



SAHA Board of Commissioners

Proposed Goals & Budget Fiscal Year 2020-2021

June 4, 2020

AGENDA

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I. Background

- SAHA Significant Accomplishments in FY 2019-2020
- Guiding Principles and Strategic Plan Alignment

II. Funding Environment

- Who We Serve
- Federal Funding Trend

III. SAHA FY 2020-2021 Budget

- FY 2020-2021 Consolidated Budget - Revenues and Expenses
- MTW Proposed Uses
- SAHA Staffing Count and Organizational Chart
- Agency Goals and Priorities

SAHA and Partner FY 19–20 Accomplishments

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- **Received 16 Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO)** for various innovative programs and initiatives. Additionally, SAHA garnered two NAHRO National Awards of Excellence for Wheatley Park Senior Living Project Design and the Walking School Bus Initiative at Cassiano Homes.
- **SAHA and Terramark Urban Homes broke ground and held a ribbon-cutting ceremony** to celebrate the construction of 12 new homes on the Eastside through the Choice Neighborhoods Initiative. Residents have the opportunity to purchase new homes at an affordable price and achieve their dreams of homeownership.
- **SAHA announced it garnered 9 percent Low-Income Housing Tax Credits by the Texas Department of Housing and Community Affairs to build Alazan Lofts**, a new development that will expand affordable housing on the Inner Westside of San Antonio.
- **Through Community Development Initiatives, SAHA has held 1,756 various events** to connect residents with resources and skills training.
- **Substantially completed sale of 94 PH scattered site homes.** Net sale proceeds to date total \$7.4 million. The 7 remaining homes should close in the next 90 days. Net sale proceeds will be reinvested in capital projects to extend the useful life of existing PH assets.
- **Successfully installed approximately 2,400 new air conditioner units** at 20 Public Housing communities.

Budget Guiding Principles & Goals

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I. Budget Guiding Principles

- Improve quality of life for residents
- Preserve and expand affordable housing
- Strengthen SAHA's basic internal services, systems and staff capacity

II. Goals Consistent with Strategic Plan:

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 NEED IN SA

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25%

of San Antonio renters spend more than half of their income on housing

42,853

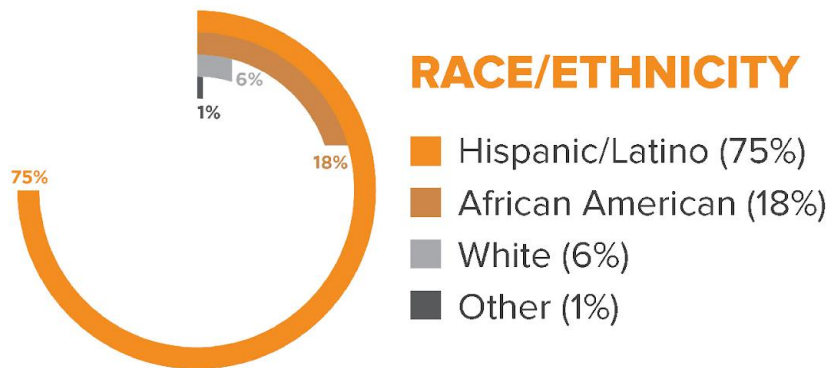
Households on all housing waitlists

WHO WE SERVE

6

57,000

individuals housed



27,000

children (48%)

97%

are very low-income
(50% of area median income and below)

8%

of San Antonio rental market

FINANCIAL BARRIERS

\$9,899

Median Income

(\$50,980 San Antonio; \$72,000 SA-NB Metro)

52%

on a fixed income

53%

are elderly and/or disabled

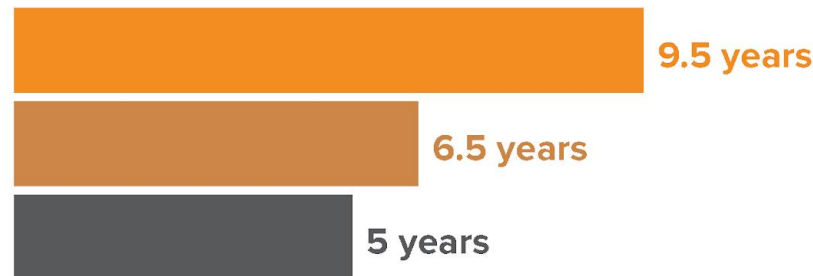
32%

are earning wages

\$234

average household rent

MEDIAN TENURE



- Older householder
- Householder with disability
- Work-able householder

RESIDENT EMPOWERMENT

8



1,649

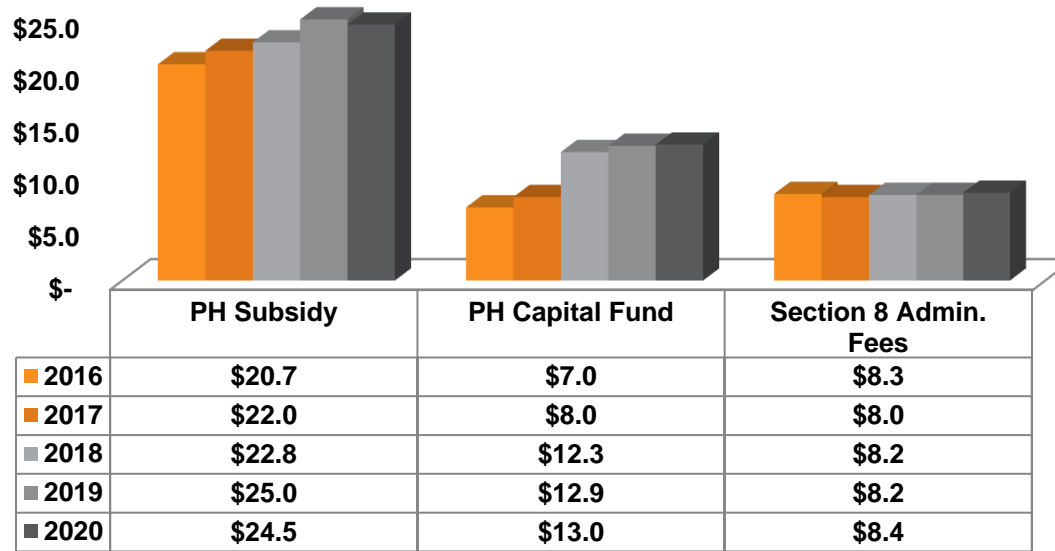
served through veteran and homeless programs with supportive services

1,703

receiving Community Development Initiatives services

Federal Funding Trend

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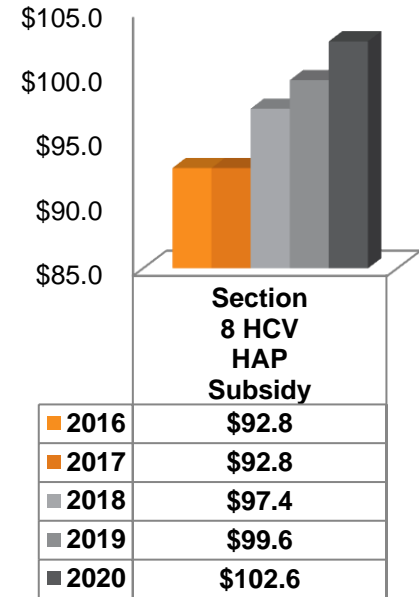


