

Section V. Sources and Uses of Funds

***To Be Updated per FY2020 budget as approved by the Board of Commissioners in June 2019. Current figures are estimates based on FY2019 budget.

A. Estimated Sources and Uses of MTW Funds

i. Estimated Sources of Funds

The MTW PHA shall provide the estimated sources and amount of MTW funding by Financial Data Schedule (FDS) line item.

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	Total Tenant Revenue	\$10,847,601
70600	HUD PHA Operating Grants	\$119,175,521
70610	Capital Grants	\$4,487,565
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$133,663
71600	Gain or Loss on Sale of Capital Assets	\$2,591,391
71200+71300+71310+71400+71500	Other Income	\$2,349,774
70000	Total Revenue	\$139,585,515

ii. Estimated Uses of Funds

The MTW PHA shall provide the estimated sources and amount of MTW funding by Financial Data Schedule (FDS) line item.

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$15,385,919
91300+91310+92000	Management Fee Expense	\$7,610,608
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$1,021,470
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$5,170,857
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$12,899,757
95000 (95100+95200+95300+95500)	Total Protective Services	\$491,988
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$1,608,163
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$2,164,657
96700 (96710+96720+96730)	Total Interest Expense & Amortization Cost	\$730,468
97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	HAP + HAP Portability-In	\$87,505,292
97400	Depreciation Expense	\$9,607,666
97500+97600+97700+97800	All Other Expense	\$0
90000	Total Expenses	\$144,196,845

Please describe any variance between Estimated Total Revenue and Estimated Total Expenses:

Total expenses are greater than sources -- \$3.3 million dollars of expenses included in the uses section of the schedule will be paid with MTW funds currently being held by HUD. Additionally, FDS line item 97400, Depreciation, is a non-cash expense which does not require a cash outlay.

Per Board Resolution 5822 dated June 7, 2018, SAHA Moving-to-Work (MTW) funds are obligated consistent with the MTW Plan for the following:

- 1) Section 8 funding shortfall: \$1,500,000.00
- 2) Choice implementation matching grant for Wheatley Courts transformation: \$1,500,000.00
- 3) Development of Labor Multi-family Property: \$5,500,000.00
- 4) Capital Planning - \$400,000.00
- 5) Funding for the Rehabilitation of Victoria Plaza - \$10,000,000.00
- 6) Additional Funding for East Meadows Development - \$600,000.00
- 7) Preservation and expansion of affordable and public housing - \$15,900,000.00
- 8) Program administration and implementation of MTW initiatives - \$1,400,000.00

iii. Description of Planned Use of MTW Single Fund Flexibility

The MTW PHA shall provide a thorough narrative of planned activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (III) or Section (IV) of the Annual MTW Plan. The MTW PHA shall also provide a thorough description of how it plans to use MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).

PLANNED USE OF MTW SINGLE FUND FLEXIBILITY
<p>A. Education Partnerships</p> <p>SAHA’s education-related programming is significant and diverse, and includes:</p> <ol style="list-style-type: none">1) REACH Awards: recognize and reward nearly 300 students annually for academic achievement2) College Scholarship Program: funds scholarships for up to 10050 students annually to provide much needed support to ensure higher educational achievement3) Education Summit: provides up to 900 residents annually with access to education and college resources, financial literacy, and other self-help resources4) Academic Performance and Attendance Initiative: According to Attendance Works (June 2015), “every year as many as 7.5 million students nationwide are chronically absent, meaning they miss 10 percent or more of the school year for any reason, excused or unexcused. That level of absenteeism predicts poor academic performance as early as preschool and is a warning sign that a high school student will drop out.” In San Antonio Independent School district, over 40% of SAHA students are missing 10+ days of school and 21% are chronically absent. To better understand the factors driving low attendance and improve school attendance, SAHA will utilize initial data findings to implement pilot programs that will include:<ul style="list-style-type: none">○ Continuing SAHA-SAISD Task Force partnership monthly meetings○ Development of consortium of education partners

- Executing partnership with the City of San Antonio Truancy Court, SAHA, local community based service and education organizations, and SAISD to conduct outreach and education services for households with attendance issues.
- Expand existing attendance initiatives and develop new incentives for children to attend school on a regular basis.
- Develop attendance teams consisting of SAISD school administrators, teachers, parents and SAHA residents.

