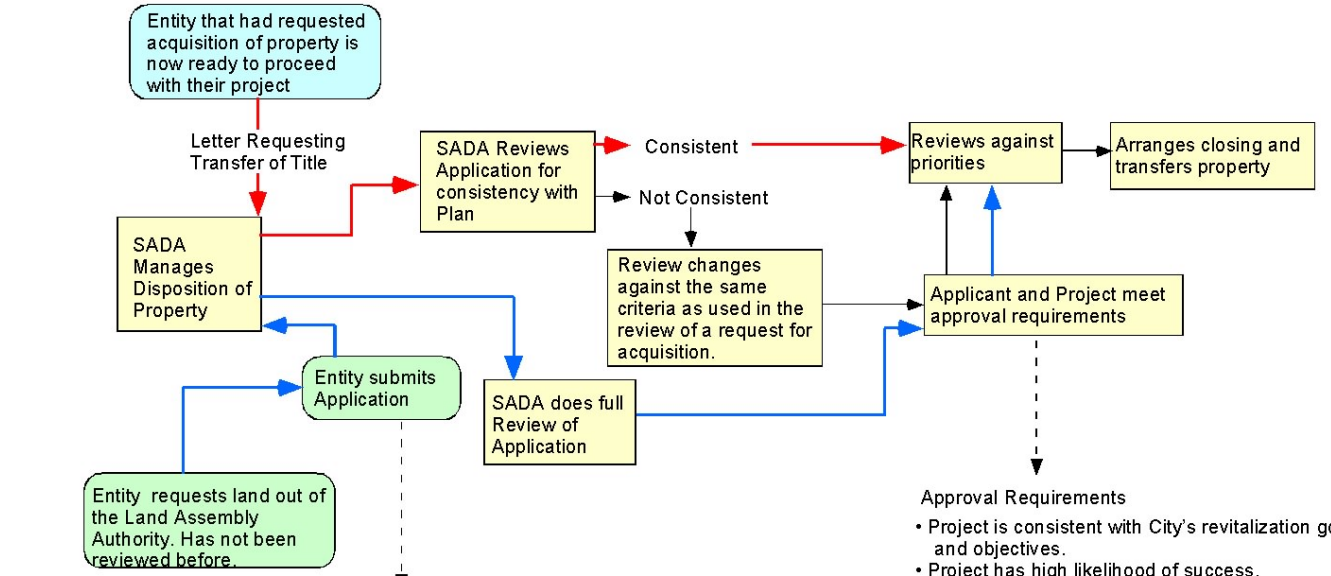
SADA's acquisition and distribution of these lots will be guided by either a geographical targeted revitalization plan initiated by the city or a special project plan put forth by a developer, private or nonprofit builder, in support of the city's efforts to revitalize neighborhoods. It is therefore, an application by an entity based upon these plan that SADA will initiate its process for acquisition of vacant lots or the distribution of lots already in its inventory.

The following two graphics illustrate first the Neighborhood Revitalization Land Assembly Partnership Model and second the Partnership Model for Distribution of Land Assembly Property.

NEIGHBORHOOD REVITALIZATION LAND ASSEMBLY PARTNERSHIP MODEL



PARTNERSHIP MODEL FOR DISPOSITION OF LAND FROM THE LAND ASSEMBLY AUTHORITY



Applicant Information
- Name of submitting organization
- Address, telephone, FAX and other identifying information
- Non-profit status if applicable – identity of Board of Directors or principals
- Name and address of managing partners if corporation or partnership (who is entitled to sign legal documents on behalf of the organization?)

Project Description
- Nature of the revitalization project – rehab, in-fill, type of housing – target market etc.
- location of property, either specific lots or general area
- if specific location, lot – block – other legal description if known.
- Map showing location.
- Project funding – pro-forma – financing anticipated or committed
- Target Population and Income Levels

Approval Requirements
- Project is consistent with City's revitalization goals and objectives.
- Project has high likelihood of success.
- Organization has or will obtain capacity to carry out the project as proposed.
- Cost projections are in line with similar projects.
- Funding sources are appropriate to the proposed project and are available.
- Appropriate commitments have been obtained from other partners in the project.
- The time line proposed for the project is realistic.
- There are no outstanding legal, environmental, or other outside issues that cannot be addressed or which could prevent the project from going ahead.
- Appropriate performance commitments have been made by applicant.
- Organization had not been debarred by HUD

Land Disposition Policies to Guide Land Assembly Operations

Application and Submission Requirements

If an entity or organization requesting property from the land assembly authority has previously filed a request for eminent domain or other acquisition support in obtaining a particular sites and are now ready to take the site from the land assembly authority for the planned project, the application should be a formal letter stating their readiness to proceed with the project. For entities or organizations that have not been through the application review process for acquisition and are simply requesting to purchase property already in the land assembly authority, they would now complete an application like that required when requesting special acquisition to the land assembly authority. SADA will insure consistency with appropriate plans and that the applicant has the capacity to implement the project. The application should include the following information:

Applicant Information

- Name of submitting organization
- Address, telephone, FAX and other identifying information
- Non-profit status if applicable – identity of the Board of Directors or principals
- Name and address of managing partners if corporation or partnership (who is entitled to sign legal documents on behalf of the organization?)

Project Description

- Nature of the proposed project – rehab, in-fill, type of housing – target market etc.
- location of property, either specific lots or general area
- if specific location, lot – block – other legal description if known.
- Map showing location.
- Project funding – pro-forma – financing anticipated or committed
- Target Population and Income Levels

Due Diligence

Due diligence would also differ for those entities who had made an original request for eminent domain or other SADA acquisition and those entering the process for the first time at the disposition stage. In the case where the entity has already submitted an application to SADA for property acquisition, SADA should review for consistency with the original application and project description. If all is consistent, the project would go ahead. For any changes that are introduced, these changes would be subject to the same review as the original project request.

In those cases where an entity or organization had not requested a particular site be acquired through the special acquisition, but would like property out of the land assembly authority to carry out a project, such

request would be subject to the full review of the project. In these cases, the due diligence would follow the same procedures and criteria as would a request for acquisition.

All projects, or changes in original projects, would be reviewed for:

Location of proposed project

- is it in a target area,
- is it part of an adopted plan,
- is property needed for some other public purpose or plan adopted by City
- what is the zoning of the property and is a zoning change needed.
- what is the zoning around the property, will that impact success of project

Condition of the property

- condition of vacant land – phase one environmental assessment
- condition of any improvements

Capacity of the Applicant

- financial capacity and history
- track record of organization or principals
- other projects completed by organization or the principals
- technical and or professional abilities
- partnerships, other skills available, nature of commitment of others

Relationship of proposed project to neighborhood revitalization

- is likely impact of this project broader than just the project area
- how is completion of this project likely to effect other projects and surrounding areas.

Criteria for Evaluation – Check List for Approval

Projects should meet the following in order to be recommended to the Redevelopment Agency for eminent domain purchase:

- Project is consistent with City's revitalization goals and objectives.
- Project has high likelihood of success.
- Organization has or will obtain capacity to carry out the project as proposed.
- Cost projections are in line with similar projects.
- Funding sources are appropriate to the proposed project and are available.
- Appropriate commitments have been obtained from other partners in the project.
- The time line proposed for the project is realistic.
- There are no outstanding legal, environmental, or other outside issues that cannot be addressed or which could prevent the project from going ahead.
- Appropriate performance commitments have been made by applicant.
- Organization had not been debarred by HUD

Guidelines – Procedures for Departmental Review

Any applications for transfer of property out of the land assembly authority and into a project that has not been through the acquisition process should be reviewed by:

Staff of the SADA

- financial capacity
- consistency with established mission and objectives
- likely impact on neighborhood revitalization
- likelihood of success
- appropriateness for proposed funding

Department of Community Development

- compatibility with other revitalization actions
- consistency with existing revitalization plans and activities
- eligibility for proposed funding
- HUD debarment

Department of Public Works

- relationship with other capital improvement plans
- any known environmental issues

Planning Department

- compatibility with Comprehensive Plans, Neighborhood Plans, or other plans
- existing zoning of both the proposed site and surrounding area
- known platting problems
- other planning related issues

Priorities Among Competing Requests for Land Disposition.

In the event there are competing requests for land disposition or where there are limited resources that may be used, the following guidelines should be used to establish priority among requests.
Higher priority should be given to projects with the following characteristics:

- Project undertaken by a community based non-profit.
- Projects within a focused target area where comprehensive revitalization actions are underway or planned;
- Projects with strong community institutions as partners
- Projects with banks and other financial institutions as partners;
- Projects involving multiple properties capable of having a more pervasive effect on revitalization in a defined geographic area;
- Projects undertaken by entities with a track record and a high probability of success;
- Projects with City commitments for capital improvement support;
- Projects where funds are leveraged to provide more participation by entities other than the City.

Eminent Domain Request Review Process

Application and Submission Requirements

Application form should include the following information:

Applicant Information

- Name of submitting organization
- Address, telephone, FAX and other identifying information
- Non-profit status if applicable – identity of Board of Directors or principals
- Name and address of managing partners if corporation or partnership (who is entitled to sign legal documents on behalf of the organization?)

Project Description

- Nature of the revitalization project – rehab, in-fill, type of housing – target market etc.
- location of property, either specific lots or general area
- if specific location, lot – block – other legal description if known.
- Map showing location.
- Project funding – pro-forma – financing anticipated or committed
- Target Population and Income Levels

Application Due Diligence

Applications should be reviewed for:

Location of proposed eminent domain acquisition

- is it in a target area,
- is it part of an adopted plan,
- is property already in land assembly authority,
- is property vacant or occupied,
- is the property owner or tenant occupied.
- if occupied, is the proposed action the proper one for revitalization within the area.
- is property needed for some other public purpose or plan adopted by City
- what is the zoning of the property and is a zoning change needed.
- what is the zoning around the property, will that impact success of project

Condition of the property

- condition of vacant land – phase one environmental assessment
- condition of any improvements

Capacity of the Applicant

- financial capacity and history
- track record of organization or principals
- other projects completed by organization or the principals

- technical and or professional abilities
- partnerships, other skills available, nature of commitment of others

Relationship of proposed project to neighborhood revitalization

- is likely impact of this project broader than just the project area
- how is completion of this project likely to effect other projects and surrounding areas.

