

## APPENDIX E: ASSET MANAGEMENT PLAN

The Asset Management Plan outlines how the Agency plans to make best use of limited financial resources while embracing the goals and objectives of SAHA's Affordable Housing Preservation & Expansion Policy and supporting the Agency's 2025 Strategic Plan.

The Asset Management Plan generally covers the five-year period spanning from FY 2021-22 to FY 2025-26. In addition to updating the five-year plan every year, the Agency also may make adjustments to respond to business needs.

To that end, the Agency may consider unique, opportunistic, and unscheduled acquisitions, dispositions, and/or new development projects that are not included in this plan, but are supportive of the Agency's 2025 Strategic Plan.

Such activities will not be considered significant amendments to the MTW plan, provided the following internal protocols are followed:

1. Completion of analysis describing the cost and benefits of the contemplated action
2. Consultation with other agency plans
3. Approval by ELT (and appropriate committee and Board of Commissioners if necessary)
4. The financial impact or cost of the activity is 5% or less of the annual expenses reflected in the current approved annual budget for the agency.

The Asset Management Plan encompasses preservation activities in the Low Income Public Housing and Beacon Communities housing portfolios as well as real estate development activity. The plan is organized as follows:

1. **Housing Preservation: Capital Improvement Plans**  
Details the Agency's plans to preserve affordable housing units through capital improvement plans for the Low Income Public Housing and Beacon Communities portfolios.
2. **Housing Expansion: New Housing Development Plans**  
Details the Agency's development plans for real estate assets currently or anticipated to be owned by the San Antonio Housing Authority or its affiliates.
3. **Acquisitions: Asset Acquisition Plans**  
Details the Agency's plans to acquire real estate assets to be owned by the San Antonio Housing Authority or its affiliates.
4. **Dispositions: Asset Disposition Plans**  
Details the Agency's plans to dispose of real estate assets currently owned by the San Antonio Housing Authority or its affiliates.
5. **Other Real Estate Holding**  
Provides a listing of the Agency's real estate assets that do not currently have development or acquisitions plans.



## 1. Housing Preservation: Capital Improvement Plans

Information below may change and all plans are subject to funding and separate Board approval.

### A. Public Housing Five Year Capital Improvement Plan

Over the next five (5) years, the Agency plans to invest approximately \$17 million in capital repairs to extend the useful life at 26 properties and approximately 2,253 housing units. Projected funding for capital improvements is based on historical grants and forecasted capital fund appropriations by HUD.

The table below outlines current property-specific preservation plans in addition to the five-year capital improvement plan (FY 2021 - FY 2026).

Fiscal Year (FY) <sup>1</sup> Capital Fund Grant Year (CFP)	Property	Units Preserved <sup>2</sup>	Description	Planned Investment (\$) <sup>3</sup>
<b>FY 2020-21</b> <b>CFP20</b> <b>(Current)</b>	Alazan	1	Fire Damage Unit Rehab	130,000
	Blanco	100	Chiller Replacement and Upgrade	228,277
	Madonna	60	Boiler and Gas Line Replacement	2,000,000
	Park View	153	Elevator Doors/Structural Exterior Repairs	580,602
	Pin Oak I	50	Elevator Repair	24,680
	San Pedro Arms	16	Elevator Repair	31,005
	Villa Tranchese	201	Asbestos Consultant Services	152,065
	Victoria Plaza	185	Fire Communications System/Fire Dept. Connection	69,925
		<b>766</b>		<b>3,216,554</b>
<b>FY 2021-22</b> <b>CFP21</b>	Cassiano	499	Foundation Repairs	200,000
	Cross Creek	66	Parking Lot Repairs	120,000
	Highview	68	Storm Drainage	161,200
	Mirasol Homes	174	Roof Repairs/Replacement	1,209,800
	South San Apts.	30	Drainage Repairs	161,200
	T.L. Shaley	66	Foundation Repairs	280,000

<sup>1</sup> SAHA fiscal years run from July 1 to June 30th. For example, FY2020 begins on July 1, 2019 and ends on June 30, 2020. Capital Fund Grants are awarded to SAHA every year. SAHA then allocates funds based on capital needs.

