



Moving to Work

Annual MTW Plan- FY2019

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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. FY2018 Update Summary

This year's MTW Plan proposes four new activities and makes minor updates to existing activities to facilitate implementation, measurement, and/or reporting.

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

SAHA’s Strategic Plan establishes six long-term strategic goals to be achieved by 2020. In order to ensure timely progress towards those goals, SAHA develops annual Strategic Implementation Plans that set out annual objectives for the fiscal year. Progress is measured by tracking key metrics for each strategic goal. The first of the following tables lists the key metrics assigned to each strategic goal. The second table shows the relationship between the long term strategic goals and annual objectives.

Key Strategic Goal Metrics

Metrics in boldface are MTW Standard Metrics.

Strategic Goal	Metric	Definition
1: Empower and equip families to improve their quality of life and achieve economic stability.	Education Attainment	% of 19 and older adults with an education level of 12 or more; Level 12 indicating GED/HS Diploma
	Employment rate of residents/ participants (FT equivalent)	% of work--able adults that are employed at or above minimum FTE work level
	Employment rate of residents/ participants (PTE and FTE)	% of work--able adults that are employed at or above minimum PTE work level
	Earned income	Median earned income of SAHA--assisted adults working at a full--time equivalent
	SS #8: Self Sufficient	Number of households transitioned to self--sufficiency.
2: Invest in our greatest resource – our employees – and establish a track record for integrity, accountability, collaboration and strong customer service.	Performance Evaluations Completed on time, %	Percentage of complete and correct evaluations submitted to HR within 30 days of anniversary date (hire date or promotion date)
	External client satisfaction, %	TBD
	Employee turnover rate	Number of employees that have left divided by the total number of employees (for the period)
	Training commitment	Ratio of dollar amount set aside for training in each department’s budget (to include tuition reimbursement, professional certification activities) to dollar amount spent for training
	Value of benefits	\$ in medical, life insurance, disability, and dental/vision benefits, per employee
	Wellness programs	\$ invested in SAHA wellness programs
3: Preserve and improve existing affordable housing	MTW HC #2: Units of Housing Preserved	Number of housing units preserved for households at or below 80% AMI that would otherwise not be available

resources and opportunities	Units of Housing Preserved (non--MTW)	Units of affordable housing preserved
	Funds obligated	Amount of dollars contractually obligated for asset preservation projects.
	Percentage of contract completed	Percentage of contract completed for asset preservation projects.
	Work order days closed within 2 days, %	Percentage of work orders closed out within 2 days
	Emergency Work Orders completed same day, %	Percentage of emergency work orders completed the same day of being ordered
4: Strategically expand the supply of affordable housing	Units acquired or built (completed)	Total sum of all units acquired or built
	Funds expended on units acquired or built (completed)	Federal dollars invested
	Funding leveraged	Dollar value of non--federal funds invested in expansion
	Post--partnership units	Number of units that come back to SAHA ownership after partnership compliance period expires
	Voucher value	Dollar value of new vouchers secured
	Additional vouchers secured	Number of new, competitive vouchers secured
	5: Transform core operations to be a high performing and financially strong organization.	Occupancy (%)
Utilization -- MTW Baseline		Voucher utilization based on MTW baseline
Average HAP		Average HAP per unit
HCV Scorecard		Scorecard score
Non--Profit DSCR		Debt service coverage ratio
MTW Total # of Households Assisted		Number of MTW households assisted through MTW using the MTW baseline methodology set forth in PIH--2013--02. Includes all PH households, all MTW Voucher Households, and "Other" households defined as non--PH and Non--S8 households occupying a unit reserved for <80% AMI at any MTW funded development.
PH NOI		NOI per year per unit
Deferred Maintenance, PH		\$ millions (value of Categories 1, 2, and 3)
Deferred Maintenance, NP		\$ millions (value of Categories 1, 2, and 3)
PHAS Score		overall PHAS score for SAHA
Non Profits Score		Aggregate [scorecard] score for Non Profits
Partnerships Score		Aggregate [scorecard] score for Partnerships
6: Develop a local and national reputation for being an effective leader, partner, and advocate for affordable housing and its residents.	Agency Awards/Recognition	Number of national, state, and local awards for agency programs
	State and National Representation	number of state or national trade group associations (partner industries), committees or boards on which at least one SAHA representative is serving, to include presentations at conferences
	Local Leadership and Representation	Staff participating in external leadership programs (LSA, Masters, etc.) plus non--profit board service
	Positive media coverage (%)	number of positive/neutral hits divided by total (all) hits, by media outlet