Percentage Change
2020 vs 2019

-2.0%

0.78%

2.44%



3.01%

- Section 8 Housing Choice Voucher information indicated above does not include any Section 8 special programs
- Section 8 Choice Voucher HAP proration was 99.6% in 2016, 97% in 2017, 99.7% in 2018, 99.5% in 2019, and 99.4% in 2020
- Section 8 Admin Fee proration was 84% in 2016, 78% in 2017, 80.6% in 2018, 81.1% in 2019, and is projected to be 79% in 2020
- PH Operating Fund proration was 97.77% for 2019 and is projected to be 95% for 2020. HUD usually finalizes proration in October

Calendar Year Average HAP per Unit

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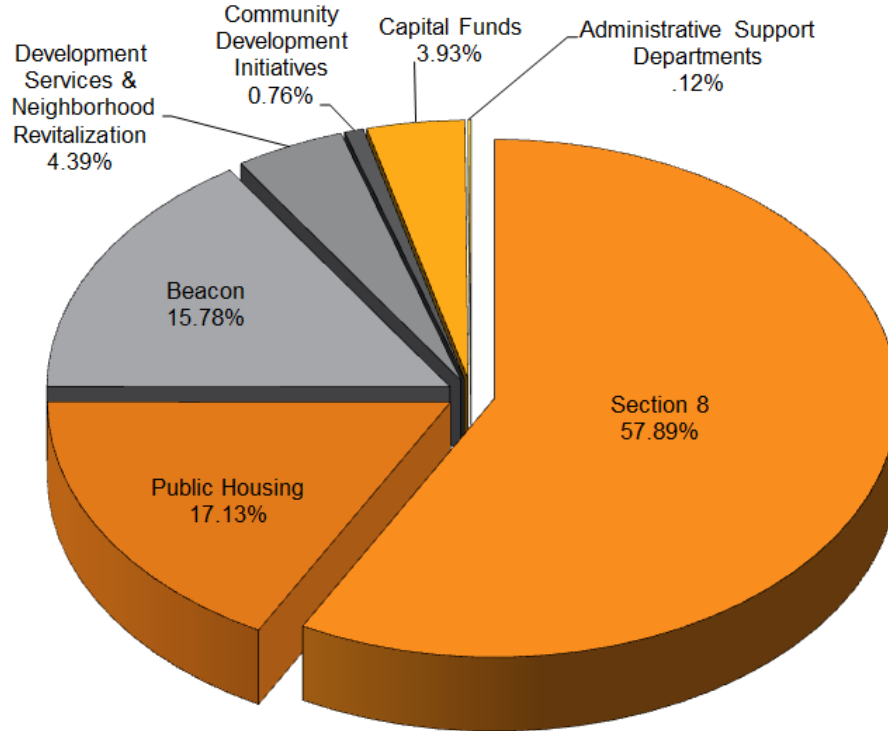
Year	HAP Cost Per Unit	Dollar Increase	Percent Increase
2015	554.87	-	-
2016	571.10	\$16.23	2.93%
2017	589.87	\$18.77	3.29%
2018	618.65	\$28.78	4.88%
2019	631.23	\$12.58	2.03%
Projected 2020	684.06	\$52.83	8.37%

Approximately 2.4% of the projected 2020 increase is inflationary, the balance is COVID related increases for the months of May through December

FY 2021 Consolidated Revenue (Sources)

\$203.6 Million

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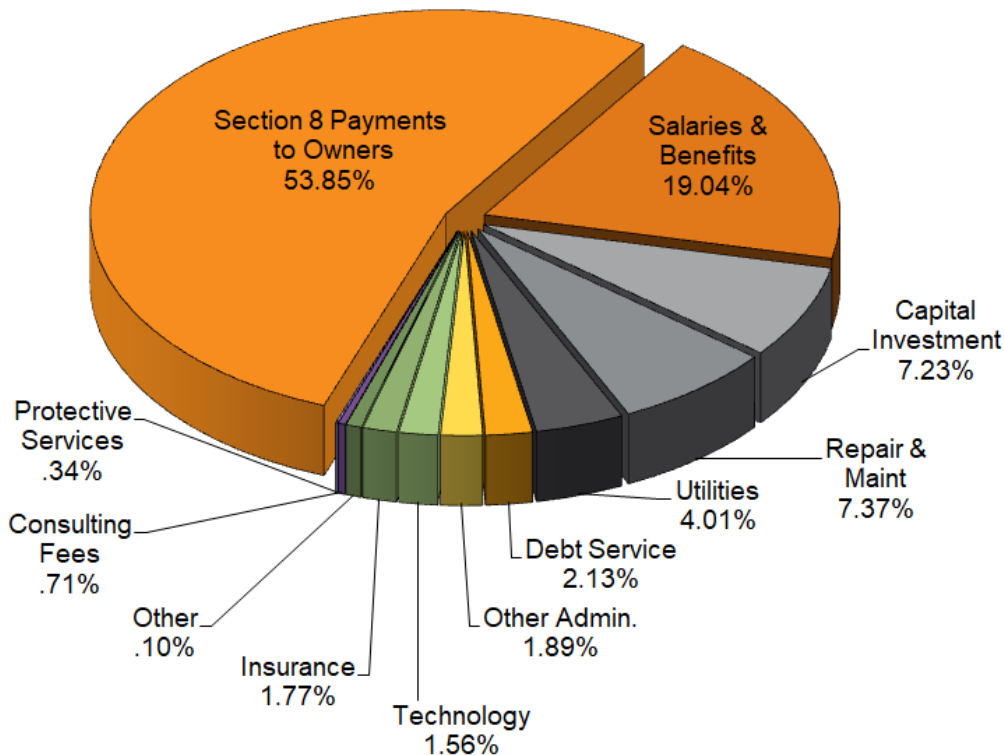
Line of Business	Projected Revenue (Mil) \$203.6
Section 8 (HAP & Admin Fee)	\$117.8
Public Housing	\$ 34.9
Beacon	\$ 32.1
Real Estate Services	\$ 8.9
Community Initiatives	\$ 1.6
Capital Funds	\$ 8.0
Administrative Support departments	\$ 0.3

- Revenue above reflects Fiscal Year funding as opposed to Slide 7, which reflects HUD Calendar Year funding
- Section 8 Revenue includes all special programs

FY 2021 Consolidated Use of Funds

\$203.6 Million

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Budget Line Item	Projected Expenses (Mil) \$203.6
Section 8 Payments to Owners	\$109.7
Salaries & Benefits	\$38.8
Repair & Maint (Non-Capital)	\$15.0
Capital Investment	\$14.7
Utilities	\$8.2
Debt Service Interest	\$4.3
Admin. & Other	\$3.8
Insurance	\$3.6
Technology	\$3.2
Consulting Fees	\$1.4
Protective Services	\$0.7
Other	\$0.2

Budget by Line of Business (Millions)