<sup>2</sup> Number of housing units preserved is defined as number of housing units impacted by contract execution of funds that include (CFP, MTW, Operations, Insurance loss proceeds, replacement reserve funds, net proceeds from sale of non strategic assets and net loan proceeds from refinances (Beacon)). Includes major capital items that impact or extend the useful life expectancy of the asset, major systems, or site components (ex. foundations, building envelope (siding, windows, doors, roofs), HVAC systems, water/sewer, electrical, paving, lighting, major interior upgrades to units and common areas. For example, if three roofs are replaced, only units in those buildings will be counted as preserved. However, if the project impacts all units, ex foundation repair or sewer line repairs, all units will be counted as preserved.

<sup>3</sup> Funding sources may be a combination of CFP, MTW, Cares Act, sale net proceeds and insurance proceeds.



	Villa Veramendi	166	Roof Repairs/Replacement	950,000
		<b>1069</b>		<b>3,082,200</b>
<b>FY 2022-23</b>	Francis Furey	66	Substantial renovation	2,500,000
<b>CFP22</b>	Le Chalet	34	Substantial renovation	1,275,000
		<b>100</b>		<b>3,775,000</b>
<b>FY 2023-24</b>	Morris Beldon	35	Substantial renovation	912,000
<b>CFP23</b>	College Park	78	Substantial renovation	800,000
		<b>113</b>		<b>1,712,000</b>
<b>FY 2024-25</b>	Kenwood North	53	Substantial renovation	930,000
<b>CFP24</b>	Midway	20	Substantial renovation	700,000
	Olive Park	26	Substantial renovation	1,800,000
		<b>99</b>		<b>3,430,000</b>
<b>FY 2025-26</b>	Linda Lou	10	Substantial renovation	200,000
<b>CFP25</b>	Matt Garcia	55	Substantial renovation	650,000
	Park Square	26	Substantial renovation	990,000
	Williamsburg	15	Substantial renovation	657,400
		<b>106</b>		<b>2,497,400</b>
<b>GRAND TOTAL</b>		<b>2,253</b>		<b>17,713,154</b>

## B. Energy Performance Contract (EPC):

An EPC is a HUD approved program, which allows a Public Housing Authority to finance energy and water conservation measures and capital improvements through future utility cost savings.

The San Antonio Housing Authority (SAHA) and its Board of Commissioners elected and approved the process to begin the pre-development phase of a U.S. Housing and Urban Development (HUD) approved EPC where SAHA will spend pre-development funds associated with technical assistance services including, but not limited to engineering, legal, consultants, and other services necessary to achieve project financing and HUD approval. Upon financial closing of the EPC transaction, HUD EPC regulations allow SAHA to be reimbursed for expenditures associated with pre-development services.

SAHA's EPC is estimated to generate about \$16.5 million of utility savings, over a fifteen year term, with a net present value of \$8.3 million in project funds, which will be sourced through an anticipated tax exempt municipal lease purchase agreement. The soft and hard costs associated with installing energy conservation measures (ECM) will be funded by bank debt which will be serviced by energy cost savings.

SAHA's EPC will include high efficient lighting, high efficient plumbing fixtures, solar panels, roofs, windows, HVAC plant upgrades, and bathroom exhaust fans across 34 public housing developments (various building types) equating to 2,324 dwelling units. The approximate time for completion is one year.



### C. Beacon Communities Five Year Capital Improvement Plan

In the coming years, the Agency plans to invest approximately \$26 million in capital repairs to extend the useful life at 21 properties and approximately 2,901 units in the Beacon Communities portfolio. In addition, this portfolio will be expanded as properties in the Agency’s Partnership portfolio come to the end of their 15-year affordability period and transition ownership to SAHA. As a result of these property transitions, the capital plan is expected to change to include these new properties.

Projected funding for capital improvements in the Beacon Communities portfolio is based on operating funds, new or refinanced debt on the property, or insurance proceeds where applicable. The tables below outline current property-specific preservation plans.