Criteria for Evaluation – Check List for Approval

Projects should meet the following in order to be recommended to the Redevelopment Agency for eminent domain acquisition:

- Project is consistent with City's revitalization goals and objectives.
- Project has high likelihood of success.
- Organization has or will obtain capacity to carry out the project as proposed.
- Cost projections are in line with similar projects.
- Funding sources are appropriate to the proposed project and are available.
- Appropriate commitments have been obtained from other partners in the project.
- The time line proposed for the project is realistic.
- There are no outstanding legal, environmental, or other outside issues that cannot be addressed or which could prevent the project from going ahead.
- Appropriate performance commitments have been made by applicant.
- Organization had not been debarred by HUD

Guidelines – Procedures for City Departmental Review

Application should be reviewed by:

SADA

- financial capacity
- consistency with the mission and objectives of the CDC
- likely impact on neighborhood revitalization
- likelihood of success
- appropriateness for proposed funding

Department of Community Development

- compatibility with other revitalization actions
- consistency with existing revitalization plans and activities
- eligibility for proposed funding
- HUD debarment

Department of Public Works

- relationship with other capital improvement plans
- any known environmental issues

Planning Department

- compatibility with Comprehensive Plans, Neighborhood Plans, or other plans

- existing zoning of both the proposed site and surrounding area
- known platting problems
- other planning related issues

Format for Eminent Domain Report to San Antonio Redevelopment Agency Board

A standard report form should be developed to document the above criteria in a consistent manner in reporting and recommending eminent domain to the Redevelopment Agency Board.

VIII. 3. Administrative Requirements (Monitoring and Reporting)

The Housing Performance Review completed by Arthur Andersen in June 2000 indicated that monitoring and reporting of CDBG and HOME assisted housing programs are seriously deficient. At that point, the Housing and Community Development Department was understaffed with regard to its monitoring function. No internal documents existed to detail ongoing production. CDBG annual reporting documents were lacking in detail, with production from multiple funding years lumped into a single number. Non-profit sub-recipients are not monitored according to federal regulations, primarily due to a lack of adequate staffing in the Housing and Community Development Department. The City of San Antonio should implement a comprehensive system of monitoring and reporting that covers its own agencies, as well as grant contracts with non-profit sub-recipients. The system should begin with a thorough interpretation of federal regulations by a task force headed by the City Auditor's Office. Second, detailed monitoring documentation should be developed to assess sub-recipient compliance. Third, a quarterly production report should be prepared by the Housing and Community Development Department for presentation to the City Council that provides complete information regarding all housing programs, both City-run and non-profit based grant recipients.

VIII. 3. a. Auditor/OMB Circular A-110

Use of CDBG and HOME funding are to be monitored under guidelines established in Office of Management and Budget (OMB) Circular A-110, which sets forth accounting and management practices governing the use of federal grant funding. The circular prescribes practices relating to keeping grant funding separate from other funds, check writing practices, record-keeping, and a long list of other issues.

The Housing and Community Development Department (HCD) should establish a task force with the City Auditor's Office to develop a set of monitoring guidelines derived from OMB Circular A-110 and CDBG/HOME monitoring regulations. These guidelines should provide a simplified format for monitoring the use of grant funds by City agencies and non-profit sub-grantees. They should provide specific time periods for the various types of monitoring visits prescribed for in OMB Circular A-100 and indicate the specific monitoring forms to be completed at each visit. The monitoring forms should be completed a manner outlined by the task force and kept on file as required by federal regulations.

The Housing and Community Development Department should hire sufficient monitoring staff to cover all outstanding CDBG/HOME grants. The Department should maintain a master list of which contracts need what monitoring visit within what time period and communicate that information to the monitors responsible for working with each agency as monitoring visits come due.

Best Practice:

DeKalb County, Georgia has been recognized by the U.S. Department of Housing and Urban Development for their efforts to provide a uniform monitoring system through the development of a guide for reviewing third-party contracts. The system enables local partners to complete activities in a timely manner, rather than spending time resolving compliance issues. The system also allows the County to monitor the quality of care provided by the agencies and to maintain supporting documentation.

Benchmarks:

Percentage of monitoring reports filed within one week of deadline (target 95%).

Percentage of contractors included in monitoring system (target 100%).

Percentage contract files complete (target 95%).

VIII. 3. b. Sub-recipient Monitoring

When contracts are developed between a CDBG/HOME recipient (the City) and a non-profit organization to utilize federal funding in the development of housing opportunities, the non-profit organization becomes a sub-recipient of the City's grant funding. In that capacity, the sub-recipient is responsible for adhering to all federal accounting and management practices to which HUD holds the City, specifically, OMB Circular A-110. The monitoring product of the HCD/City Auditor's Office Task Force, described above, should be utilized by HCD monitoring staff to evaluate the sub-recipients' practices for compliance to federal regulations.

Each sub-recipient should be monitored four times for each program under contract to the City. Monitoring visits should be conducted to evaluate their general administrative preparation for grant funding, for compliance with documentation requirements, for maintenance of case files, and to close-out the grant program. The monitors should be given a specific time period within which each monitoring visit should be completed, with the Department following up to assure a timely response.

At the conclusion of each monitoring review, monitoring checklists should be placed in the contract management file to provide supporting documentation to back-up any findings communicated to the grantee. Findings should include a specific timeframe within which the finding is to be resolved.

Examples of appropriate HOME monitoring instruments can be found in the Appendix. These examples were adapted from HUD documents found at www.hud.gov/cpd/home/pubindex/checklists.html on the Internet.

VIII. 3. c. Internal Production Reporting

The Housing and Community Development Department also need to institute quarterly internal production reports that track the expenditure of funds and housing production. The document should provide information on each funding program, to include funding level, year funded, funds expended, and address, date, and funding amount for each property

assisted. Funding commitments and year-to-date totals should also be reported. Quarterly reports would be combined at the end of each fiscal year to provide an overview of production for that year. The reports would contain details on all city-run programs, as well as all programs run by non-profit organizations utilizing CDBG/HOME funding. A sample page of a production report follows:

Housing Rehabilitation Program

FY 1999-2000 Funding	$1,000,000.00
Production Goal	40 units
Expenditures This Quarter	$ 124,213.66
Production This Quarter	5 units
Funding Committed in Progress	$ 231,234.54
Units In Progress	9 units
Expenditures YTD	$ 423,123.33
Production YTD	17 units
Uncommitted Funding	$ 345,642.13

Projects Funded This Quarter

Address	Comp. Date	Expenditures
1234 Jemison	1/23/01	$23,231.50
4231 Cooper	2/5/01	$25,315.43
645 Gevers	2/7/01	$21,987.55
424 Schley	2/15/01	$20,876.22
342 F St.	3/2/01	$32,802,96

Projects In Progress

Address	Est. Comp. Date	Funds Committed
324 Alder	4/3/01	$23,423.00
523 Westfall	4/6/01	$21,356.33
738 Delmar	4/9/01	$27,423.65
938 Porter	4/12/01	$24,655.34
922 Essex	4/21/01	$25,342.76
3748 Lambert	5/1/01	$26,411.88
8393 Elvira	5/3/01	$22,879.34
4893 Florida	5/10/01	$25,789.01
389 Sandmeyer	5/14/01	$25,654.98
8576 Crockett	5/18/01	$ 8,298.25

VIII. 4. Short Term Actions for Implementation of The Master Plan October 1, 2001 – September 30, 2003

- City Council Acceptance of Master Plan
- City Staff Evaluation of Master Plan Strategies, Design of Programs, and Development of Specific Steps for Implementation
- City Council Adoption of Policy Changes and Required Ordinances
- Assignment of Responsibilities for Implementation
- Budget Appropriations Consistent with Master Plan
- Transfer Functions to Recommended Departments/Agencies (i.e. Housing Trust for PID/TIF Special Financing)
- Implement the Land Assembly Partnership Model
- Implement the Infill Housing Partnership Model
- City Council Designation of Target Neighborhoods
- Staff Development of Target Neighborhood Plans and Implementation of the Comprehensive Revitalization Project Plan Process
- Formalize Urban Design Recommendations into Appropriate Ordinances and Program Designs

VIII. 5. Example 5-Year Action Plan

October 1, 2001 - September 30, 2003 2001 - 2003 First and Second Years		2003 - 2004 Third Year	2004 - 2005 Fourth Year	2005 - 2006 Fifth Year
1. Implement Capacity Building Model	1. Cottage Housing Program			
2. Implement Centralized Self-Help Initiative	2. Employer Assisted Housing Program			
3. Implement Cottage Housing Pilot	3. Shared Housing Program			
4. Implement E-Commerce Strategy	4. Downtown Housing Program			
5. Implement Modular Housing Pilot	5. Modular Housing Program			
6. Implement Shared Housing Pilot	6. Housing Summit			
7. Advisory Committee/Networking Sessions	7. Infill Housing Program			
8. Formalize Programs and Functions Transferred to Agencies/Departments				
- Housing Trust - PID/TIF Special Financing				
- SADA - Land Assembly				
- CD - Performance Reviews and Reporting				
9. Apply for Alternative Funding; CDFI, FHLB, HUD, Bank CDC, Section 108, etc.				
10. Select Infill Pilots				
11. Begin Process of Acquiring Property for Land Assembly and Disposition				
12. Housing Summit				

Appendix

AGENDA:
Strategic Planning Session
City Staff
March 8, 2001
11:00 am

11:00 am – Ice Breaker, MJLM

11:10 am – Housing Market Analysis Findings to Date,
SA Research, Questions and Answers

11:25 am – Define Affordability

11:55 am – Geographic Targeting

12:25 pm – CD Allocation Policy, Maximum Benefit

12:55 pm – Annual Production Goals and Reporting

If time permits – Information Clearinghouse

If time permits – Products and Finance Tools

1:30 pm – Adjourn

Email additional comments to frederickd@jquad.com

AGENDA:
Strategic Planning Session
Industry Group
March 8, 2001
2:00 pm

2:00 pm – Ice Breaker, MJLM

2:10 pm – Housing Market Analysis Findings to Date,
SA Research, Questions and Answers

2:25 pm – Housing Products and Finance Tools

2:55 pm – Leveraging

3:25 pm – Client Targeting

3:55 pm – Affordability, Expanding Products for Various Income Groups.