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Balanced Budget

Description	Public Housing	Section 8	Beacon	Real Estate	Central	CDI/MTW	Subtotal
Operating Revenue							
HUD Funds	\$ 24.3	\$ 117.5	\$ 2.8	\$ -	\$ -	\$ 1.1	
Other	9.6	0.3	28.5	8.7	1.4	0.5	
Total Operating Revenue	33.9	117.8	31.3	8.7	1.4	1.6	194.7
Operating Expenses							
HAP Expense	-	109.7	-	-	-	-	
Salaries and Benefits	12.3	5.1	7.3	1.0	10.5	2.3	
Repairs and Maintenance	9.7	-	4.9	0.1	0.29	-	
Utilities	5.1	-	2.9	-	0.20	-	
Protective Services	0.2	-	0.2	-	0.20	-	
Insurance	1.7	0.2	1.5	-	0.20	0.1	
Other Expenses	2.2	1.7	2.0	0.8	2.30	0.7	
Total Operating Expenses	31.2	116.7	18.8	1.9	13.7	3.1	185.4
Net Operating Income	\$ 2.7	\$ 1.1	\$ 12.5	\$ 6.8	\$ (12.3)	\$ (1.5)	\$ 9.3
Interest Income	\$ 1.0	0.0	0.8	1.3	0.2	0.0	3.3
Non-Operating Income & Expenses ¹	(8.2)	(3.3)	(8.3)	(0.1)	11.2	0.1	(8.6)
Net Surplus or (Deficit) ²	\$ (4.5)	\$ (2.2)	\$ 5.0	\$ 8.0	\$ (0.9)	\$ (1.4)	\$ 4.0

¹ Management Fee and Interest Expense are the primary sources of the listed Non-Operating Expenses, but also includes Replacement/Extraordinary items.

² Beacon net surplus of \$5.0 does not include \$2.8 million in principal payments on loans or any bank required debt service coverage ratio which is typically 1.25%.

Uses of SAHA MTW Funds

Preservation and Expansion of Affordable and Public Housing

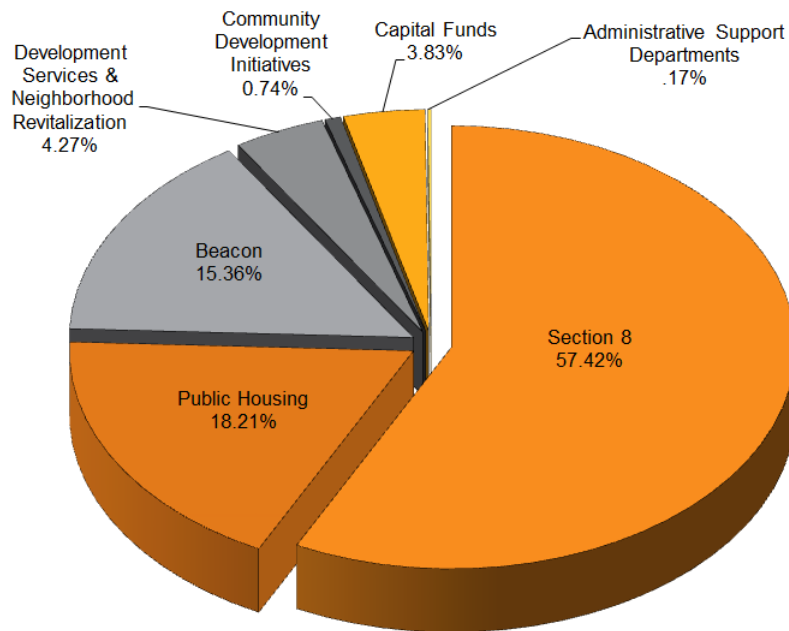
14

Priority	Purpose	Amount (in Mil)
Section 8	To enable Section 8 to continue to serve residents in spite of increased costs due to COVID-19	\$2.2
Public Housing	To enable the Public Housing Program to continue to serve residents in spite of increased costs due to COVID-19	\$4.5
Community Development Initiatives	Program administration and implementation of MTW strategic goals: <ul style="list-style-type: none"> • Host 1,200 community events/activities with 18,000 residents participating • Provide 20,000 households with food assistance valued at \$1 million • Provide 50 college scholarships and over 180 REACH Awards • Maintain over 1,800 FSS/Jobs Plus participants; 40% maintain employment • Facilitate 20 residents to graduate from FSS; provide over \$100k in escrows • Assess over 1,500 EDS residents and facilitate 90% maintain independence 	\$1.4
Other Uses	<ul style="list-style-type: none"> • Capital Planning • Additional funding for East Meadows Public Improvements and Relocation (due to loss of GDBG funds) • Expansion of Public Housing Wi-Fi* • Highland Park • Preservation and expansion of affordable and public housing 	\$0.5 \$0.2 \$3.0 \$1.0 \$14.1
Total Proposed Use of SAHA MTW Funds		\$26.9

*Expansion of Beacon Wi-Fi is \$1 million and will be paid through operating funds

Optimistic FY 2021 Consolidated Revenue (Sources) (Sources) \$209.0 Million

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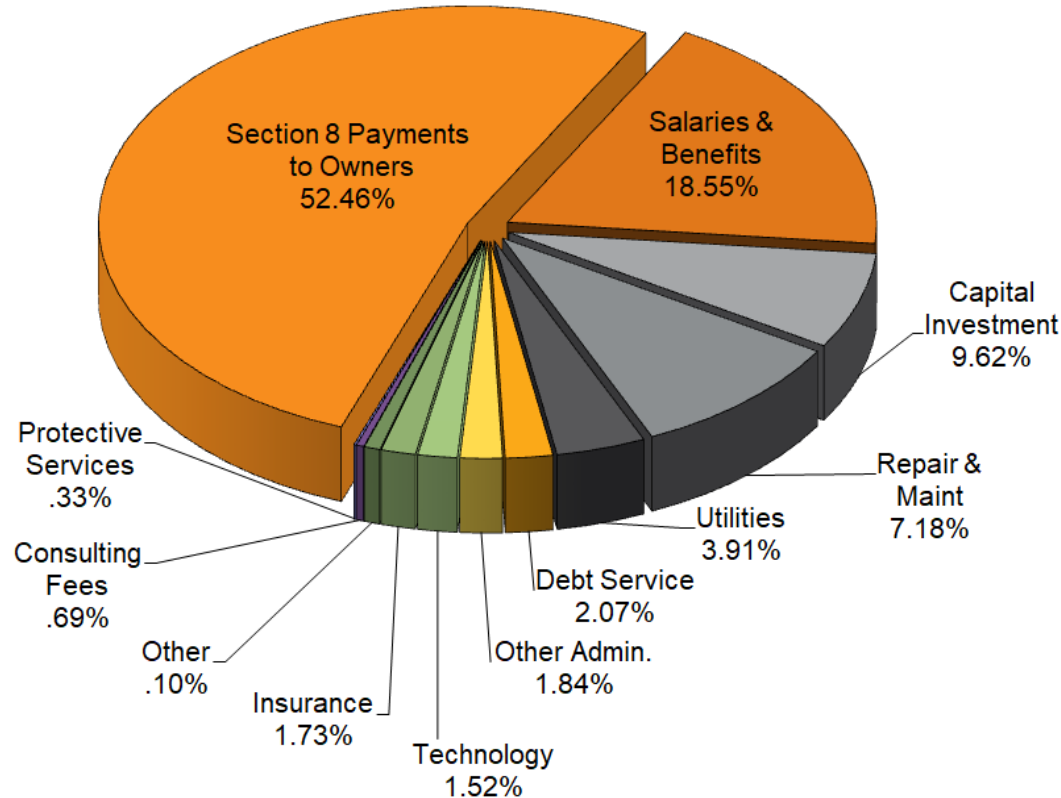
Line of Business	Projected Revenue (Mil) \$203.6	Cares Act Funding (Mil) \$5.4	Projected Revenue (Mil) \$209.0
Section 8 (HAP & Admin Fee)	\$117.8	\$2.2	\$120.0
Public Housing	\$ 34.9	\$3.2	\$ 38.1
Beacon	\$ 32.1	\$0.0	\$ 32.1
Real Estate Services	\$ 8.9	\$0.0	\$ 8.9
Community Initiatives	\$ 1.6	\$0.0	\$ 1.6
Capital Funds	\$ 8.0	\$0.0	\$ 8.0
Administrative Support departments	\$ 0.3	\$0.0	\$ 0.3