Fiscal Year <sup>4</sup>	Property	Units Preserved <sup>5</sup>	Description	Planned Investment (\$)
2020-2021	Castle Point	220	Comprehensive Modernization, Paint trim, restripe parking	3,827,588
	Churchill Estates	40	Repair Parking Lot/Drive (proceeds share from Burning & Encanta refi)	1,500,000
	Courtland Heights	56	Pool decking, site work,landscape,covered parking	30,000
	Dietrich Rd	30	Shore up patios, replace damaged siding, parking lot improvements, landscaping	52,000
	Encanta Villa	56	Rehab, playground updates, repaint trim & railings	1,500,000
	La Providencia	90	Plumbing, exterior, parking, roofs, HVAC, pool, fencing	1,500,000
	Pecan Hill	100	Sewer/ site drainage repairs and tree plan, foundation repairs (based on movement study), roof repairs, stucco wall support eval and comprehensive repair, add HVAC, elevators, parking lot stripe and resurface	1,000,000
	Reagan West	15	Roof/Driveway	100,000
	Villa de San Alfonso	29	Paint trim, update community room, elevator maintenance	30,000
	Woodhill	532	Develop 24, (possible refi year 3 \$2M) replace copper wiring and siding	900,000
		<b>1,168</b>	<b>TOTAL</b>	<b>10,439,588</b>

<sup>4</sup> SAHA fiscal years run from July 1 to June 30th. For example, FY2020 begins on July 1, 2019 and ends on June 30, 2020.

<sup>5</sup> Number of housing units preserved is defined as the number of housing units impacted by contract execution of funds that include (CFP, MTW, Operations, Insurance loss proceeds, replacement reserve funds, net proceeds from sale of non strategic assets and net loan proceeds from refinances (Beacon)). Includes major capital items that impact or extend the useful life expectancy of the asset, major systems, or site components (ex. foundations, building envelope (siding, windows, doors, roofs), HVAC systems, water/sewer, electrical, paving, lighting, major interior upgrades to units and common areas. For example, if three roofs are replaced, only units in those buildings will be counted as preserved. However, if the project impacts all units, ex foundation repair or sewer line repairs, all units will be counted as preserved.



<b>2021-2022</b>	Bella Claire	67	Parking Improvements - Patch-Seal-Stripe, fencing, signage	25,000
	Burning Tree	108	Rehab, fencing, pool	2,000,000
	Converse Ranch I	124	Drainage repairs (Berin/Swale), pool, restripe parking	20,000
	Cottage Creek I	253	Electrical wall packs/cameras/utility room repairs, parking and sidewalk repairs, update fencing, pool resurfacing	425,000
	Cottage Creek II	196	Parking lot/sidewalk repairs, update fencing, pool resurfacing	175,000
	Courtland Heights	56	Pool decking, site work,landscape,covered parking	50,000
	Crown Meadows	192	Fencing, parking lots, paint exterior, pool	40,000
	Homestead	157	Property rehab	3,000,000
	La Providencia	90	Plumbing, exterior, parking, roofs, HVAC, pool, fencing	25,000
	Monterrey Park	200	Fencing, paint trim	30,000
	Sunshine Plaza	100	Rehab including windows, doors, elevators, add HVAC, water heaters, parking lot drainage	2,000,000
	Towering Oaks	128	Restripe Parking	10,000
	Villa de San Alfonso	29	Paint trim, update community room, elevator maintenance	40,000
	Villa de Valencia	104	HVAC Replacement (possible refi year 3 based on change of ownership research \$1.5M) rehab including boilers, fencing, retaining walls, and pool, ext paint	300,000
		<b>1,804</b>		<b>TOTAL</b>
<b>2022-2023</b>	Bella Claire	67	Parking Improvements - Patch-Seal-Stripe, fencing, signage	15,000
	Converse Ranch I	124	Drainage repairs (Berin/Swale), pool, restripe parking	25,000
	Cottage Creek I	253	Electrical wall packs/cameras/utility room repairs, parking and sidewalk repairs, update fencing, pool resurfacing	10,000
	Cottage Creek II	196	Parking lot/sidewalk repairs, update fencing, pool resurfacing	10,000
	Courtland Heights	56	Pool decking, site work,landscape,covered parking	86,000
	Crown Meadows	192	Fencing, parking lots, paint exterior, pool	40,000
	Encanta Villa	56	Rehab, playground updates, repaint trim & railings	15,000
	Pecan Hill	100	Sewer/ site drainage repairs and tree plan, foundation repairs (based on movement study), roof repairs, stucco wall support eval and comprehensive repair, add HVAC, elevators, parking lot stripe and resurface	2,100,000
	Villa de Valencia	104	HVAC Replacement (possible refi year 3 based on change of ownership research \$1.5M) rehab including	1,500,000