If time permits – Information Clearinghouse

4:30 pm – Adjourn

Email additional comments to frederickd@jquad.com

AGENDA:
Strategic Planning Session
Community Group
March 8, 2001
5:00 pm

5:00 pm – Ice Breaker, MJLM

5:10 pm – Housing Market Analysis Findings to Date,
SA Research, Questions and Answers

5:25 pm – Alternative Products in Affordable Housing

6:25 pm – Information Clearinghouse

7:30 pm – Adjourn

Email additional comments to frederickd@jquad.com

HOUSING MASTER PLAN AND HOUSING SUMMIT

STRATEGIC PLANNING SESSION
THURSDAY, MARCH 8, 2001, 11:00 A.M.

ATTENDANCE LIST

	NAME	DEPARTMENT	PHONE NUMBER
1	Lori Hall	COSA NAD	xxx-xxxx
2	Nancy Dean	COSA ISD	xxx-xxxx
3	Steve Worley	Fire	xxx-xxxx
4	Tertia Emerson	Housing Committee	xxx-xxxx
5	Jim Wiles	DCI	xxx-xxxx
6	John Friesenhahn	Housing Committee	xxx-xxxx
7	Fred Elsner	Housing Committee	xxx-xxxx
8	Christine Vina	COSA Planning	xxx-xxxx
9	Kaka Norman	COSA Planning	xxx-xxxx
10	Liz Garcia	Code Compliance	xxx-xxxx
11	Arthur Arispe	Code Compliance	xxx-xxxx
12	Craig Blume	Housing Committee	xxx-xxxx
13	Florencio Pena	Bid	xxx-xxxx
14	Michael Gold (for Joe Chope)	GIS	xxx-xxxx
15	Michael L. Clack	Building Inspection	xxx-xxxx
16	Leilah Powell	CMO	xxx-xxxx
17	Trisha Runyan	H&CD	xxx-xxxx
18	Ivy Taylor	H&CD	xxx-xxxx
19	Naomi Shogren	COSA NAD	xxx-xxxx
20	Betsy Spencer	COSA NAD	xxx-xxxx

HOUSING MASTER PLAN AND HOUSING SUMMIT

STRATEGIC PLANNING SESSION
THURSDAY, MARCH 8, 2001, 2:00 P.M.

INDUSTRY GROUP

ATTENDANCE LIST

	NAME	DEPARTMENT	PHONE NUMBER
1	John Kenney	SAHT	xxx-xxxx
2	J. Darryl	Byrd Medallion	xxx-xxxx
3	Aurora Ortega-Geis	Fannie Mae	xxx-xxxx
4	Travis Kessler	San Antonio Board of Realtors	xxx-xxxx
5	Larry Nuese	San Antonio Board of Realtors	xxx-xxxx
6	Patricia Botello	San Antonio Board of Realtors	xxx-xxxx
7	Clara Ruiz Ergel	Wells Fargo	xxx-xxxx
8	Ruben Martinez	COSA	xxx-xxxx
9	Donna Normandin	Frost Bank	xxx-xxxx
10	Manuel Macias	SADA	xxx-xxxx
11	Tertia Emerson	Housing Committee	xxx-xxxx
12	Ben Henderson	USAA Real Estate Co.	xxx-xxxx
13	Rod Radle	SA Alternative Housing	xxx-xxxx
14	Jose Gonzalez	Urban Collaborative	xxx-xxxx
15	Aaron Seaman	KB Home/Housing Trust	xxx-xxxx
16	Craig Blume	Oversight Committee	xxx-xxxx

HOUSING MASTER PLAN AND HOUSING SUMMIT

STRATEGIC PLANNING SESSION
THURSDAY, MARCH 8, 2001, 5:00 P.M.

COMMUNITY GROUP

ATTENDANCE LIST

	NAME	DEPARTMENT	PHONE NUMBER
1	Ignacio Perez	MAUC	xxx-xxxx
2	Marcos A. Morales	National Council of la Raza	xxx-xxxx
3	Tertia Emerson	Housing Committee	xxx-xxxx
4	Carol C. Rodriguez	Housing Committee	xxx-xxxx
5	Christina Castro	Housing Committee	xxx-xxxx
6	Fred Elsner	Housing Committee	xxx-xxxx
7	Victor Azios	Annie E. Casey Foundation	xxx-xxxx
8	Beth Leeson	Annie E. Casey Foundation	xxx-xxxx
9	Craig Blume	Committee	xxx-xxxx
10	Elena Guajardo	Resident	xxx-xxxx

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **UDC Revisions: Housing Impacts**

ISSUE: Panelists addressed the 1997 Master Plan and how it shapes the revised UDC; described and discussed the revision process; and outlined opportunities and impacts created by new aspects of the UDC.

PARTICIPANTS:

Mike Greenberg, Columnist
San Antonio Express-News

Ernani Falcone
Neighborhood Activist

Doug Lipscomb
American Institute of Architects, Urban Affairs Chair

Gene Dawson Jr., President
Pape-Dawson Engineers

Emil Moncivais – Moderator
City of San Antonio Planning

SUMMARY: The goal of the work session was to achieve a better understanding of the changes proposed in the revised Unified Development Code and how the UDC affects the development of housing.

QUESTIONS/KEY COMMENTS:

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SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Internet and GIS Applications**

ISSUE: Representatives from three different internet sites demonstrated the features of their sites and focused on how internet access and GIS technology can make information about communities easier to access.

PARTICIPANTS:

Nancy Dean, Assistant Information Services Manager
City of San Antonio

Richard Harris, Professor of Sociology
University of Texas at San Antonio

Terry Kinsman, GIS Programmer Analyst
TELESIS Corporation

Dr. Doug Frederick - Moderator
J-QUAD & Associates

SUMMARY: The goal of the work session was to achieve a better understanding of services and access to information through the Internet.

QUESTIONS/KEY COMMENTS:

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SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Innovative Housing Products**

ISSUE: Housing practitioners talked about new approaches to housing—such as shared housing, green building, and universal design--that offer opportunities for long-term environmental, economic, and social sustainability.

PARTICIPANTS:

Stephanie Harmon, Senior Deputy Director
Fannie Mae Colorado Partnership Office

Dr. Mike Crosbie, PATH contractor
Steven Winter Associates, Inc.

Jacqueline West
Shared Housing of Dallas

Judith Babbit
City of San Antonio Planning Department

Aurora Ortega-Geis, Moderator
Fannie Mae San Antonio Partnership, Director

SUMMARY: The goal of the work session was to achieve an exposure to creative, sustainable housing products that provide a broader range of options for consumers.

QUESTIONS/KEY COMMENTS:

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SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Working with School Districts**

ISSUE: A diverse panel provided background on issues of school growth and funding, described ways in which developers can work with school districts to provide unique amenities for customers and explained the interdependency of school districts' long-term planning and community development through a discussion of how each affects the other.

PARTICIPANTS:

Winston Martin, Vice President for Entitlement
American City Vista

Dr. Ruben Olivarez, Superintendent
San Antonio Independent School District

Dave Pasley, Bond Committee
Northside Independent School District

Dr. Woody Sanders – Moderator
University of Texas at San Antonio

SUMMARY: The goal of the work session was to help participants understand the linkages between housing development and school systems.

QUESTIONS/KEY COMMENTS:

- There is a relationship between community revitalization and school performance; there is interdependency.
- The performance *inside* a school is as critical as other external community issues, in terms of the vibrancy of that community.
- "You cannot go into a neighborhood and superimpose something on them that the neighborhood doesn't want, and expect it to succeed."
- Innovative approaches to school districts-community-improvement nexus includes a program for teachers, police officers, nurses and firefighters, in which they would not need to pay any downpayment or out of pocket closing costs *if* they purchased a

home in a particular area/community.

- "In places like Pomona, CA, there are child care centers in or near schools; more and more, schools are opening up their doors."

- "Gateway Computers is also offering training for free" for communities, and other entities can do it." – Winston Martin

- San Antonio ISD (SAISD) has a number of key priorities, including: finances; governance; increasing student performance; and a vision. SAISD created *Vision 2025*.

- SAISD has 94 campuses within the school district, encompassing 77 square miles.

- SAISD is currently considering identifying property that SAISD teachers could purchase under favorable terms in order to entice them to come live in the inner city. – Dr. Ruben Olivarez

- "There is a linkage between better schools and better neighborhoods. Better schools are the key to better neighborhoods." – Dave Pasley

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Innovative Housing Financing**

ISSUE: For-profit and non-profit lenders described new approaches to housing construction and term financing

PARTICIPANTS:

John Kenny, Executive Director
San Antonio Housing Trust

Patricia Neal
Bank One

Brad Wirt, Public Finance
U.S. Bancorp Piper-Jaffray Inc.

Dr. Kim Hoeveler, Program Manager
Center for Neighborhood Technologies

Aurora Ortega-Geis – Moderator
Fannie Mae San Antonio Partnership, Director

SUMMARY: The goal of the work session was to introduce participants to new financing strategies.

QUESTIONS/KEY COMMENTS:

- How can we transition to study ideas? (i.e. savings in regards to transportation)

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Downtown Housing**

ISSUE: Successful downtown housing developers from San Antonio and other Texas cities described the advantages of downtown housing, its market appeal, challenges to creation, and opportunities for public sector support.

PARTICIPANTS:

Jose Gonzalez, Managing Member
Urban Collaborative

Trey Jacobson, Assistant Director
City of San Antonio, Economic Development Department

Steve Yndo
King William Lofts

Tom Guggolz

Ben Brewer – Moderator
Downtown Alliance, Executive Director

SUMMARY: The goal of the work session was to achieve a Greater awareness of the opportunities for downtown housing and what the City of San Antonio can contribute.

QUESTIONS/KEY COMMENTS:

- What incentives the city can provide?
- They are asking the city for consideration in permitting issues

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Design for Community Development**

ISSUE: An architect, housing developers and a journalist discussed design and planning approaches that seek to make communities more economically, socially, and environmentally sustainable; the panel related these design approaches to current conditions and projects in San Antonio.