- Revenue above reflects Fiscal Year funding as opposed to Slide 7, which reflects HUD Calendar Year funding
- Section 8 Revenue includes all special programs

Optimistic FY 2021 Consolidated Use of Funds

\$209.0 Million

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Budget Line Item	Projected Expenses (Mil) \$209.0
Section 8 Payments to Owners	\$109.7
Salaries & Benefits	\$38.8
Repair & Maint (Non-Capital)	\$15.0
Capital Investment	\$20.1
Utilities	\$8.2
Debt Service Interest	\$4.3
Admin. & Other	\$3.8
Insurance	\$3.6
Technology	\$3.2
Consulting Fees	\$1.4
Protective Services	\$0.7
Other	\$0.2

Optimistic Uses of SAHA MTW Funds

Preservation and Expansion of Affordable and Public Housing

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Priority	Purpose	Amount (in Mil)
Section 8	To enable Section 8 to continue to serve residents in spite of increased costs due to COVID-19	\$0.0
Public Housing	To enable the Public Housing Program to continue to serve residents in spite of increased costs due to COVID-19	\$1.3
Community Development Initiatives	Program administration and implementation of MTW strategic goals: <ul style="list-style-type: none"> • Host 1,200 community events/activities with 18,000 residents participating • Provide 20,000 households with food assistance valued at \$1 million • Provide 50 college scholarships and over 180 REACH Awards • Maintain over 1,800 FSS/Jobs Plus participants; 40% maintain employment • Facilitate 20 residents to graduate from FSS; provide over \$100k in escrows • Assess over 1,500 EDS residents and facilitate 90% maintain independence 	\$1.4
Other Uses	<ul style="list-style-type: none"> • Capital Planning • Additional funding for East Meadows Public Improvements and Relocation (due to loss of GDBG funds) • Expansion of Public Housing Wi-Fi* • Highland Park • Preservation and expansion of affordable and public housing 	\$0.5 \$0.2 \$3.0 \$1.0 \$23.5
Total Proposed Use of SAHA MTW Funds		\$30.9

*Expansion of Beacon Wi-Fi is \$1 million and will be paid through operating funds

Beacon Five Year Capital Plan

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- The total 5 year Capital Plan is \$29M with most expenses in years 1-3. All capital improvements are projected to be funded through property debt and reserves. Capital projects are based on the properties' condition and are heavily dependent on the level of deferred maintenance that require correction.
- By year 4, the refinancing plan for the current SAHA owned portfolio is projected to be complete. Once the partnership interest is acquired in the individual tax credit properties, capital planning will be based on property needs and refinancing opportunities and will coincide with the portfolio transition from Asset Management to Beacon.

CFP Five Year Capital Plan

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	Total	Current FY 2019-2020	Year 1 FY 2020-2021	Year 2 FY 2021-2022	Year 3 FY 2022-2023	Year 4 FY 2023-2024	Year 5 FY 2024-2025
CFP Uses for Capital Projects:							
Projects On-Hold to Preserve Cash			3,513,823				
DDTF Development Activity / Capital Projects	217,972	217,972					
A&E Fees and Construction Management Salaries	2,197,419	197,419	400,000	400,000	400,000	400,000	400,000
PHA Wide - (TBD) Emergency/Unscheduled Repairs, etc.	2,582,352	0	500,000	650,000	650,000	650,000	132,352
College Park - Elevator #2 - Cylinder Replacement	75,000	75,000					
Fair Avenue - Asbestos Consultant Services	152,065	152,065					
L.C. Rutledge - Roof Replacement	905,637	905,637					
Madonna - Boiler Replacement	1,000,000	1,000,000					
Villa Tranchese - Asbestos Consultant Services	152,695	152,695					
Victoria Plaza -Window Abatement	48,039	48,039					
Victoria Plaza - Comprehensive Modernization	5,591,300	1,045,695	4,545,605				
Mirasol Homes - Roofing	1,209,800		400,000	809,800			
Sun Park Lane - Elevator Modernization	90,000		90,000				
W.C. White - HVAC Replacement	225,000		100,000	125,000			
Cassiano - 2424 Chihuahua - Foundation	200,000			200,000			
Cross Creek - Parking Lot Repairs	120,000			120,000			
Highview - Storm Drainage	161,200			161,200			
San Pedro Arms - Elevator Modernization	90,145			90,145			
South San - Drainage Repairs	161,200			161,200			
T.L. Shaley - Foundation Repairs - 827 & 829 Rita	278,814			278,814			
Villa Veramendi - Roofing	950,000			950,000			
Le Chalet - Substantial Renovation	1,498,720			223,113	1,275,607		
Morris Beldon - Substantial Renovation	912,885				912,885		
Francis Furey - Substantial Renovation	2,448,955				930,780	1,518,175	
College Park - Substantial Renovation	796,326					796,326	
Kenwood North - Substantial Renovation	936,864					790,066	146,798
Midway Apts - Substantial Renovation	701,096					14,705	686,391
Olive Park - Substantial Renovation	1,814,561						1,814,561
Park Square - Substantial Renovation	989,170						989,170
Total CFP Uses	\$ 26,507,215	\$ 3,794,522	\$ 9,549,428	\$ 4,169,272	\$ 4,169,272	\$ 4,169,272	\$ 4,169,272

SAHA Personnel Count

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	2020 Budgeted Positions	2021 Budgeted Positions	Increase or (Decrease) in Position Count ¹	Personnel Distribution by Department
Public Housing	196	213	17	35%
Section 8 & Special Programs	89	91	2	15%
Community Development Initiatives	54	50 ²	(4)	8%
Beacon	87	113	26	19%
Real Estate Services	9	9	0	1%
Management & Administrative Support (COCC)				
Property Management	19	24	5	4%
Other Management & Administrative Support	102	109	7	18%
Total	556	609	53	100%

1 Details provided on following slide

2 Includes 27 grant-funded positions for ROSS, Annie E. Casey, Family Self Sufficiency, HPOG, Choice Endowment, United Way Jobs Plus and United Way Presente

Personnel Count Increase/(Decrease)

21

	Nan McKay	Non Nan McKay	Increase/(Decrease)
Public Housing			
Client Service Specialist	6	-	6
Maintenance	10	-	10
Property Manager	1	-	1
Section 8 & Special Programs			
Administration	2	-	2
CDI			
Grant Funded	-	(4)	(4)
Beacon*			
Administration	-	5	5
Leasing Agent	-	7	7
Maintenance	-	11	11
Property Manager	-	3	3
Property Management- COCC			
Public Housing			
Administration	3	2	5
Other Management & Administrative Support- COCC			
Administration	1	6	7
Total	23	30	53