**APPENDIX E: Asset Management Plan**



			boilers, fencing, retaining walls, and pool, ext paint	
	Woodhill	532	Develop 24, (possible refi year 3 \$2M) replace copper wiring and siding	2,000,000
		<b>1,680</b>		<b>TOTAL 5,801,000</b>
<b>2023-2024</b>	Burning Tree	108	Rehab, fencing, pool	30,000
	Castle Point	220	Comprehensive Modernization, Paint trim, restripe parking	85,000
	Converse Ranch I	124	Drainage repairs (Berin/Swale), pool, restripe parking	20,000
	Converse Ranch II	104	Restripe parking	20,000
	Crown Meadows	192	Fencing, parking lots, paint exterior, pool	250,000
	Dietrich Rd	30	Shore up patios, replace damaged siding, parking lot improvements, landscaping	12,000
	La Providencia	90	Plumbing, exterior, parking, roofs, HVAC, pool, fencing	20,000
	Pecan Hill	100	Sewer/ site drainage repairs and tree plan, foundation repairs (based on movement study), roof repairs, stucco wall support eval and comprehensive repair, add HVAC, elevators, parking lot stripe and resurface	40,000
	Woodhill	532	Develop 24, (possible refi year 3 \$2M) replace copper wiring and siding	1,000,000
		<b>1,500</b>		<b>TOTAL 1,477,000</b>
<b>2024-2025</b>	Bella Claire	67	Parking Improvements - Patch-Seal-Stripe, fencing, signage	10,000
	Burning Tree	108	Rehab, fencing, pool	25,000
	Crown Meadows	192	Fencing, parking lots, paint exterior, pool	25,000
	Encanta Villa	56	Rehab, playground updates, repaint trim & railings	70,000
	Monterrey Park	200	Fencing, paint trim	80,000
		<b>623</b>		<b>TOTAL 210,000</b>
<b>GRAND TOTAL</b>		<b>2,901</b>		<b>26,067,588</b>

## 2. Housing Expansion: New Housing Development Plans

The San Antonio Housing Authority's mission is centered around bringing housing solutions to the residents of San Antonio. Opportunity housing is ensuring affordable housing options are available to any resident who cannot afford renting at market rate.

The agency is pursuing more than \$1 billion in prospective housing developments to add approximately 6,000 units to the rental market. Due to the breadth of this effort, the SAHA Board of Commissioners established a Real Estate Development Committee that began meeting monthly in November 2020.

Information on development projects summarized below is current as of the drafting of this plan. Development plans may change and all are subject to funding and separate committee and full



Board approvals at various points in the development process. Updated information on development projects is available through public notices accessible here: <https://saha.org/business/about-saha/public-notices/>