B. ConnectHome

SAHA has made it a priority to develop and implement digital inclusion strategies that address the digital divide. In 2015, SAHA kicked off ConnectHome, a program created by HUD. ConnectHome's goal is to bridge the digital divide by providing Public Housing and Section 8 families with tools to Access, Participate, and Benefit from the Digital Economy. To achieve this, ConnectHome provides Public Housing and Section 8 families three components of digital inclusion: (1) internet service, (2) computer devices; and (3) digital skills training.

- **Internet Access:** Through free hotspots, Wi-fi expansion, and subscription to affordable services
- **Computer Ownership:** increase access to affordable/free new and refurbished computers through electronics donation program
- **Digital Skills Training:** Teach individuals the skills they need to use computers and the Internet in order to participate in the digital economy. and going beyond the basic digital skills training, ConnectHome have created tracks to further provide opportunities to support: Workforce Development, Education, STEM and Quality of Life.

As of October 2017, SAHA has provided literacy training to 1,314 participants, 454 devices to participants, and connected 773 households to the internet.

Additionally, ConnectHome program goes one step further by implementing strategies that help residents use their new digital tools and skills to improve their education, health, quality of life and employment outcomes. This comprehensive service delivery approach is based on a collaborative model designed in partnership with other community organizations and partners that pursue shared digital inclusion goals.

In addition to general program support, MTW funds also support up to one FTE, up to 8 resident Digital Ambassadors, connectivity improvements, broadband expansion, and program-related contracts.

C. Resident Ambassador Empowerment Program

The Resident Ambassador Program employs 16 residents throughout the year, providing meaningful work experience for residents. SAHA has found that this program is an effective strategy to engage all residents in educational, training, workforce development, and other self-sufficiency programs.

D. Summer Youth Program

The Summer Youth Employment Program employs up to 80 resident youth each year, providing work experience and capacity development such as resume writing, banking/financial literacy, interview skills, conflict resolution and other life and workforce development soft skills.

E. Health and Wellness

SAHA sponsors a variety of events to promote health and wellness, including:

- Golden Gala: much-loved annual event for up to 1,000 elderly and disabled residents
- H2A (Healthy Habits Active) Living Awards: highlight resident involvement and engagement in civic engagement, health, and other quality of life activities
- Annual Father's Day initiative: engages up to 500 families in positive family activities and recognize fathers' contributions through "El Hombre Noble" awards

F. Choice Neighborhoods Initiative

San Antonio's Eastside features a unique history, valued institutions, established churches, small businesses, and a core group of dedicated and loyal residents. The San Antonio Housing Authority (SAHA) is in year 5 of utilizing the \$30 million EastPoint Choice Neighborhoods Initiative grant from the Dept. of Housing and Urban Development (HUD), to transform the Wheatley Courts area into a "community of choice" -- a safe, healthy, vibrant, thriving community for children, families and seniors.

The Choice Neighborhood Initiative invests in People, Housing and Neighborhood through transforming distressed neighborhoods into viable and sustainable mixed-income neighborhoods by linking housing and infrastructure improvements with much-needed services, such as quality schools, healthcare, transportation, and access to jobs.