*Increase is due to the addition of four new properties in the Beacon portfolio as well as 5 staff to support the management of these new properties and the properties that have and will continue to be transitioned to Beacon management

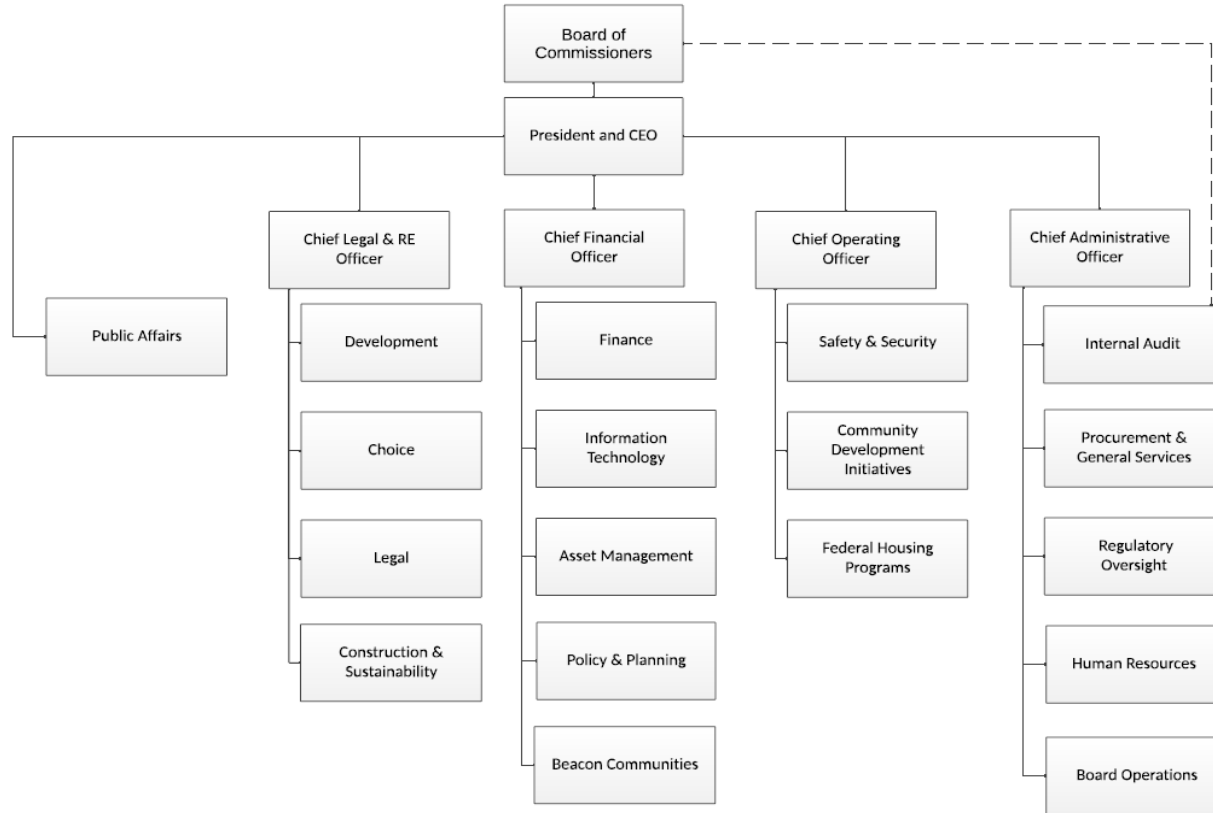
Position Savings

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	Savings Included in Budget
Public Housing	\$ 815,143
Section 8 & Special Programs	169,498
Community Development Initiatives	-
Beacon	134,289
Real Estate Services	96,248
Management & Administrative Support (COCC)	
Property Management	23,425
Other Management & Administrative Support	434,967
1% Average Merit Increase	280,873
Total	\$ 1,954,443

SAHA Organizational Structure

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Goals for Assisted Housing

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Empower and equip families to improve their quality of life and achieve economic stability

- Develop and implement updated Early Engagement Program

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Provide ongoing training to include mental health, first aid and customer service

Preserve and improve existing affordable housing resources and opportunities

- Special Programs: Utilize vouchers at 95% or above

Transform core operations to be a high performing and financially strong organization

- Investigate client software to improve program efficiencies and client experience

Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

- Establish a Landlord Policy Alliance
- Strengthen relationships with Special Programs partners to improve mutual accountability and ownership of client outcomes

Goals for Public Housing

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Empower and equip families to improve their quality of life and achieve economic stability

- Develop and implement updated Early Engagement Program
- Improve the resident experience through development of a resident toolkit

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Provide ongoing training to include mental health, first aid and customer service

Preserve and improve existing affordable housing resources and opportunities

- Improve REAC scores at all properties by at least 10 points and maintain score at high-performing communities

Transform core operations to be a high performing and financially strong organization

- Investigate client software to improve program efficiencies and the client experience
- Develop a PH Scorecard

Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

- Establish an agency-wide Resident Alliance

Goals for Beacon Communities

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Preserve and improve existing affordable housing resources and opportunities

- Complete capital work and rehabilitation of Sunshine Plaza, Pecan Hill, Castle Point, La Providencia, Burning Tree, Encanta Villa, Churchill Estates Townhomes, and Woodhill for an estimated improvement investment of \$16.2M.

Strategically expand the supply of affordable housing

- Continue to track and prepare for the 15-year tax credit ownership and management transition of Legacy at Science Park, Legacy on O'Connor, and Refugio. Explore opportunities to expand affordable housing with the Real Estate Deals group and prepare the business model to become a viable contender in the management-for-hire industry to increase management fee revenue for such opportunities.

Transform core operations to be a high performing and financially strong organization

- Complete the initial 3 year transition phase, saving the communities approximately \$1M annually in management fees. Increase occupancy to 96%. Continue seeking regulatory approval to go fully paperless from application to file maintenance while beta testing the procedures on the market communities. Continue implementation of water allocation saving the communities an estimated \$500k annually.