Financing Closed (under Construction)														
Project Name	District	Developer	Financing	Est Closing Date	Total Development Cost	Total Units	Public Housing Units	Income Unit Mix						
								30%	40%	50%	60%	70%	80%	Market
1604 Lofts	D2	NRP	4% Tax Credits & Bonds	Closed	\$56,663,651	324		33	0	224		67	0	
Aspire at Tampico***	D5	Mission DG	4% Tax Credits & Bonds	Closed	\$33,392,549	200		9	10	18	70	20	9	64
Trader Flats (The Scott)	D4	NRP	4% Tax Credits & Bonds	Closed	\$56,012,579	324		33	0	224		67	0	
Artisan at Ruiz	D1	Franklin	9% Tax Credits	Closed	\$21,165,791	102		11		41	50		0	0
Majestic Ranch	D7	Hogan	4% Tax Credits & Bonds	Closed	\$46,084,260	288		0		0	288		0	0
Culebra Crossing	D6	Lynd	HUD 221(d)(4)	Closed	\$50,123,889	327		0		0			164	163
Mira Vista	D7	Hogan	4% Tax Credits & Bonds	Closed	\$45,296,164	312		0		0	312		0	0
Kitty Hawk Flats	Converse	NRP	4% Tax Credits & Bonds	Closed	\$40,503,098	212		22		0	135	55		0
Legacy at Alazan***	D5	NRP	9% Tax Credits	Closed	\$19,155,261	88	40				40		0	8
100 Labor	D1	Franklin	HUD 221(d)(4)	Closed	\$52,302,614	213		27		17	0		0	169
<b>Total</b>					<b>\$420,699,856</b>	<b>2,390</b>	<b>40</b>	<b>135</b>	<b>10</b>	<b>76</b>	<b>1,343</b>	<b>75</b>	<b>307</b>	<b>404</b>

Board Provided Final Approval														
Project Name	District	Developer	Financing	Est Closing Date	Total Development Cost	Total Units	Public Housing Units	Income Unit Mix						
								30%	40%	50%	60%	70%	80%	Market
St. John's Square**	D1	Weal	4% Tax Credits & Bonds	Pending New Bond Reservation	\$71,547,459	252		0		54	0		0	198

**APPENDIX E: Asset Management Plan**



Potranco	D4	Lynd	Conventional Loan	Pending	\$50,945,546	360	0	0	36	144	180		
Josephine	D1	Lynd	Conventional Loan	Pending	\$61,339,167	259	0	0	26	104	129		
<b>Total</b>					<b>\$183,832,172</b>	<b>871</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>62</b>	<b>0</b>	<b>248</b>	<b>507</b>

#### Board Approved Bond Inducement

Project Name	District	Developer	Financing	Est Closing Date	Total Development Cost	Total Units	Public Housing Units	Income Unit Mix						
								30%	40%	50%	60%	70%	80%	Market
Watson Road	D4	NRP	4% Tax Credits & Bonds	4/2021	\$59,925,939	348		18	18	294	18	0	0	
Copernicus	D2	NRP	4% Tax Credits & Bonds	4/2021	\$56,064,279	318		17	17	267	17	0	0	
Old Pearsall Flats	D4	Streamline	4% Tax Credits & Bonds	Pending- has 3 yr carryfor ward	\$52,501,266	348		34	26	20	200	68	0	0
Bristol at Somerset	D4	Poppoon	4% Tax Credit & Bonds	Pending	\$56,048,000	336		0	0	0	336	0	0	0
The Granada	D1	Mission DG	4% Tax Credit & Bonds	Pending	\$51,000,000	249		137	45	14	TBD		TBD	TBD
Artisan at Springview** *	D2	Franklin	4% Tax Credits & Bonds	Pending	\$57,000,000	305		31		0	274		0	0
<b>Total</b>					<b>\$332,539,484</b>	<b>1,904</b>	<b>0</b>	<b>202</b>	<b>106</b>	<b>69</b>	<b>1,371</b>	<b>103</b>	<b>0</b>	<b>0</b>

#### Board Approved the Developer

Project Name	District	Developer	Financing	Est Closing Date	Total Development Cost	Total Units	Public Housing Units	Income Unit Mix						
								30%	40%	50%	60%	70%	80%	Market
Victoria Courts Midrise*	D1	Catellus	TBD	Pending		TBD		TBD		TBD	TBD		TBD	TBD
Victoria Courts Townhomes*	D1	Catellus	TBD	Pending		TBD		TBD		TBD	TBD		TBD	TBD
Horizon Pointe	D2	Integrated Realty Group	4% Tax Credits & Bonds	Pending	\$55,303,666	312		20	35	106	0	151	0	0
Snowden Road***	D7	SAHA	9% Tax Credits	Pending	\$21,517,120	135					135			