PARTICIPANTS:

Mike Greenberg, Columnist
San Antonio Express-News

Darryl Byrd, Director of Corporate Development
Medallion Ltd.

Rick Pierce
Centex Homes

Thom Robey
Sprinkle Robey Architects

Larry Clark - Moderator
Bender Wells Clark Design

SUMMARY: The goal of the work session was to educate participants about the feasibility of and necessity for design options.

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Housing Quality**

ISSUE: Panelists described various codes, ordinances and laws that regulate housing construction and quality, addressing topics such as safety, efficiency and cost-effectiveness. Panelists also addressed ways regulations are enforced in San Antonio.

PARTICIPANTS:

Michael Clack, Assistant Director
City of San Antonio Building Inspections

Liz Garcia, Assistant Director
City of San Antonio Code Compliance

Bill Connolly, Director
New Jersey Division of Codes and Standards

Mike Myers, Model Energy Code
Dept. of Energy

John Salmons, Community Builder – Moderator
Department of Housing and Urban Development

SUMMARY: The goal of the work session was to achieve an improved awareness of opportunities, roles and responsibilities in constructing and maintaining quality housing.

QUESTIONS/KEY COMMENTS:

- An overriding principle is that various housing codes could be "different but not less" – that is, they would not go below a minimum standard, although they could conceivably go above that standard.
- Another principle is "leave it no less safe".
- A third principle is "predictability and proportionality"

New Jersey built a code "topically, like a cookbook". This was effective for the public.

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **CDBG & HOME Program Structure**

ISSUE: Panelists gave a brief overview of Current City and County programs and application processes; after each speaker, the facilitator gathered written comments and questions from participants. The facilitator then supported a discussion of potential process and priority changes to 2002-2003 CDBG and HOME funding cycles. The consultant team will collect written suggestions and questions from participants.

PARTICIPANTS:

Andrew Cameron, Director
City of San Antonio, Housing and Community Development

Larry Woodrum, CDBG Manager
Bexar County, Housing and Human Services

John Maldonado, CPD Director
HUD

Moderators
Thomas Jones, Partner, McConnell Jones Lanier & Murphy
Jim Calhoun, J-QUAD & Associates

SUMMARY: The goal of the work session was to establish a baseline of information about how programs currently function and gather suggestions for changes.

QUESTIONS/KEY COMMENTS:

- When you receive applications, do you have any way of measuring an applicant's administrative ability? Is it based on past performance?

- What's the plan and qualifications of the part of the homeowner in the city to be able to expand and how to use it as a vehicle?

- I came from a neighborhood that was established in the early 50's. The infrastructure in there is pathetic. I have applied for CBDG funds and I do not see any positive answer. My people would complain about water coming to their backyard and I said okay I will talk to people about it and all of a sudden I'm

getting water in my carpet because of the lack of curving. What does it take to ask to get work in infrastructure? What do we have to do so you guys can pay attention to us?

- "Now, talking about different situations, how do I apply for these funds and what are the criteria? How can I go about getting some actions in place?"
- Is the 6% to 7% of the budget allocated for running the CDBG Program?
- What do you mean about fixing the streets if the houses are not worth it?
- What can we do to keep them interested in areas that are abandoned, flooded, and set on fire?
- How can we help senior citizens with fixed income and who have lived in the city and paid property taxes for over 30 years, but don't have money to fixed their home?
- Why do people have the perception of losing their money?

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Housing Master Plan: Providers' Roles & Responsibilities**

ISSUE: Representatives from the consultants' team explained the concepts behind the Housing Master Plan and how the plan will be created and implemented.

PARTICIPANTS:

James Gilleylen, Managing Partner
J-Quad & Associates

Wendell Davis, Principal
SA Research Corporation

Dr. Doug Frederick, Moderator
J-QUAD & Associates

SUMMARY: The goal of the work session was to discuss elements of a housing master plan and expected participation of San Antonio stakeholders.

QUESTIONS/KEY COMMENTS:

- What are the components of the master plan?
- When will the master plan be ready?
- When will the master be ready for presentation to the public?

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **One Stop Shop & Call Center**

ISSUE: Panelists discussed models for multi-service centers and how current technology can support such centers.

PARTICIPANTS:

Vasu Vijay, Senior Manager
Arthur Andersen, Advanced Technology Group

Jerry Sanford, Vice President
J-Quad & Associates

Florencio Peña
City of San Antonio, Building Inspections

Toni Van Buren – Moderator
San Antonio Facilitator's Guild

SUMMARY: The goal of the work session was to discuss concept and application of both a physical one-stop and a virtual one-stop shop for housing services customers and housing services providers.

QUESTIONS/KEY COMMENTS:

- When we get the technology in place, will that eliminate or lessen the focus on the human element or the assistance from that? Are you going to drive people to use the technology?
- Do you have the budget dollars in place to manage all of this?

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Cost/Benefit Analysis**

ISSUE: What do we gain and what do we give up when we pursue certain housing investment strategies?

PARTICIPANTS:

Dr. Lloyd Blanchard, Assistant Professor
University of Washington

Christina Castro, Housing Chair
COPS/Metro

Diana Kinlaw
San Antonio Housing Authority

Jeffrey Richard, Moderator
Principal, McConnell Jones Lanier & Murphy

SUMMARY: The goal of the work session was to achieve a broader understanding of the housing continuum and the limited amount of current resources.

QUESTIONS/KEY COMMENTS:

- Is the problem calculating the costs and the benefits? No, the problem is *identifying* the costs and the benefits, particularly the intangible ones.

- A way to determine costs and benefits of a project is to calculate the "new resources that are created as a result of that project." There *is* a benefit, although difficult to quantify, of bringing people together; putting more people into houses; building better communities. We have to find a way to put dollar values on some these 'squishy' concepts. The challenge is not whether to include them into our evaluation, it is how we will account for them. The best way may be simply to be up front and transparent about one's assumptions.

- The best way to get the fullest picture of costs/benefits is to undertake a two-step process: 1) Measure and calculated all the relevant tangible factors; and 2) Add in the intangible factors at the end of the analysis but before a final conclusion is reached.

- There is a tendency to count something as a benefit that is not really a benefit. "Tax breaks are costs, not benefits." They could be potential benefits, but initially, they cost the public in terms of foregone revenue.

- The pencil must become sharper. As another example, people tend to count the *entire* monetary value a job created as a result of a project, as a benefit of that project. But that is only true if the people who got those jobs would have had no jobs at all. The correct calculation is to measure the *difference* between the new job they have, and the old/previous job, and to count only that portion as the "benefit," e.g., "net new jobs", not just new jobs.

- "Externalities" are the squishy things that are difficult to quantify, but that are nevertheless real. For instance, the benefit of a person having an education does positively impact society in addition to the individual. This is an example of a "positive externality". There are also negative externalities – such as air pollution or noise pollution. – Prof. Lloyd Blanchard

- San Antonio Housing Authority (SAHA) began in 1937, and it considers its customers among the poorest in the housing spectrum.

- "It is important for the public to realize that a nonprofit needs to make a profit in order to sustain itself."

- Some funding is too difficult to accept. HOME funds are an example for SAHA. They "had too many strings attached." Every grant you go after has a string attached. Sometimes, there are too many strings.

- We have to ask the question, "Is the Project Worth Doing?" We owe it to taxpayers to ask the "what ifs": e.g., "Would the project be worth doing IF:
    - We have to pay property taxes on it?
    - There is significant community outrage – NIMBY – Not in my back yard, such as with the Crown Meadow Project
    - Sometimes the effort it takes to get to "yes"/acceptance is not worth it – Diana Kinlaw, SAHA

- This Housing Summit has been an eye-opener, to learn that some San Antonio residents in the Northside don't come south of Hildebrand.

- Unless the current trends change, by the year 2030, we in San Antonio as a whole will be less well-educated. This will likely increase the demand for support services.

- There is a Scripture from the Bible that says, "People perish for lack of knowledge".

COPS has helped with 3 projects total, including Christ the King project, which is 48 units of senior development, that used volume cap bonds and a 4% tax credit.

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Private Sector Financing**

ISSUE: Lenders described what they look for when considering making a loan to an affordable housing project.

PARTICIPANTS:

Judy McCormick
USAA FSB

Sophie Guerra
BankOne

Adam Garza
Laredo National Bank

Bob Gardener
South Trust Mortgage

Aurora Ortega-Geis – Moderator
Fannie Mae San Antonio Partnership, Director

SUMMARY: The goal of the work session was for developers to learn how to prepare and package an affordable housing deal.

QUESTIONS/KEY COMMENTS:

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SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Housing Cost Guidelines**

ISSUE: After a summary of current guidelines regarding the sales and rental prices for affordable housing, developers and a housing market analyst discussed the range of costs for construction/renovation of housing in San Antonio. Panelists also presented information about the unsubsidized housing market.

PARTICIPANTS:

Rod Radle, Executive Director
San Antonio Alternative Housing Corporation

June Kachtik, Executive Director
UU Housing Assistance Corporation

Ramiro Maldonado, Senior Project Manager
San Antonio Housing Authority

Fred Elsner, Chairperson
Greater San Antonio Builders Association, Affordable Housing Task Force

Andrew Cameron, Director**, -** Moderator
City of San Antonio, Housing & Community Development

SUMMARY: The goal of the work session was to achieve a better understanding of the actual costs of housing, what is affordable at a variety of income levels and how subsidies are used.

QUESTIONS/KEY COMMENTS:

- Is the difference in house price due to the lower price house not having a "varied" roof design?
- How is the decision made as to which houses to rehab?
- Why did insurance go up $1,500 on one rehab project?
- How about emergency housing where people can stay while waiting for affordable housing?
- Why not have seminars on "zero" lot line?
- Why don't local people go into condominiums like people from out of town?

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Consolidating the Back Office**

ISSUE: Explanation of the current accounting systems (City and HUD) and presentation of models for a common accounting system, followed by a facilitated discussion of the current challenges with processing required paperwork and opportunities to achieve economies of scale through consolidation.