Goals for Real Estate Services

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Invest in our greatest resource - our employees - and establish track record for integrity, accountability, collaboration, and strong customer service

- Director to complete HCV executive management training (April 2021)
- Attend development industry specific conferences (TAAHP and AFH) (June 2021)

Strategically expand the supply of affordable housing

- Begin pre-development and close on 4% / Bond Deals
 - St John's Square (Nov 2020)
 - Horizon Point (Oct 2020)
 - Pearsall Flats (Nov 2020)
- Begin community engagement for Alazan Courts (July 2020)
- Obtain 9% tax credit award for Fiesta Trails (July 2020)
- Obtain contract with Victoria Commons master developer and begin construction of new townhomes (June 2021)

Goals for Construction Services & Sustainability

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Preserve and improve existing affordable housing resources and opportunities

- Expend 2018 CFP Grant 100% by May, 28 2021
- Obligate 2019 CFP Grant by April 15, 2020
- Public Housing: complete and re-occupy Victoria Plaza Apartments, fire sprinkler and alarm projects at Fair Avenue and Villa Tranchese, Cassiano Homes offline units
- Beacon Communities: complete projects at Castle Point, Encanta Villa and Churchill Estates, Burning Tree, Sunshine Plaza, Pecan Hill, and Pin Oak I
- Complete architectural and engineering design projects for Madonna Apartments (gas infrastructure and boiler replacement), Highview Apartments (storm drainage improvements), and Central Office (HVAC project)
- Complete Phase II Energy Performance Contract

Strategically expand the supply of affordable housing

- Complete East Meadows residential and public improvements construction and Phase I
- Complete Artisan at Ruiz construction project
- Begin new construction at Majestic Ranch, 100 Labor, Culebra Crossing, Alazan Lofts, St. John's Square, Tampico Warehouse, Mira Vista, Old Pearsall Rd., 1604/I10, Kitty Hawk, Trader Flats and Pearsall Flats

Goals for Community Development Initiatives

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Empower and equip families to improve their quality of life and achieve economic stability

- Improve quality of life for residents
 - Host 1,200 community events/activities with 18,000 residents participating
- Provide access to resources and non-SAHA programs
 - Provide 20,000 households with food assistance valued at \$1 million
- Improve resident capacity
 - Maintain over 1,800 FSS/Jobs Plus participants; 40% maintain employment
 - Provide 50 college scholarships and over 180 REACH Awards
- Facilitate residents to achieve self sufficiency or independence (EDS)
 - Facilitate 20 residents to graduate from FSS; provide over \$100k in escrows
 - Assess over 1,500 EDS residents and facilitate 90% maintain independence

Goals for Asset Management

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Transform core operations to be a high performing and financially strong organization

- Completion of PNA field work and implementation of PNA Asset Management Database
- Develop Performance Scorecard for tax credit partnership properties
- Negotiate settlement of pending litigation with Wentwood and complete acquisition of 3 LIHTC properties

Preserve and improve existing affordable housing resources and opportunities

- Submit disposition application for remaining 69 PH scattered site homes; anticipated net sale proceeds of \$5.2M will be used to preserve and/or expand supply of affordable housing units
- Evaluate adaptive reuse of Springview administration office to provide additional affordable housing units
- Close on financing for EPC II and implement plan to install energy conservation measures in 2,311 PH units
- Evaluate and execute on financing opportunities for Sunshine and Pecan assets in Beacon Communities portfolio

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Support and encourage staff to pursue certifications and higher education opportunities

Goals for Procurement

31

Empower and equip families to improve their quality of life and achieve economic stability

- Increase the number of new individuals in Resident Pool List
- Continue effort to have 100% participation from vendors reporting Section 3 compliance online instead of submitting manually
- Hire at least one summer youth to assist the Procurement and General Services Department

Invest in our greatest resource- our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Increase opportunities for new staff related to State and HUD Procurement training
- Identify training opportunities for custodial and mailroom staff and courses related to fleet and facilities

Transform core operations to be a high performing and financially strong organization

- Develop and implement the new Section 3 and SWMBE Policies
- Finalize and implement the Fleet Management Policy and Procedures
- Pursue the outsourcing of fleet maintenance with a private sector third party provider

Goals for Innovative Technology

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Empower and equip families to improve their quality of life and achieve stability

- Using the Mozilla winning funds and continuing to support the ConnectHome goals, complete the installation of the solar mesh winning idea at Cassiano Homes or Lincoln Heights

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Develop training model that will provide ongoing, consistent technical training for staff
- Provide technical support and consulting services for EOY, benefits and payroll processing
- Implement camera solutions that deter nuisance activity, protect staff, and SAHA property

Transform core operations to be a high performing and financially strong organization

- Continue the roll out of Docusign using unlimited licenses to incorporate more business processes
- Implement New CMS (Client Management System) to improve service delivery to our clients
- Complete JDE and core operations to the cloud, complete server reduction initiatives
- Use cloud API's frameworks to develop applications and dashboards for relevant data mining
- Complete the implementation of planning/ procurement, Nemo-Q and Risk software
- Complete the upgrade of Central Office public and private Wi-Fi networks
- Complete the upgrade of our core and department switches and fiber backbone to support new technologies

Goals for Finance

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Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service

- Continue to develop the skill set of staff by offering opportunities for cross-training; in addition to encouraging staff to pursue educational opportunities and professional certifications.

Preserve and improve existing affordable housing resources and opportunities

- Coordinate with Asset Management and lender(s) to potentially leverage various properties from the Beacon portfolio.
- Collaborate with the Asset Management, Legal, and Beacon departments to convert tax credit properties reaching the end of their 15 year initial compliance period into the Beacon portfolio.

Transform core operations to be a high performing and financially strong organization

- Implement Optima, the accounts payable automation software, in collaboration with IT department.
- Facilitate the transition of several properties back to Beacon management, including Yardi system conversion.
- Collaborate with IT department to transition to cloud-based JDE platform.

Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

- Plan and manage all accounting functions to ensure an audit report with no financial findings, increase SAHA organizational controls, and follow up on all audit findings and management letter recommendations.
- Review newly issued GASB Pronouncements and implement as required.
- Implementation of GASB 87, *Leases*.

Goals for Human Resources

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Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service

- Recruitment and Retention
 - Create plan for ensuring that Linked In profiles are created for all hiring managers.
 - Create additional efficiencies in the recruitment process to reduce time to hire.
 - Monitor and evaluate time to hire for maintenance techs as salary was increased more than 18%.
 - Convene a work group to develop 3 to 7 viable recommendations related to retention efforts.
- Benefits
 - Increase enrollment in new plans by 15% and enrollment in ICMA by 10%.
- Organizational Development
 - Focus on teamwork and collaboration training to improve new hire retention and alignment with new projects for participants of the SAHA Leadership program.
 - Convene a work group of current personnel with trainer/training capacities and/or backgrounds to develop goals, tactics, and metrics required for a comprehensive Learning Management System (LMS).
- Employee Events
 - Develop modified Wellness event to include focus on activities for stress reduction and self-care.

Goals for Internal Audit

35

Transform core operations to be a high performing and financially strong organization

- Develop and implement the 2020-2021 Internal Audit Plan by July 1, 2020; utilizing an improved Google Form that incorporates feedback received
- Develop an Internal Auditors network to identify audit best practices that can support SAHA operations
- Identify and pursue opportunities to provide consulting services to other housing authorities

Empower and equip families to improve their quality of life and achieve economic stability

- Introduce a college-age SAHA summer youth employee to Internal Audit and provide them with mentoring and audit work experience; provide encouragement to attend college and/or complete their higher education

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration, and strong customer service

- Provide at least 20 hours of audit training to Internal and Compliance auditors, and provide additional engagement and learning opportunities for Internal Audit staff to gain experience for advancement
- Create awareness for Internal Audit through a “Lunch and Learn” and various events during “Internal Audit Awareness Month” (May)

Goals for Legal

36

Preserve and improve existing affordable housing resources and opportunities

- Continue to counsel other departments on landlord tenant situations to help find mitigating opportunities or alternatives, if possible.
- Continue to improve open records portal so that documents are delivered in efficient and expedited manner.

Develop a local and national reputation for being an effective leader, partner and advocate for affordable housing and its residents

- Participate in local and national events with other agencies in the industry as representatives of SAHA to stay as current as possible on affordable housing issues.
- Continue to align with outside partners to provide more opportunities and services to our tenants including COSA and the eviction mitigation fund.