#### APPENDIX E: Asset Management Plan





Fiesta Trails**	D8	NRP	9% Tax Credits	Pending	\$20,389,133	74	7	39	28					
<b>Total</b>					<b>\$97,209,919</b>	<b>521</b>	<b>0</b>	<b>27</b>	<b>35</b>	<b>145</b>	<b>163</b>	<b>151</b>	<b>0</b>	<b>0</b>

**Pending Board Consideration**

Project Name	District	Developer	Financing	Est Closing Date	Total Development Cost	Total Units	Public Housing Units	Income Unit Mix						
								30%	40%	50%	60%	70%	80%	Market
Alazan Courts***	D5	TBD	TBD	Pending										
Flores	D1	Mission DG	TBD	Pending		403		46		61	0	75	61	160
<b>Total</b>						<b>403</b>	<b>0</b>	<b>46</b>	<b>0</b>	<b>61</b>	<b>0</b>	<b>75</b>	<b>61</b>	<b>160</b>

<b>Grand Total</b>					<b>\$1,034,281,431</b>	<b>6,089</b>	<b>40</b>	<b>410</b>	<b>151</b>	<b>405</b>	<b>2,939</b>	<b>404</b>	<b>616</b>	<b>1,071</b>
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\*SAHA owned land

\*\*Planned use of MTW funds

**ALAZAN COURTS REDEVELOPMENT PLAN**

The Agency has cancelled its contract with a private developer to begin the master planning of the redevelopment of 501 public housing units at Alazan Courts. The original plan was to demolish the Alazan buildings in two phases. While the Agency still plans to demolish Alazan and develop new housing in its place; a decision has been made to step back from the original two-phased approach and evaluate alternatives that would alleviate economic hardship and stress for existing residents as a result of a relocation. Alternatives will likely include developing more slowly, allowing for more phases to prevent displacement of residents, and to maintain or increase the number of public housing units.

In anticipation of the demolition, SAHA has already begun construction on three developments within the west side community in order to utilize those units for relocation of residents that wish to stay in the neighborhood. These three sites are Artisan at Ruiz (102 multi-family units), Alazan Lofts (88 multi-family units) which is located directly adjacent to the Alazan courts, and Tampico Apartments ( 200 multi-family units). SAHA proposes utilizing MTW funds to cover relocation costs and will also be seeking Tenant Protection Vouchers (TPV) to assist with the relocation process.



### 3. Dispositions: Asset Disposition Plans

The Agency has a number of planned dispositions. Information below may change and all plans would be subject to separate Board approval.

Plan	Property ID	Property Address
<b>Post Auction/RTC/Former Lease-Purchase Portfolio Disposition</b>	314106	7250 GLEN MIST
	441311	1071 POINSETTIA ST
	115411	1411 MONTANA
<b>Vacant Land (Rex Site)</b>	109402, 109403	550 BROOKLYN

### 4. Acquisitions: Asset Acquisition Plans

The Agency has no active acquisition plans, but did complete one unplanned acquisition in FY2021.

### 5. Other Real Estate Holdings

Below is a list of real estate holdings that may be subject to future development or disposition.

Property IDs	PROPERTY ADDRESS
409213, 409067, 409083, 409198	3940 San Fernando
124452	1706 Cincinnati
115595	Springview 2603 Ezell
115597	Springview 2603 Ezell
115600	Springview 2607 Ezell
115602	Springview 2944 E. Commerce
115603	Springview Ezell (Easement Land)
115790	Springview 202 Garcia St.
115610	Springview Garcia St
115582	Springview 2407 Ezell
115583	Springview 2411 Ezell
115588	Springview 2902 E. Commerce
115589	Springview 2906 E. Commerce
115590	Springview 2910 E. Commerce
115807	Springview 651 S. Rio Grande
141735	509 Saltillo St
551676	1822 Arboleda St