PARTICIPANTS:

Jeanetta Tinsley, Community Development Coordinator
City of San Antonio, Housing & Community Development

Troy Elliott, Controller
City of San Antonio, Finance Department

Jeffrey Richard – Moderator
Principal, McConnell Jones Lanier & Murphy

SUMMARY: The goal of the work session was to discuss the advantages of consolidating back office functions, which also allows non-profits to focus on their core mission.

QUESTIONS/KEY COMMENTS:

- With regard to electronic applications, the City is trying to get online applications viable so that vendors and nonprofit grantees can submit both applications and invoices online to the City.

- Because of some of the requirements of HUD and of the IRS, it may be impossible to consolidate the back office entirely, but entities can collaborate – Jeanetta Tinsley

- The City's current financial system is 23 years old, purchased in the 1970s, called FAMIS. Currently, a vendor forwards an invoice to the initiating department. If it has to do with community development, likely Ms. Tinsley's area enters the invoice into the system; it then goes to Finance, to the grants department; then to accounts payable, where "four or five people touch it in AP"; the assistant controller finally reviews it and signs the check. The City is actively seeking a

system to automate, re-engineer and make more efficient these steps

- The new system will have three phases: in Phase I, the consultant will develop a business case to present to the City; in Phase II, the consultant will develop an RFP to select the software to do the job; and in Phase III, the implementation of the software will occur. It will involve a team of 80 people for 3 years. – Troy Elliot

- Consolidating the back office is an important idea, especially for nonprofits, and individual board members of nonprofits. If the books are not in order, board members are personally liable in some cases.

- It is important to note that finance and accounting are not the strong suits of most nonprofits. To consolidate backoffice functions would relieve them of a burden, and probably produce a better product at the end of the day.

- The issue is about core competency. We hope nonprofits don't wait until there is a crisis before they attempt to take advantage of this.- Richard Alvarado

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Alternatives to Site-Built Housing**

ISSUE: Manufactured housing professionals provided information that addresses preconceptions about these housing products.

PARTICIPANTS:

Gene Morrision, Senior Associate
Meyers & Associates

Dr. Mike Crosbie, Associate
Steven Winter Associates, Inc.

Nancy Kramer, Branch Manager / Division Vice President
CTX Mortgage

John Jacks
City of San Antonio, Planning Department

Naomi Shogren – Moderator
City of San Antonio, Neighborhood Action Department

SUMMARY: The goal of the work session was to educate the participants about manufactured housing trends and products and discuss the possibility of a publicly-funded project utilizing manufactured or modular components.

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Downpayment and Counseling Funds**

ISSUE: Panelists discussed the need for coordinated housing counseling programs and present models from other communities**.**

PARTICIPANTS:

Aurora Ortega-Geis, Director
Fannie Mae San Antonio Partnership,

Sheila Frye
North American Mortgage

Thomas Gayle
American Homeownership Education Counseling Institute

Jim Calhoun – Moderator
J-Quad and Associates

SUMMARY: The goal of the work session was to provide information about current housing counseling and downpayment assistance programs and seek feedback about future disposition of the public funds for these programs.

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Performance Measures**

ISSUE: Panelists described performance measurement strategies that allow staff, advocacy groups and the general public to track the results of programs and investments, and explore how such measurement strategies can be implemented in cities such as San Antonio and Austin.

PARTICIPANTS:

Charlotte Barrett, Organizational Performance Manager
City of San Antonio, Budget Department

Reyes Ramos, Research Coordinator
University of Texas at San Antonio, Hispanic Research Center

Andrew Grigsby, Program Manager
City of Austin, Sustainable Development Project

Dr. Doug Frederick – Moderator
J-Quad & Associates

SUMMARY: The goal of the work session was to discuss the importance of housing performance measures and suggest some for the San Antonio housing service delivery system. Provide a list of performance measures software and tools.

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Data Warehousing**

ISSUE: Panelists explained what a "data warehouse" is and how such a program is designed and implemented, including technological and other barriers; the Alamo Area Community Information System was demonstrated.

PARTICIPANTS:

Mr. David Brandon, IT Program Director
The Westin Companies

Matt Reedy, CEO
IntelliSolve Group

Ed Carrion
Alamo Area Council of Governments / AACIS

Mary Ellen Burns – Moderator
United Way / AACIS

SUMMARY: The goal of the work session was to discuss and illustrate benefits of data warehousing of various housing databases into a seamless research tool for housing customer service representatives.

QUESTIONS/KEY COMMENTS:

- "Can the City really do anything about various parties coming together?"
  Response: the City can exercise 'LEE' – Leadership, Efficiency – through greater performance, and Embarrassment, if the entities don't embrace the change.

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Predatory Lending**

ISSUE: Panelists discussed what predatory lending is, the magnitude of the problem in San Antonio, and potential policy responses.

PARTICIPANTS:

Everrett Ives
Texas Mortgage Brokers Association

Rob Schneider
Consumers Union

Armando Barbosa
San Antonio Mortgage Bankers Association

Michael Wertz – Moderator
City of San Antonio, Neighborhood Action Department

SUMMARY: The goal of the work session was to help participants understand the concepts/definitions of predatory lending and discuss possible public policy responses.

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Incentive Toolkit**

ISSUE: The City's proposed Incentive Tool Kit was presented and feedback was solicited from session participants.

PARTICIPANTS:

Dr. Michael Maguire
University of the Incarnate Word

Mike Wertz, Community Development Analyst
City of San Antonio, Neighborhood Action Department

Ann McGlone, Historic Preservation Officer
City of San Antonio

Trey Jacobson, Assistant Director
City of San Antonio Economic Development Department

Louis Marin – Moderator
City Manager's Office

SUMMARY: The goal of the work session was to increase awareness of the incentives that will be available from the City and receive feedback regarding the implementation of the Tool Kit.

QUESTIONS/KEY COMMENTS:

- Does the Historic District involve taxes other than the City, such as the School District and the County?
- Is there a map of the Historic District?
- Will the application for redevelopment be on one sheet?
- Why do people move after 7 ½ years?
- Does the tax incentive transfer when the historic designated house is sold?

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Affordable Housing Production Goals**

ISSUE: Wendell Davis of SA Research summarized his findings regarding the affordable housing market in San Antonio; panelists representing local affordable housing developers addressed their production goals and histories.

PARTICIPANTS:

Ruben Peña
Habitat for Humanity

Melvin Braziel, Executive Director
San Antonio Housing Authority

Wendell Davis – Moderator
SA Research

SUMMARY: The goal of the work session was to lead structured discussion of possible permutations of affordable housing goals for San Antonio, and set feasible housing production goals for the Master Plan

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: Technology Systems to Serve Customers

ISSUE: The panelists described technology systems that help organizations manage customers and provide better customer service, and discussed their experience with creating and implementing such systems.

PARTICIPANTS:

Chuck Modliszewski, Chief Information Officer
San Antonio Housing Authority

Holly Harrison
City of San Antonio, Community Initiatives Department

David Williamson, President & CEO
JABR Software, Inc.

Mary Ellen Burns – Moderator
United Way

SUMMARY: The goal of the work session was to discuss enterprise resource planning (ERP) system and uses in housing

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

WORK SESSION SUMMARY

TOPIC: **Sustainable Development**

ISSUE: Presenters discussed a framework for sustainable development and programs that encourage sustainable growth in the community: capacity building among non-profit organizations; service-enriched affordable housing; and grassroots economic development.

PARTICIPANTS:

Sandi Williams, Executive Director
Alamo Area Mutual Housing Corporation

Victor Azios
Annie E. Casey Foundation

Andrew Grigsby – Moderator
City of Austin, Sustainable Development Project

SUMMARY: The goal of the work session was to stimulate thought about a sustainable housing service delivery system.

QUESTIONS/KEY COMMENTS:

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

Transcript of Remarks
Friday Luncheon, 11:30 a.m.
March 23, 2001
Speaker: Terry Brechtel,
City Manager Designee

"I'm very pleased to be here to kick off the first San Antonio housing summit. Thank you for joining us for the next few days to talk about a San Antonio 'Sustainable Housing System'".

"I'd like to start by talking about the Housing Summit. As you know, it's a result of a joint effort by the city of San Antonio and many of our partners, our very important partners, in the San Antonio housing delivery system. There are 16 sponsors for this event. And in particular, I would like to recognize the Annie Cassie Foundation and the Fannie May Corporation. Their sponsorship has been important and it has let us provide for the next two days 24 panels, the presentations you are going to hear today and tomorrow, the luncheon you are enjoying today and the evening reception and dinner as well."

"It is very appropriate that we start by recognizing the sponsors because really this summit is the result of a very important collaborative effort that began almost three years ago. And I'm sure that many of you in the room may remember the community revitalization action group that was created by the mayor and Councilmen Garza and Menendez in 1998. It was developed really to address and to finalize a comprehensive system of change. A system of change to revitalize the inner city and to evaluate what is the best way to balance growth in San Antonio. Many thanks today and in the future to this dedicated group who worked many months to put the community revitalization action group report together and to the city staff who also worked to identify and address the issues that impact our neighborhoods."

"Two recommendations that emerged from that report in 1998 called for the Housing Service Delivery System to be reviewed in a more comprehensive fashion and also for the creation of the housing plan. Based on the suggestions in the housing performance review, which was completed last year, there's a great need that was identified for better coordination and more cooperation in the housing arena. And today, this is part of our first step towards that cooperation-collaboration. Both the housing performance review, and the CRAG 2000 report that was done last year, calls specifically for longer term city wide housing master plan to serve as a guide for future investments and allocation of

resources. The five-year plan will not just address affordable housing but also market rate housing including military needs, assisted living, and housing for our special needs population."

"First and foremost the housing master plan will help us serve customers better. A very important theme of my administration as city manager is to work closer with the community in serving our customers. We also will help identify the roles of the service providers and will help produce competition for funds and help each provider to do what they do best. Many aspects of this have already been identified in the housing performance review and this is the next step."

"Efficient systems as well will help improve our ability to serve the customers to be easier for citizens to figure out who can help meet their needs. In addition, efficient systems will allow us to be good stewards of federal and local public funds that are committed to housing. I believe that citizens deserve accountability and consistency in funding and programming so that investments are guided by a comprehensive policy serving all sectors in the community."