Preserve and improve existing affordable housing resources and opportunities

- Continue to counsel other departments on landlord tenant situations to help find mitigating opportunities or alternatives, if possible.
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- Continue to align with outside partners to provide more opportunities and services to our tenants including COSA and the eviction mitigation fund.

Goals for Policy & Planning

37

Strategic Plan Development and Deployment

- Deploy Strategic Plan 2025 and first-year implementation strategies. Develop and initiate theory of change update cycle, as well as strategic plan update cycles.

Empower and equip families to improve their quality of life and achieve economic stability

- Finalize and start tracking self sufficiency progress metric and similar life-works metrics.

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Increase training opportunities for staff; complete performance evaluations on time. Develop leadership training curriculum around theory of change.

Transform core operations to be a high performing and financially strong organization

- Develop new department income source. Lead Data Governance Committee to establish agency strategy to improve use of data, including tracking core operations, better informed planning and policy efforts, and meaningful insights on agency outcomes. Specific strategies could include identifying positions for cross-training in GIS, coordinated data sharing efforts, and expanded use of new technologies. Develop stronger evaluation function based on pilot work to date.

Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

- Develop new channels to engage external partners. Monitor National, State, and local legislation and policies and take appropriate action, especially around agency priorities.

Goals for Public Affairs

38

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration, and strong customer service

- Proactively highlight SAHA's success stories in the community through organic and earned media opportunities and robust media engagement
- Maintain resident and employee engagement and support for the Agency's long-term goals

Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents

- Influence influencers in the community to help reverberate SAHA's messages across many platforms and channels
- Spearhead a robust digital strategy
- Support legislation and legislative activities in support of SAHA's strategic goal
- Build upon SAHA's local, regional and national reputation by seeking and coordinating public speaking, media opportunities, and media training for the Agency's President & CEO and subject-matter experts

Goals for Regulatory Oversight

39

Invest in our greatest resource - our employees - and establish a track record for integrity, accountability, collaboration and strong customer service

- Board Relations Manager will complete module one of the Texas Municipal Clerks Certification Program, complete individual home study and online homework, attend required seminars and take the course examination.
- Compliance Manager will obtain advanced training in the area of Low Income Housing Tax Credit (LIHTC) and register for the online Tax Credit Specialist Advanced (TCSA) certification course.

Transform core operations to be a high performing and financial strong organization

- Fraud Investigator will review and close all remaining stale 2016-2019 lighthouse cases, complete preliminary investigations and close all non relevant cases within 3 days and review all open cases every 45 days and close within 90 days.
- Board Relations Manager will create and maintain an electronic folder of all SAHA Nonprofit Corporations, to include the Articles of Incorporation and By-Laws and Dissolutions.
- Board Relations Manager will create an ongoing comprehensive list of all executed copies of SAHA Resolutions currently located outside of the Board FM Folder and organize them in the Archived Resolutions folder located in the Board FM folder.
- Compliance Manager will collaborate with Asset Management and Security to develop a Partnership Crime Statistics Tracking System. The goal is to reduce the number of partnership developments located on SAHA's top ten crime properties.
- Compliance Manager will continue to work with Asset Management to finalize the Partnership Performance Metrics Tracker.

Goals for Security

40

Invest in our greatest resources and establish a track record for integrity, accountability, collaboration and strong customer service

- Auto-populate top 10 communities and top 10 addresses for management at each portfolio
- Identify and track Repeat Offenders to issue Criminal Trespass Warnings

Preserve and improve existing affordable housing resources and opportunities

- Expand Intelligence & Evidence-Based Systemic review of critical challenges and opportunities for improvement and communications across all portfolios
- Strategic plans operational level deliverables to evaluate crime patterns and report to SAFFE, using the five objectives:
 - Synchronize LEAPS;
 - Social Data Report (YTD) by portfolio;
 - Pooling Resources in Defense of specific Environments (PRIDE);
 - Two-way collaboration & communication (using online electronic tablets);
 - Calls For Service are placed in chronological, then categorical order to facilitate an enhanced capacity for PRIDE

APPENDIX

FY 2021 Consolidated Revenue Trend

Projected revenue in FY 2021 will increase by \$18.6 Million

42

Description	FYE 6/30/19 Actual	FYE 6/30/19 Budget	FYE 6/30/20 Budget	FYE 6/30/21 Budget	Variance 2021 Budget vs 2020 Budget Increase/ (Decrease)
Rental Revenue	\$ 31.5	\$ 32.3	\$ 32.5	\$ 37.7	\$ 5.2
Grant Revenue					
Section 8 - HAP ¹	99.7	92.5	100.9	108.6	7.7
Section 8 - Admin.	9.1	7.9	8.9	9.2	0.3
Operating Subsidy	24.3	20.9	21.5	24.3	2.8
Capital Grants	18.3	14.4	8.3	8.0	(0.3)
Other Grants	4.3	4.3	5.2	3.7	(1.5)
Total Grant Revenue	\$ 155.7	\$ 140.0	\$ 144.8	\$ 153.7	\$ 8.9
Other Revenue ²	7.8	6.0	7.7	12.2	4.5
Total Revenue	\$ 195.0	\$ 178.3	\$ 185.0	\$ 203.6	\$ 18.6

¹ Increase of HAP revenue is due to increased HAP costs.

² Other Revenue includes Lease Payments, Cash Donations, Compliance Monitoring Fees, Other Income, Deposit Forfeitures and Interest Income.

FY 2021 Consolidated Expense Trend

43

Description	FYE 6/30/18 Actual	FYE 6/30/19 Budget	FYE 6/30/20 Budget	FYE 6/30/21 Budget	Variance 2021 Budget vs 2020 Budget Increase/ (Decrease)
Section 8 Payments to Owners	\$98.1	\$92.4	\$100.7	\$109.7	\$9.0
Salaries & Benefits	32.1	34.0	35.9	38.8	2.9
Technology ¹	2.5	2.5	3.3	3.2	(0.1)
Admin and Other ²	3.3	3.5	4.0	3.8	(0.2)
Consulting Fees	1.1	1.7	1.7	1.4	(0.3)
Utilities	7.0	7.5	7.9	8.2	0.3
Other	0.7	1.8	0.3	0.2	(0.1)
Repair & Maintenance	17.0	11.4	13.0	15.0	2.0
Insurance	2.6	2.9	2.9	3.6	0.7
Protective Services	0.8	0.9	0.8	0.7	(0.1)
Debt Service Interest	3.0	2.4	3.3	4.3	1.0
Capital Investment	26.8	17.3	11.2	14.7	3.5
Total Expenses	\$195.0	\$ 178.3	\$ 185.0	\$ 203.6	\$ 18.6

¹ Includes telephone, technology/licensing costs and internet

² Includes expenses such as audit, postage, office supplies, dues and fees, advertising, legal fees, training, travel, etc.