The **People** outcomes focus on families' health, education, safety, and employment, through efforts to encourage and support self-sufficiency and job readiness, and to facilitate access to early childhood and adult education. The **Housing** plan is to redevelop Wheatley Courts into a 414-unit energy efficient, mixed-income community, and to expand the supply of quality housing with 208 new housing units at The Park at Sutton Oaks. The **Neighborhood** component includes six strategies designed to complement the energy of the East Meadows site, by investing resources to create a safe, pedestrian-oriented neighborhood, with homeownership and rehab opportunities, and access to healthcare facilities; a plan to grow business and retail opportunities; the repurposing of vacant lots; and to promote neighborhood beautification.

The key Choice partners include the City of San Antonio (CoSA), McCormack Baron Salazar, Inc., Urban Strategies, Inc., United Way of San Antonio and Bexar County (Eastside Promise Neighborhood), Merced Housing, San Antonio Independent School District (SAISD), St. Philip's College, VIA, San Antonio for Growth on the Eastside (SAGE), Bexar County and Resurgence Collaborative Partners.

San Antonio is the only community in the nation to receive a Promise Zone designation, as well as all three of the White House Neighborhood Revitalization Initiative grants, which, in addition to Choice, includes a \$23.7 million grant from the Dept. of Education to bolster children's educational achievement and foster community development, and two Byrne

Criminal Justice grants, totaling nearly \$1 million, to improve safety and security in the neighborhood.

A. People

The outcomes for Wheatley Courts residents have been achieved by our People Lead, Urban Strategies, Inc. through the comprehensive, on-site case management that facilitates access to quality early childhood education, after-school programs and adult education, as well as improved employment opportunities, with a particular emphasis on expanding job readiness, training and placement programs. The initial assessments indicated that only 12% of Wheatley residents have attended college or received a college degree, 49% have a high school diploma or GED, 39% have no high school diploma or GED, and 51% were unemployed. Through September 2018, Urban Strategies, will continue to work with our Wheatley households to remove education and employment barriers, connect residents with health services and other needed services, and assist families as they return to East Meadows I.

Access to Healthcare is a primary concern for the Choice area. In partnership with SAHA and Urban Strategies, the San Antonio Metropolitan Health Department (SAMHD) conducted a Health Impact Assessment (HIA), which resulted in three key recommendations. The first recommendation was to increase access to health care. To meet this need, SAHA has executed an agreement to partner with the University Health System (UHS) to build a new health clinic in the Choice footprint. The Dr. Robert L.M. Hilliard Center opened in December 2017. In addition, University of the Incarnate Word (UIW) has been providing healthcare services, to include dental and mental health counseling for residents who were impacted by the Medicaid expansion gap.

B. Housing

The Housing plan to develop a total of 622 high-quality, energy-efficient, mixed-income units is being implemented in four phases. Phase I includes 208 units at The Park at Sutton Oaks, which is now complete. Phase II (East Meadows I) includes 215 units for families, and was completed December 2018. In October 2017 the construction began for Phase III (Wheatley Park Senior Living), which features 80 units for seniors and is planned to be completed March 2018. Construction for the final and fourth phase (East Meadows II), which includes 119 units for families, will begin May 2018 and is scheduled to be completed by December 2019. The housing development and related infrastructure improvements will be funded through public-private partnerships, featuring a combination of federal, state, and city funding, as well as private equity.

C. Neighborhood

Safety and Security, the leading concern of residents in this community, was addressed through a Byrne Criminal Justice Innovation [BCJI] grant awarded in 2011. An initial research survey indicated: twice as many crimes committed in the footprint vs. County or City; twice as many residents on probation vs. County or City; and a higher level of violent and drug crime. The BCJI grant allowed SAHA to work closely with the community and a local academic institution (Trinity University) to identify root causes of crime within the Choice footprint. SAHA and the community developed strategies based on data and best practices, which included:

- **Resurgence Collaborative** - the first comprehensive re-entry program in Texas with community-based network providers co-located with Probation Field Office directed solely for the Eastside Community in transition and their families.
- **Group Violence Intervention (GVI)** -the GVI model provides an evidence-based strategy for law enforcement, community members, and service providers to collaboratively decrease violent crime in a sustainable and community driven process.
- **Crime Prevention Through Environmental Design Efforts** - CPTED efforts worked to target crime indirectly, and long-term environmental improvements are important to ensuring crime reductions last.
- **Community Organizing and Resident Empowerment**- hosted BBQs and meetings with residents and businesses owners that engaged hundreds of residents.
- **Hot Spot Policing** - the BCJI team partnered with the San Antonio Police Department to implement “Drug Market Intervention” to bring swift and certain consequences to violent street drug dealers operating in “hot spot” areas, while giving a second opportunity/reentry services to those drug dealers who do not have violent or extensive criminal backgrounds.
- **Community Engagement Patrols**- the BCJI team partnered with the San Antonio Police Department to conduct community engagement patrols intended to build relationships with residents and businesses in hot spot areas

The BCJI grant was set to expire September 2016, and received an extension through March 2017. Some of the initiatives that continued after the grant expired, include the Resurgence Collaborative and the Group Violence Intervention.

A Healthy Community

A second recommendation from the MetroHealth Health Impact Assessment was to increase community amenities for physical activity. This need will be met by Bexar County and CoSA which has committed to building a linear park with exercise equipment along the walking path and a basketball court at one end of the park. The third recommendation from the HIA was to increase food security and access to fresh fruit and vegetables, as the Choice footprint is a food desert. To meet this need, Choice is collaborating with Neighborhood partners to establish an urban farm.

To support walkability efforts, a beautification strategy which includes the planting of more than 200 trees and art along key pathways will occur.

The Infill Housing and Rehabilitation Strategy is a key component to address the pervasive neighborhood deterioration and is another strategy in the CCI plan. The strategy involves land acquisition and investment for new homes and owner-occupied home repair. This strategy will utilize a place-based approach by expanding homebuyer assistance and increasing opportunities for owner-occupied housing rehabilitation assistance.

Economic Development is a key component of the greater revitalization and long-term success of the Eastpoint community. An Economic Development Committee has developed a plan for the area, which includes: provide assistance to existing businesses; attract a diversity of new businesses; create a vibrant commercial corridor that accommodates business activity and supports local residents; re-brand the community's image to attract the interest of the greater San Antonio community; and promote income diversity. One strategy

that aligns with this plan is the business Façade improvement component of the Critical Community Improvement (CCI) plan. Choice partnered with San Antonio for Growth on the Eastside (SAGE) and funded twelve \$25,000 grants were awarded to qualifying businesses for exterior improvements to their properties. Businesses include construction companies, hair salons, corner stores and restaurants.

Good Samaritan Veterans Outreach and Transition Center (GSVOTC)

As part of the Critical Community Improvements (CCI) Plan, an investment of \$600,000 was made towards the rehab and redevelopment of this center. The project is a partnership between SAHA, the City of San Antonio and St. Philip’s College and resulted in the successful repurposing and renovation of the historic Good Samaritan Hospital. Grand opening was held in August 2017. St. Philip’s College will serve as the operational partner for activities and services.

B. Local Asset Management Plan

- i. Is the MTW PHA allocating costs within statute? **Yes**
- ii. Is the MTW PHA implementing a local asset management plan (LAMP)? **No**
- iii. Has the MTW PHA provide a LAMP in the appendix? **No**
- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year. **N/A**

C. Rental Demonstration (RAD) Participations

i. Description of RAD Participation

The MTW PHA shall provide a brief description of its participation in RAD. This description must include the proposed and/or planned number of units to be converted under RAD, under which component the conversion(s) will occur, and approximate timing of major milestones. The MTW PHA should also give the planned/actual submission dates of all RAD Significant Amendments. Dates of any approved RAD Significant Amendments should also be provided.

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION
Given recent HUD guidance, the Agency is exploring the feasibility of participating in RAD.

- ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? **No**
- iii. If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment? **N/A**