"In summary, the master plan will help the city establish a coordinated comprehensive housing policy. Today is the start, again, the start, of the implementation of the recommendations to create the master plan but it also is the end of many other accomplishments that have come as a result of the CRAG Report. And I think that it's important that we take a minute to talk about the recommendations that were already implemented. For example, the one stop services center that was part of my meeting this morning, I will be going to New York to sell some bonds to begin to build, for the first time for the City of San Antonio, a one stop development services facility. In addition the development services manual has been completed. Those were recommendations that came from the CRAG Report as well as establishing the 1940 city limits as a target area for incentives. And you'll be hearing more about the incentive tool kit tomorrow, the HART program that is well underway recycling assets with the help of many of our partners with several actions that has already been taken by the council that have really kicked that program off. In addition, we developed the closest catalog, which is a local artisans catalog that provides custom pieces for new construction projects. However, we are ready to continue to move forward and to use the CRAG findings to build a foundation and begin a new phase of our ongoing initiative to focus on revitalizing our urban neighborhoods."

"You know, revitalization is broader than housing and encompasses neighborhoods, businesses and infrastructure, even people skills and education."

"Probably most importantly as a by product of this, there is a piece that George gave me in the notes about a new theme and its called invest in San Antonio and move to a point where we are more than community revitalization action group, a group that is talking about investing in San Antonio and hopefully that will something that will become a by product of this summit."

"I think it's a great tribute to the CRAG group that we're now at the point where we are talking more about investing in San Antonio and doing things to invest in San Antonio than just at the planning stages of our report several years ago."

"Over the next two days, you'll have opportunities to learn about the latest in housing designs, construction code, financing mechanisms, as well as everything the city is doing to support housing. And you'll have a chance to meet other housing professionals, neighborhood advocates, and interested citizens. But the summit also has another purpose, it's important that we get your feedback on these new directions and opportunities so that we can create a master plan that reflects best practices in the real local needs. In fact we hope that you're participation won't end with this event as we have a growing need to hear from practitioners, lenders, builders, and all types of development professionals. Our consultant team is working on a new mechanism to obtain this ongoing feedback and we will look forward to its inclusion in the master plan. Of course your input during the presentations and workshops will be reflected in the master plan so please take the time to participate. I hope you enjoy the San Antonio Housing Summit and most importantly, help us build a better San Antonio. Thank you very much."

SAN ANTONIO HOUSING SUMMIT
March 23-24, 2001

Transcript of Remarks
Saturday Luncheon, 11:30 a.m.
March 24, 2001
Speaker: Honorable Charlie Gonzalez,
Member of Congress,
U.S. House of Representatives

There was a British writer who once said "the best way not to lose respect for parliament is not to go and view it while it worked and so I'm asking you not to come to Congress and view us as we work. (Laughter)

One of my staff said, "what do you think you're going to talk about, do you want to talk about the HUD budget and the situation?" And I said, "well, I know that always going to be tough but I want to talk about something else. I want to kind of personalize and that's going to be tempting to do this afternoon. But George and everyone assembled here, I want to say thank you very much for the opportunity to be here and it's wonderful to see such a diverse crowd.

And I'm gonna be taking these guys on and off [reading glasses] throughout the thing, it's like reading glasses from Barnes & Noble, but I really need them when I'm trying to read, you know what happens when you reach a certain age and I reached it.

It's also a great honor to be seated next to and of course she's here today, Stacy Davis, President and CEO of Fannie Mae Foundation. I don't have to tell you how important a role Fannie Mae place. And I was telling people, "look you really are fortunate to have Stacy here". And I do love Fannie Mae's continuing efforts in San Antonio to the degree that you have [done so] which is pretty astounding.

What I want to start off with is to give a little bit of the Washington environment because a lot of the things that we do in Washington impact [you locally.] And many of you I just saw last week if you came up to lobby for your programs and your proposals. Washington is a very strange place and I've already said that, so I'm gonna give you a couple of examples on how strange the place it is.

First of all, when I got there, I did not realize that I would be able to identify a whole new homeless group. Right, we think we know all the homeless may be in Washington DC and other metropolitan areas, never did I believe that I myself will make this kind of discovery of this group of homeless people. Now read this from the newspaper, Representative Jack Kingston, Republican from Georgia, like most members of

Congress, he's kind of holding it together in the existence of Congressional life. But there's one minor detail that cast him apart. It's that the guy hides behind the sofa in his office. He's not alone. More than 20 congressmen sleep in their offices. In some surveys the numbers may be double that, it's about 40 . . . So these are the members of Congress that I now term the homeless.

One [person coined the phrase] "Clandestine Couch Caucus", "The Motel Hotel", or "The Homeless Congressmen Caucus". But this is really true.

[One thing I] realize in Washington is that things are really expensive and some members prefer just to simply save in their offices. It's unbelievable that is, no movement. Like I say it's a violation of the rule. We expect you to follow those rules but of course we members of Congress… [The rules don't] apply to us.

The other thing is we look at Washington through a certain prism and we really believe that everyone else is wrong. The way we look at it is the way. This reminds me of a story. This little story about Billy Carter. You remember Billy Carter. Billy Carter became a media favorite with his outspoken opinion towards brother Jimmy running for president in 1976. One reporter suggested that Billy was a little strange -- this was a Washington reporter telling somebody Billy was strange. Billy replied, "look, my mama was a 70-year old peace corps volunteer in India, one of my sisters goes all over the world as a [teacher], my oldest sister spends half her time on a Harley-Davidson motorcycle, and my brother thinks he's gonna be president of the United States. Which one of our family do you think is normal?"

The last was an experience. I had to tell you the background because as I give you to the serious part of my talk, you need to understand, it's a crazy world that we operate out of. I am a [whip], which means on certain days at 9:00 in the morning, the democratic gets to get together and we go over the legislative agenda, and it's like a locker room. And I don't know if you have heard of this story or not: 'What was happening was the president of the United States was requesting $6 billion for Kosovo. This is obviously some time ago. Since emergency spending, anything that's emergency spending doesn't count on busting budget caps. This is spending money you just don't put in on the ledger, okay? So everybody was jumping on it. And Republicans have filed $12 billion in addition to the $6 billion that the president was asking. You can't believe it, this is a new world for Republicans.

I can't believe it. The president is asking for $6 billion for our role in Kosovo. We have the support of men and women in uniform. And we're go-ahead, yes we are, yes we are. Just like a locker room and the coaches pumping you up. And so then he said, those Republicans are asking for $18 billion, $12 billion over what the president is proposing. Isn't that just horrible, yeah, horrible, horrible. See, so what we're gonna do then, is we're gonna ask for $6 billion over on what the president is requesting. So I'm sitting there as a freshman, oh, there's something here that's not right! I sort of understand

things. If the Republicans are wrong for asking for $12, why are we right for only asking for $6 more? But a freshman usually doesn't get noticed even when we raise our hand.

So I look at Joe Crowley from New York, he's a freshman and he couldn't figure out what was going on, somebody wait a minute, wait a minute Dave, if the Republican are wrong for asking for $12, why are we not wrong for asking $6 billion. They said, "Can't you see, they're twice as wrong as we are." (Laughter).

I'm really here to talk about housing—the building blocks of our neighborhood. And we have people from all different aspects of what it takes to put all of these together. Whether it be the public sector, whether it be the city, whether it be the private, whether it be the developers, the realtors, the lenders. And each of you will have a role. I want to tell you that San Antonio is a unique place. That people in our city have a particularly special bond for the neighborhood in which they grew up. In fact, San Antonio neighbors mean really families, and grandparents, and aunts and cousins who live nearby and lend a hand to serve special occasions. You know exactly what I'm talking about. The neighborhood of the family of many of San Antonio is truly intertwined.

You don't make a distinction. And that's really a strength—that's something really to hold onto—and it's getting harder to hold onto. And why is that—because our neighborhoods in our city are not immune from the changing society. And do I mean by that. The reality is that people are living longer, we have many more seniors that impact the way we live in the communities in our neighborhoods. And our families integrate and absorb as people get older. People work longer today that they ever had in the history of the United States.

We lead all nations—we lead all nations in the amount of time that we work. They are working more hours today than ever. We have more children that come from single family households—single parent—single-parent households—more so than ever. We understand urban plight—the impact that it does for inner cities on our own neighborhoods. These are the realities faced by all cities besides San Antonio.

The challenge to you is greater today than ever before because of these changing dynamics. The need though is greater than ever before. So what you have is not only greater challenge but also a need to succeed that is greater than ever. So, when I was coming over here, I thought who are we, individually, what do we represent, what are we supposed to be doing. This is a wonderful, wonderful summit—that will give you great ideas and it's networking. And it's about opportunities and plugging in and everything else. But we can't lose sight, okay? – of what the goal really is. What are we supposed to end up in this whole process? We are all gathered here today, aren't we? What are we to accomplish at the end?

Fannie Mae will be [prominent]. Lenders will conduct their business, developers will devise their plans, realtors will find opportunities for families, neighborhood activists will share the quality of life with their own neighborhoods, city planners will prepare the

blueprints for healthy and smart growth for our city, and hopefully, this member of congress will try to enact meaningful legislation to make all these happen.

All of this is just supposed to happen, but somehow we get lost. And I think sometime we get lost because we just get into all the details, we don't realize where are we supposed to be going. What are we seeking to provide? You think of it, it's really [simple]: affordable housing for families in hopes of what—creating and preserving healthy and stable neighborhoods. It's all about building blocks—it's all about you being there on the ground floor—culminating and making sure this is going to work. I tried to find someone that maybe could express a little better on what we are trying to do. And I remember and I did not read the book, but I was looking on the review by Ray Waters. You know Ray Waters, public radio and he's now on television and everything else. He had a book—"*The Old Neighborhood*". And he described it as… *"When you leave here, I hope that you remember what you try to create when you go back to your desk…when you go back to your office… when you go back to your neighborhoods…and that is an attachment to place….attachment to place. And what does that mean. It means a family is creating neighborhoods…which create communities."*

That's the big picture…that's the huge picture out there. That's really what we're trying to do. We help people make that connection. If we do this, it will instill pride and accountability. That means it's revival of our society because I truly believe that it's happening. We don't have the old neighborhood—the attachment to place. When we knew one another, when we had the responsibility to one another and because of the neighborhood and the community and the family, you don't want to disappoint people.