Optimistic FY 2021 Consolidated Revenue Trend

Projected revenue in FY 2021 will increase by \$24 Million

44

Description	FYE 6/30/19 Actual	FYE 6/30/19 Budget	FYE 6/30/20 Budget	FYE 6/30/21 Budget	Variance 2021 Budget vs 2020 Budget Increase/ (Decrease)
Rental Revenue	\$ 31.5	\$ 32.3	\$ 32.5	\$ 37.7	\$ 5.2
Grant Revenue					
Section 8 - HAP ¹	99.7	92.5	100.9	108.6	7.7
Section 8 - Admin.	9.1	7.9	8.9	11.4	2.5
Operating Subsidy	24.3	20.9	21.5	27.5	6.0
Capital Grants	18.3	14.4	8.3	8.0	(0.3)
Other Grants	4.3	4.3	5.2	3.6	(1.6)
Total Grant Revenue	\$ 155.7	\$ 140.0	\$ 144.8	\$ 159.1	\$ 14.3
Other Revenue ²	7.8	6.0	7.7	12.2	4.5
Total Revenue	\$ 195.0	\$ 178.3	\$ 185.0	\$ 209.0	\$ 24.0

¹ Increase of HAP revenue is due to increased HAP costs.

² Other Revenue includes Lease Payments, Cash Donations, Compliance Monitoring Fees, Other Income, Deposit Forfeitures and Interest Income.

Optimistic FY 2021 Consolidated Expense Trend

45

Description	FYE 6/30/18 Actual	FYE 6/30/19 Budget	FYE 6/30/20 Budget	FYE 6/30/21 Budget	Variance 2021 Budget vs 2020 Budget Increase/ (Decrease)
Section 8 Payments to Owners	\$98.1	\$92.4	\$100.7	\$109.7	\$9.0
Salaries & Benefits	32.1	34.0	35.9	38.8	2.9
Technology ¹	2.5	2.5	3.3	3.2	(0.1)
Admin and Other ²	3.3	3.5	4.0	3.8	(0.2)
Consulting Fees	1.1	1.7	1.7	1.4	(0.3)
Utilities	7.0	7.5	7.9	8.2	0.3
Other	0.7	1.8	0.3	0.2	(0.1)
Repair & Maintenance	17.0	11.4	13.0	15.0	2.0
Insurance	2.6	2.9	2.9	3.6	0.7
Protective Services	0.8	0.9	0.8	0.7	(0.1)
Debt Service Interest	3.0	2.4	3.3	4.3	1.0
Capital Investment	26.8	17.3	11.2	20.1	8.9
Total Expenses	\$195.0	\$ 178.3	\$ 185.0	\$ 209.0	\$ 24.0

¹ Includes telephone, technology/licensing costs and internet

² Includes expenses such as audit, postage, office supplies, dues and fees, advertising, legal fees, training, travel, etc.

Partnership Interests

46

We have a financial interest in twenty-six partnerships

Completion Date	Developer	Property	Total Units	PH Units
2007	American Affordable Homes	Midcrown Seniors Pavilion	196	39
2007	Cascade Development	Primrose @ Mission Hills	252	0
2007	Franklin Development Corp	Artisan at Mission Creek	252	0
2007	NRP Group	Costa Valencia Apts.	230	0
2008	Cascade Development	Primrose @ Monticello	248	0
2008	Cascade Development	Rosemont @ University Park	240	0
2008	Franklin Development Corp	Artisan at Salado II	252	0
2008	NRP Group	Costa Mirada Apartments	212	0
2008	NRP Group	Costa Almadena Apartments	176	0
2008	NRP Group	San Juan Square Phase I	143	46

Partnership Interests

(continued)

47

Completion Date	Developer	Property	Total Units	PH Units
2008	NRP Group	Alhambra Senior	140	14
2009	Hogan Services	Elan Garden	228	0
2010	Carleton Development	HemisView Village	245	49
2010	Franklin Development Corp	Artisan at Creekside	252	0
2010	Franklin Development Corp	Sutton Oaks (Sutton I)	194	49
2010	NRP Group	San Juan Square II	144	48
2011	NRP Group	The Mirabella	172	0
2013	Franklin Development Corp	The Park at Sutton Oaks	208	49
2014	NRP Group	San Juan Phase III	252	63

Partnership Interests

48

(continued)

Completion Date	Developer	Property	Total Units	PH Units
2018	MBS	East Meadows I	215	71
2018	MBS	Wheatley Park Senior Living	80	44
2019	Post Investment Group	Arroyo Seco	200	0
2019	Vesta Corporation	Marshall Meadows	250	0
2019	Vesta Corporation	Mission Del Rio	180	0
2019	Vesta Corporation	Port Royal	252	0
2020	MBS	East Meadows II	119	42
Total			5,332	514

Public Housing Communities

49

Property	Total Units
Cross Creek	66
LC Rutledge	66
Morris Beldon	35
Lewis Chatham	119
OP Schnabel	70
Victoria Plaza	185
Alazan	685
Guadalupe	56
Blanco	100
Marie Mcguire	63

Property	Total Units
San Pedro Arms	16
Villa Hermosa	66
Villa Tranchese	201
Convent	0
Olive Park	26
Springview	180
Village East	24
Cheryl West	82
Lincoln Heights	338
TL Shaley	66

Public Housing Communities

50

(continued)

Property	Total Units
Escondida	20
Madonna	60
Sahara Ramsey	16
Tarry Towne	98
Williamsburg	15
Scattered sites	75
Sunflower	9
Palm Lake	11
Christ The King	48
Mirasol Homes	174

Property	Total Units
Raymundo Rangel	26
Villa Veramendi	166
Fair Avenue	216
Highview	68
Matt Garcia	55
William Sinkin	50
College Park	78
Glen Park	26
Kenwood Manor	9
Kenwood North	53

Public Housing Communities

51

(continued)

Property	Total Units
Park Square	26
Parkview	153
Charles Andrews	52
Francis Furey	66
Pin Oak I	50
Pin Oak II	22
Cassiano Homes	499
Frank Hornsby	59
Le Chalet	34
Sun Park Lane	65

Property	Total Units
WC White	75
Cisneros	55
HB Gonzalez	51
Jewett Circle	75
Westway	152
Lila Cockrell	70
Linda Lou	10
Midway	20
Mission Park	100
Riverside	74

Public Housing Communities

52

(continued)

Property	Total Units
South San	30
Alhambra	14
Converse Ranch I	25
Converse Ranch II	21
East Meadows	71
East Meadows II	42
Gardens at San Juan	63
Hemisview	49
Midcrown	39
Refugio	50

Property	Total Units
San Juan Sq I	46
San Juan Sq II	48
Sutton Oaks Ph I	49
The Park at Sutton Oaks	49
Wheatley Senior Park	41

Beacon Communities

53

Property	Total Units
Bella Claire	67
Burning Tree	108
Castle Point	220
Churchill Estates	40
Claremont Townhomes	4
Converse Ranch I	124
Converse Ranch II	104
Cottage Creek I	253
Cottage Creek II	196
Courtland Heights	56

Property	Total Units
Dietrich Road	30
Encanta Villa	56
Homestead	157
La Providencia	90
Legacy at Crown Meadows	192
Legacy on O'Connor	150
Legacy at Science Park	120
Monterrey Park	200
Pecan Hill	100
Reagan West	15

Beacon Communities

54

Property	Total Units
Refugio Place	210
Rosemont at Highland Park	252
Sunshine Plaza	100
Towering Oaks	128
Villa de San Alfonso	29
Villa de Valencia	104
Warren House	7
Woodhill	532

DISCUSSION