



**SAHA** | SAN ANTONIO  
HOUSING AUTHORITY  
Opportunity Lives Here

DRAFT

## **Moving to Work**

### **Annual MTW Plan- FY2020**

San Antonio Housing Authority | 818 S. Flores | San Antonio, TX 78204 | [www.saha.org](http://www.saha.org)

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## **Section I. Introduction**

The San Antonio Housing Authority (SAHA) provides housing to 65,000 children, adults, and seniors through three housing programs – Public Housing, Housing Choice Vouchers, and mixed-income housing programs. SAHA employs approximately 500 people and has an annual operating budget of \$186 million. Existing real estate assets are valued at over \$500 million.

SAHA's involvement with Moving to Work (MTW) dates back to May 2000, when SAHA implemented its initial MTW demonstration program in three Public Housing communities: Mission Park Apartments, Wheatley Courts, and Lincoln Heights Courts. In 2009, SAHA signed an amended and restated agreement with the U.S. Department of Housing and Urban Development (HUD) to make the MTW demonstration an agency-wide program.

The MTW designation provides SAHA with the flexibility to design and test innovative approaches to enhance the agency's programs. The MTW designation also provides funding flexibility by combining Public Housing operating subsidy, capital fund program (CFP) grants, and Housing Choice Voucher (HCV) program subsidies into a single fund block grant. The MTW program focuses on three goals:

- Reduce cost and achieve greater cost effectiveness in Federal expenditures
- Give incentives to families with children where the head of household is working, seeking work, or preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient
- Increase housing choices for low-income families

### **A. FY2019 Update Summary**

The Agency is proposing several new activities in addition to changes to existing activities that would enable the Agency to more effectively address housing affordability in our community.

Proposed changes are rooted in the Agencies desire to leverage local partnerships by coupling supportive services with housing assistance for key at-risk populations including homeless college students, homeless families, and youth aging out of foster care. The proposed changes are also a reflection of the Agency's efforts to continue supporting our current homeless initiatives while also identifying innovative ways to expand them.

Other proposed changes will help further the Agency's goal to increase the geographic scope of affordable housing choices so that households are able to find quality, affordable units that provide a foundation for success. The second phase of the Agency's Local Small Area Fair Market Rent activity is expected to open up previously inaccessible neighborhoods for voucher holders. In addition, the proposed Workforce Initiative aims to chip away at the lack of affordable housing in our area while also promoting self-sufficiency by partnering with local employers to assist households down a path of economic growth.

## **B. Overview of Short and Long-term MTW goals and objectives**

On June 25, 2012, the Board of Commissioners formally approved SAHA's new Strategic Plan. Three elements comprise the core of the plan: a new vision for the agency, a new mission statement, and a set of six strategic goals.

Vision: Create dynamic communities where people thrive.

Mission: Provide quality affordable housing that is well-integrated into the fabric of neighborhoods and serves as a foundation to improve lives and advance resident independence.

### Strategic Goals

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

The Agency's MTW Plan and Strategic Plan are closely integrated. Strategic Plan goals articulate and reinforce the three statutory MTW goals.

### **Strategic Plan Update**

In the coming year, SAHA's Strategic Plan will be updated. Policy and Planning will work with Commissioners, staff, stakeholders, and the community to update goals, metrics, and targets for a new strategic plan. The strategic planning process will be informed by the agency's MTW successes and challenges, as well as by other planning considerations. The new agency strategic plan will also serve as the framework for multi-year MTW objectives and other long-term MTW planning.

### **MTW Advisory Committee and MTW Alliances**

SAHA has changed the way in which the agency engages stakeholders on MTW issues, replacing the MTW Advisory Committee with separate MTW Alliances. For many years, the MTW Advisory Committee -- made up of external stakeholders and key SAHA staff -- was focused on providing feedback on the MTW Plan. Starting in January 2018, the Committee started discussing alternative roles for the group. One of the alternatives that received broad support was to reconstitute the Advisory Committee as a number of Alliances. Each Alliance would be organized around one of the MTW Statutory Objectives (listed above in the Introduction to this section). A Housing Choice Alliance, for example, would reach out to other agencies and organizations who share the goal of increasing housing choices for low-income families. Alliance members could

then identify specific objectives and promising strategies, develop short- and long-term plans, and coordinate communications and fundraising as a group.

The Alliance structure has had some success in its first year of deployment. The Housing Choice Alliance, in particular, has made significant progress in defining a common vision, theory of change, and promising projects. The Education, Employment, and Self-sufficiency Alliance will need to regroup in FY2019-20 (if not earlier) to revisit its approach. At any rate, SAHA expects to continue to work within the Alliance framework in FY2019-20.

## **C. Non-MTW Related Housing Authority Information**

### **Supportive Housing**

In addition to MTW housing programs, SAHA offers affordable housing linked to accessible supportive services, including mental health, substance addiction, unemployment, and other support services that provide assistance for families and individuals to live more stable, productive lives. Supportive housing works particularly well for those facing complex life challenges, such as homelessness, HIV/AIDS, prison or jail release, and/or mental illness.

SAHA is committed to reducing homelessness in San Antonio through programs that provide affordable quality housing for homeless individuals and families. In an effort to provide quality assistance, the agency works with non-profit organizations and Continuum of Care (CoC) partners that offer services to address issues that affect client quality of life.

Below is a brief description of the agency's non-MTW supportive housing programs:

**Moderate Rehabilitation (Mod-Rehab) Program:** provides rent subsidy payments to private property landlords for select rental units that have been rehabilitated under this program. Subsidies provide housing assistance to families and individuals as they transition into affordable housing. There are a total of 240 certificates for families.

**Mainstream:** provides rental assistance for elderly and disabled households. Currently, there are 179 vouchers authorized for this program. Starting July 1 2019, per the Agency's existing MTW Agreement, mainstream vouchers will be administered under MTW authority and applicable MTW waivers will be applied. This has been noted in Section 4 for all existing waivers; all new voucher waivers will automatically cover mainstream vouchers unless otherwise noted.

**HUD-VASH:** serves homeless veterans by combining the HCV rental assistance program with case management and clinical services provided by Veterans Affairs medical centers. There are presently 544 families authorized for assistance under this program.