All of us somehow are interrelated in those neighborhoods and that's what we're still trying to do. It doesn't matter what the neighborhood is. It doesn't matter whether it's a public housing program, it's doesn't matter …We all sleep on the same thing because we're all humans and we're all families. But we're losing it somehow. The people most probable to losing it obviously are those that are not so privileged—and don't have everything going for them.

But you will be their hope. And like I said, let these people share this place. They have a world in this place. It's attachment to place. And they invest in this place. That's what we don't have in place in society in large measure. And that's what's diminishing and that's why we're in trouble. But you can go out there and you can make a real, real difference, hopefully I'll do my part. Stacy will do her part. And that's coming out of Washington. But … you down here on the ground make it work. Each of us here today in our own respective worlds must somehow personalize this attachment to place that Waters is talking about.

It should mean that the best, in my opinion, the way we personalize it means it represents the best of our own family and neighborhood experience and memories. And I'll finish with this. Because this is all I wanted to say to you today. I don't want to go talk about budget and new programs and stuffs, you'll hear enough soon. What I mean is that when Fannie Mae develops its policies in this programs, it will see families, women with pride

of home ownership. With the lenders, they won't just see loan documents or proposals, but the potential for a family to experience the warmth and security of a place called home. When realtors (and I see many of my realtor friends), won't you see [merely] listings but the places for families to form lifetime neighborhood friendships and relationships. And when I see the neighborhood activists, and the city planners, they just won't see charts and plans, but homes and neighborhoods for families to celebrate and study and play and agree together. And as congressman, what would it mean to me, believe it or not, when we are up there, like George was telling you, my committee, the big committee, financial services and sub-committee, housing, it's gonna be about HUD.

What are we really trying to accomplish? I'll tell you what I want to do. I want to give some fellow citizen [a sense of] what a wonderful memories that I had of growing up with a home with my family. I would like for someone else, some young person to help their father plant a tree in the yard. That's all. Or to help the parents with a little garden out there or with the lawn. That's all it is.

For me it means maybe someday just like when my grandparents' house burned down, they were able to move in with us. So in times of emergencies, what we created safe havens for families. That's what we really doing and we lose sight on what they really mean . I want you to go back to your offices and sit there at you desk. Don't look at everything simply on piece of paper like I would look at a piece of legislation. Think of what it translates in to. Think of your own memories of what it was like if you were fortunate enough, because many of you maybe did not experience that - that it somehow provided an attachment to place…a wonderful place.

But that's what we're all about. And our neighborhoods have produced wonderful people. And I was just thinking in terms of our own west side. If you think of Alex Briseno city manager for about 11 years, Henry Cisneros, I think is the greatest mayor we ever had, no doubt that we'll ever see. And who knows where Henry will be going. But he's gonna talk about attachment to place. And he'll tell you about [it] and everything

That's what we're trying to do. We're trying to set-up something there so that there may be a little Alex or Henry or Maria -- you know who I'm talking about… these are all leaders in our city. And what will make their dreams come true is that we just do our job…and that is create those places so that there can be in fact attachment to place.

Thank you very, very much.

Program-wide Requirements

PJ Name: _____

Reviewer: _____ **Date:** _____

QUESTIONS	ANSWER Y	ANSWER N	NOTES
A. RECORDKEEPING			
1. Is the recordkeeping system maintained in a way that will enable HUD to determine whether the HOME Program requirements have been met?			
2. Have adequate records been retained for the appropriate period of time?			
B. ASSESSING PROGRAM PROGRESS			
3. Do written materials, project files, and staff interviews indicate that program activities are consistent with the PJ's Consolidated Plan?			
4. Have any projects gone more than two months from project set-up without making a draw-down? a. If yes, how many? Is this a significant percentage of active projects? b. What are the causes of the delays?			
5. Is there sufficient progress in committing funds to meet the 24-month deadline? a. If not, does the PJ have a plan in place for making better progress in the future?			
6. Does the current rate of spending indicate that project funds will be spent by the 60-month expiration date? a. If not, does the PJ have a plan in place for making better progress in the future?			
C. WRITTEN AGREEMENTS			
7. Has the PJ signed a HOME Investment Partnership Agreement with HUD?			
8. Have all HOME-funded recipients (homeowners, homebuyers, rental project owners, and families receiving TBRA) signed HOME agreements?			
9. If the PJ works with any subrecipients, does the PJ have written agreements with all subrecipients?			
10. Do all HOME written agreements fulfill the following requirements: a. Were the written agreements signed before disbursing HOME funds? b. Do the written agreements include all required clauses? (see page 22) c. Are the written agreements effective for the required period of time?			

QUESTIONS	ANSWER Y	N	NOTES
D. FINANCIAL MANAGEMENT			
11. Has the PJ made adequate progress toward leveraging HOME funds?			
12. Do all project delivery costs appear to be reasonable and eligible under the HOME Program?			
13. Are payment certification forms on file for all draws?			
14. Has the PJ limited general administrative costs to the appropriate percentage of its HOME funds?			
15. Do all costs paid for with general administrative funds appear to be reasonable and eligible?			
16. Are records maintained that indicate how HOME administrative funds are used?			
17. Has the PJ consistently disbursed funds within 15 days?			
18. Does the PJ disburse program income on hand before requesting draws from the U.S. Treasury account?			
19. Does the PJ have records indicating that monthly reconciliations have been conducted?			
20. Have any HOME funds been used to pay for bank service charges?			
21. Has the PJ received any interest income on funds not disbursed within 15 days? If yes: a. has interest from these funds in excess of $100 been returned to the U.S. Treasury at least quarterly?			
E. REPORTING			
22. Does the data located in project files appear to match data reported to HUD?			
23. Have project completion reports been filed or amended at the appropriate times?			
24. Has the PJ canceled any projects? If yes: a. Was the cancellation entered properly into the IDIS system? b. Did the PJ reimburse the HOME program for any HOME funds expended before cancellation?			
25. Does the PJ have adequate systems in place to track program income?			

QUESTIONS	ANSWER Y	ANSWER N	NOTES
F. HOUSING QUALITY STANDARDS			
26. Does the PJ have adequate systems for ensuring that minimum property standards are met within the appropriate time frames?			
G. HOME INVESTMENT PER UNIT			
27. Does the PJ have adequate procedures in place to ensure that minimum HOME investment requirement is met?			
28. Does the PJ have adequate procedures in place to ensure that projects do not exceed maximum HOME investment limits?			
29. Does a spot-check of project files indicate that the HOME minimum and maximum limits have been applied properly?			
H. INCOME VERIFICATION			
30. Has the PJ determined an approved definition of income to be used for each program?			
31. Does the PJ have established procedures for collecting complete income documentation or certifications from occupants of all HOME units?			
32. Is the PJ using the most current HOME income limits issued by HUD?			
33. Is the PJ applying rules appropriately and making accurate income determinations?			
I. CHDOS			
34. Is the PJ providing special CHDO funding (i.e., capacity building, operating costs, TA, or predevelopment loans? a. If yes, were these expenditures documented as eligible costs?			

HOME Monitoring Checklist 4-A

Program Overview: Homeowner Rehabilitation

PJ Name: _____

Subrecipient Name (if applicable):_____

Reviewer: _____ **Date:** _____

The following list of questions can be used to gather initial background information and to guide interviews with program staff. Additional questions may be added to this list.

1. Are written informational materials about the program available?
   a. Marketing materials for prospective applicants that include a program description
   b. Information that describes homeowner responsibilities
   c. Financial information for homeowners (loan terms, assistance levels, etc.)
   d. Other educational materials

2. Have special conditions been established to target program assistance?

3. Is an initial screening of prospective applicants performed to determine eligibility prior to completing a full application?

4. Do program staff meet with eligible homeowners to inform them of their responsibilities under the program?

5. Do program staff involve the homeowner in the following activities?
   a. Initial Inspection
   b. Work Write-Up/Cost Estimate
   c. Soliciting Proposals for Rehabilitation
   d. Construction Progress Inspections
   e. Final Inspection

6. Does the program have relationships with local financial institutions? What leveI of private funding leverage is being achieved?

7. Are there procedures for notifying applicants of awards and refusals?

8. Are HOME funds used to refinance existing homeowner debt? If so, what are the procedures to ensure that homeowners' (overall housing) costs are reduced?

HOME Monitoring Checklist 4-B

Documentation: Homeowner Rehabilitation Project

Owner Name: _____ **Project ID:** _____

Reviewer: _____ **Date:** _____

ARE ITEMS IN PROJECT CASE FILE?	ANSWER Y	ANSWER N	NOTES
UNDERWRITING INFORMATION			
1. Pre-Screening Questionnaire			
2. Project Underwriting Worksheet			
3. Origination Checklist			
4. Project Activity Log			
5. Other Underwriting Checklists			
APPLICANT INFORMATION			
6. Authorization to Release Information			
7. Verification of Utility Expenses (for past 12 mos.)			
8. Verification of Employment/Income			
9. Verification of Expenses			
10. Credit Report			
11. Program Application Form			
12. Approval of Rehabilitation Assistance Notice			
LEGAL DOCUMENTS			
13. Copy of Deed			
14. Title Search and/or Title Opinion			
15. Closing Documents			
16. Copies of Post Closing Documents			
17. Written Homeowner HOME Agreement			
PROPERTY INFORMATION			
18. Environmental Screening Checklist			
19. Appraisal/Market Analysis			
20. Work Write-Up/Cost Estimate			
21. Rehabilitation Contract			
22. Addendum to Construction Contract			
23. Sub-Contractor Agreements			
24. HUD Debar/Suspension Clearance Forms			
25. Lead-Based Paint Compliance Documentation (including copies of notices, lead hazard evaluation and clearance reports)			

Documentation: Homeowner Rehabilitation Project

ARE ITEMS IN PROJECT CASE FILE?	ANSWER Y	ANSWER N	NOTES
CONSTRUCTION MANAGEMENT			
26. Initial Inspection Form			
27. Pre-construction Conference Report			
28. Notice to Proceed			
29. Progress Inspection Reports			
30. Punch List			
31. Change Orders (if applicable)			
32. Contractor Payment Requests			
33. Subcontractors Final Lien Releases (if applicable)			
34. Contractors Final Lien Release			
35. Documentation of Final Inspection			
36. Receipt of Final Payment Form			

HOME Monitoring Checklist 4-C

Case File: Homeowner Rehabilitation Project

Owner Name: _____ **Project ID:** _____

Reviewer: _____ **Date:** _____

QUESTIONS	ANSWER Y	ANSWER N	NOTES
A. PROJECT DOCUMENTATION			
Monitoring staff should reference the Documentation: Homeowner Rehabilitation Project Checklist (4-B) to answer the following question.			
1. Does the file contain properly completed and executed copies of the documents listed in the Documentation: Homeowner Rehabilitation Project Checklist? [Attach completed checklist]			
B. PARTICIPANT ELIGIBILITY			
2. Did program staff properly establish the income eligibility of the applicant? a. Was the applicant's gross annual income properly calculated? b. Were household income sources adequately verified? c. Was the applicant's gross annual income compared to the applicable HOME program income limit to ensure that income was less than or equal to 80 percent of the median income?			
3. Did program staff obtain acceptable evidence of ownership? (NOTE: A deed alone is generally not considered acceptable. A title search or a recent review of recorded ownership is necessary.) ___ Fee simple title ___ 99 Year Leasehold ___ Ownership/membership in a co-operative			
4. Is there a signed certification that the household uses this property as its principal residence?			
C. PROPERTY ELIGIBILITY			
5. Based on the information in the project application, is the property located within PJ boundaries?			
6. Does the project application list the property as an acceptable single family home (1-4 units)?			
7. Does the work write-up/cost estimate establish that at least $1,000 of HOME-funded rehabilitation work is required?			

Case File: Homeowner Rehabilitation Project

QUESTIONS	ANSWER Y	ANSWER N	NOTES
8. Does the estimate of after-rehabilitation property value confirm that the property did not exceed the 95 percent of the median property value limit for the area as determined by HUD/PJ?			
D. PROPERTY STANDARDS			
9. Does the project file include: a. Work write-up/cost estimate? b. Documentation of initial inspection? c. Documentation of final inspection?			
10. Were the work write-up/cost estimate and the inspections performed by qualified people?			
11. Does the initial inspection report appear to observe all applicable property standards?			
12. Does the work write-up include all work noted on the initial inspection report?			
13. Is the work write-up consistent with the PJ's written rehabilitation standard?			
14. Does the work write-up contain enough detail to enable a contractor to provide a reliable bid?			
15. Does the final inspection confirm that all necessary work was completed?			
E. ELIGIBLE COSTS			
16. Are all costs detailed on the cost estimate and in the rehabilitation contract eligible under the HOME Program? a. If costs were not eligible, did the homeowner pay for these costs?			
17. Was the cost estimate reviewed by a person other than the person performing the inspection?			
F. CONTRACTOR SELECTION			
18. Does the project file include verification of contractor eligibility?			
19. Was the proposal selected cost reasonable? (e.g., within 10 percent of the cost estimate?)			
20. If the PJ selected the contractor, was a competitive bid process used? a. Were multiple bids solicited? b. Were they reviewed using consistent criteria?			
21. If the homeowner solicited the bids, was more than one bid solicited?			

Case File: Homeowner Rehabilitation Project

QUESTIONS	ANSWER Y	ANSWER N	NOTES
22. Are the proceedings of the pre-construction meeting documented in the project file?			
G. CONSTRUCTION MANAGEMENT			
23. Was the rehabilitation contract properly executed?			
24. Were progress inspections of the project performed prior to approving the contractor's requests for payment? a. Did the owner approve the payment? b. Did the contractor submit a payment request immediately after owner approval?			
25. Did the PJ and the owner review and approve change orders for any changes in the scope of work for the project?			
26. Does the project file contain: a. Final lien release? b. Contractor warranty? c. Certificate of final inspection?			
H. LOAN PROCESSING AND SERVICING			
27. Are the terms of the loan consistent with the program's underwriting guidelines?			
28. Did the homeowner sign the loan agreement?			
29. If a loan was used for refinancing, is there documentation in the file demonstrating that the household's (overall housing) costs were reduced?			
30. If any significant event has occurred such as a foreclosure or retirement of debt, is this reflected in the case file?			
31. Were all loan instruments properly executed and recorded?			
32. Does the project finance summary sheet properly reflect all sources of project financing?			
I. ON-SITE INSPECTION (If applicable)			
If the project has been selected for an on-site inspection to examine the quality of the rehabilitation work, the monitor should perform a walk-through of the property with the work write-up and the initial inspection and final inspection reports.			
33. Based upon observable conditions, have the deficiencies identified in the initial inspection report been corrected?			
34. Based upon observable conditions, was the rehabilitation work outlined in the work write-up and any change orders satisfactorily performed?			

Case File: Homeowner Rehabilitation Project

QUESTIONS	ANSWER Y	ANSWER N	NOTES
35. Is the homeowner satisfied with the rehabilitation?			
36. Is the property free of all obvious property standards violations?			

HOME Monitoring Checklist 4-D

Monitoring Summary: Homeowner Rehabilitation Program

PJ Name: _____

Subrecipient Name (if applicable): _____

Reviewer: _____ **Date:** _____

QUESTIONS	ANSWER Y	ANSWER N	NOTES
A. PROGRAM RECORDKEEPING			
1. Based upon a review of project case files, are all files complete with adequate documentation?			
B. PARTICIPANT ELIGIBILITY			
2. Do project files demonstrate full compliance with participant eligibility requirements—income, ownership, and principal residence?			
3. Are the PJ's HOME income limits consistently observed?			
4. Are there adequate procedures to properly determine the income eligibility of applicants?			
5. Are income verification procedures in place and applied consistently?			
6. Do all applicants certify that the property serves as their principal residence either in the application or elsewhere in the case file?			
7. Are there adequate procedures for documenting the applicant's ownership of the property? (NOTE: A copy of the deed alone is not sufficient.)			
8. If the PJ has placed additional eligibility requirements on applicants, are these requirements non-discriminatory?			
C. FINANCIAL MANAGEMENT			
9. Do project files demonstrate full compliance with eligibility requirements—property type, minimum/maximum HOME investment, property value?			
10. During initial inspection, does the inspector confirm that the unit qualifies as a single-family property (1-4 units) under the program?			
11. Are there adequate procedures for identifying projects that do not meet the minimum investment thresholds?			
12. Are there adequate procedures for identifying projects that exceed the maximum investment of HOME funds?			
13. Are after-rehabilitation value estimates determined by qualified staff or fee appraisers?			

Monitoring Summary: Homeowner Rehabilitation Program

QUESTIONS	ANSWER Y	ANSWER N	NOTES
14. Are there adequate procedures for assessing whether properties are located in target areas?			
D. PROPERTY STANDARDS			
15. Do work write-ups, inspection documentation, and other construction documentation in the project files demonstrate that all applicable property standards are being observed?			
16. Does the program observe recognized standards for construction work?			
17. Are there procedures to ensure that completed work meets all applicable property standards?			
18. Are there procedures to carry out required inspections?			
E. ELIGIBLE COSTS			
19. Do work write-ups, proposals, and contracts in the project files show that all costs are allowable and any fees are reasonable?			
20. Are there adequate written procedures for evaluating construction proposals to check that all costs are allowable?			
F. CONTRACTOR SELECTION			
21. If the PJ selects the contractors, is a competitive bid process used? (i.e., was there a public invitation for bids, was an effort made to solicit at least three bids? Were bids reviewed using consistent criteria?)			
22. Were the proposals selected cost reasonable (i.e., within 10 percent of the original cost estimate)?			
23. Are there procedures to verify that contractors have not been suspended or debarred from work on projects receiving Federal funds during the time of project work?			
24. Are any contractors used that were suspended or debarred?			
25. Is a list of pre-qualified contractors maintained? If yes:			
a. Are the contractors regularly reviewed to assure continued eligibility?			
b. Are any contractors on the list currently debarred or suspended from receiving Federal funds?			
26. Does the program involve a sufficient number of contractors given its volume?			

Monitoring Summary: Homeowner Rehabilitation Program

QUESTIONS	ANSWER Y	ANSWER N	NOTES
G. CONSTRUCTION MANAGEMENT			
27. Are preconstruction conferences held with contractors and homeowners?			
28. Do construction documents show that all work was approved, completed, and inspected prior to payment?			
29. Does a spot-check of project files indicate that the HOME minimum and maximum limits have been applied properly?			
H. INCOME VERIFICATION			
29. Do files contain evidence that regular inspections of projects were completed to assess the progress of rehabilitation work?			
30. Are procedures for construction management adequate? (e.g., construction delays and canceled projects not excessive)			
31. Is a contingency incorporated in the construction contract?			
32. Is there a retainage (holdback) for each payment?			
33. Is there a system for reviewing requests for change orders?			
34. Are properly executed change orders used?			
35. Does someone other than the person doing the inspection authorize all change orders? (if applicable)			
36. Do any HOME funds need to be repaid due to ineligible expenses?			
37. Are there arbitration/grievance procedures to resolve disputes between the contractor and PJ?			
38. Are there adequate procedures for resolving disputes between the contractor and the homeowner?			
39. Are final payments made only after all work is completed?			
40. Are there adequate construction contract close-out procedures, including: a. final invoice? b. statements from all subcontractors on the project? c. contractor non-kickback certificate? d. waivers of liens releasing the project from lien action? e. certificate of final completion?			

Monitoring Summary: Homeowner Rehabilitation Program

QUESTIONS	ANSWER Y	ANSWER N	NOTES
H. LOAN PROCESSING AND SERVICING			
41. Are the loans being made under the PJs program consistent with its objectives and local needs?			
42. Did homeowner sign all loan agreements?			
43. If the loans were used for refinancing, did the project files document that the household's overall housing costs were reduced?			
44. If any significant event occurred, such as foreclosure or retirement of debt, were these events recorded in the project files?			
45. Were all loan instruments properly executed and recorded?			