	Policy wins (%)	Number of policies finalized in SAHA's favor divided by total number of policies engaged
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Long-term MTW Plan

In January 2017, SAHA staff began developing the concept for a Long-term MTW Plan. Staff recognized the need for a long-term (multi-year) perspective in order to accomplish some of the more complex and impactful agency goals. The group also recognized the challenge of maintaining focus and momentum over multiple budget cycles. A Long-term MTW Plan, then, should be designed to provide a multi-year framework (through 2022/23) to guide the coordinated implementation of agency priorities, and include the following elements:

- Objectives: List of accomplishments to complete by 2022/23
- Metrics: For each objective, measurements of progress
- Targets: For each metric, the value that indicates success
- Logic model: description of how Projects work together to accomplish long-term objectives
- Projects: description of individual work plans

As of February 2018, eight projects have been identified and are being piloted. The result of these early pilots will inform the structure and details of the Long-term MTW Plan, including metrics and targets. SAHA anticipates that the first draft of this Plan will be included in the FY2020 MTW Plan.

MTW Advisory Committee and MTW Alliances

SAHA is exploring significant changes to the direction and structure of the MTW Advisory Committee. 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 has convened to discuss alternative roles for the group. One of the alternatives that has broad support is 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. Some, but not all, Advisory Committee members have experience working in an Alliance or similar structure. SAHA anticipates that new MTW Alliances could be up and running by July 2018.

C. Non-MTW Related Housing Authority Information

I. 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.

Continuum of Care (CoC) Program: provides rental assistance and supportive services for homeless families and individuals with disabilities, primarily those with serious mental illnesses, chronic problems due to alcohol or drug dependencies, and acquired immune deficiency syndrome (AIDS) or related diseases. There are 101 certificates committed to CoC.

Mainstream: provides rental assistance for elderly and disabled households. Currently, there are 100 vouchers authorized for this program.

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 510 families authorized for assistance under this program.

II. Section 32 Program / HOPE VI Mirasol - Westside Reinvestment Initiative

In 2016, HUD approved an Addendum to the HOPE VI Mirasol Homeownership Neighborhoods

Grant initially developed in the late 1990's. The Plan's most basic elements are:

- 1) The demolition of 67 vacant homes and remnants on 1 lot in the Blueridge and Villas de Fortuna neighborhoods;
- 2) Substantial rehabilitation of 19 vacant homes in the Palm Lake and Sunflower Neighborhoods;
- 3) New construction of 69 single-family homes in Blueridge (40), Villas De Fortuna (28) and Palm Lake (1) neighborhoods; and
- 4) Use of the Middle-Income Homeownership Program (MIHP) a "Nehemiah-like" homeownership program that was in effect at the time that SAHA received the HOPE VI Mirasol Grant. The MIH Program allows sale of homes to families earning up to 100% of

the area median income and 15% of the homes may be sold to families earning up to 115% of the area median income.

Newly constructed homes will range from \$125,000 to \$170,000 and from three bedroom/two bath to five bedroom/three baths. Substantially rehabilitated homes expect to sell for \$80,000 - \$130,000. The 39 boarded up, vacant homes in the Blueridge subdivision were demolished in 2016 and new home construction on the 40 total lots will start in the summer of 2017. Homes in the Villas de Fortuna subdivision will be demolished in 2018. SAHA contracted with the Westside Development Corporation, a nonprofit of the City of San Antonio, to provide programs and services to residents during the HUD approval and pre-development process.

Local market conditions indicate that these homes are in demand. Fifteen homes in Blueridge are currently available and two (2) are currently sold and five (5) are under contract. There is less than a three month inventory of homes available on the market. Working families do not have sufficient choices for home buying and rents remain high. SAHA created Home Buyer Readiness Education Workshops to build a ready pipeline of buyers for these homes. To date, SAHA has graduated over 300 interested home buyers from the Program.

III. Section 32 Plan/ HOPE VI Spring View Homes

SAHA owns seven (7) remaining properties, part of the HOPE VI Spring View project that remain under the Section 32 Program. The properties must be repaired to local code requirements and sold to eligible income, first time home buyers as per the Program guidelines. SAHA staff is working with HUD to find a solution for these properties due to the discontinuance of SAHA's Sect. 32 Program.

IV. Post Auction/RTC/Former Lease-Purchase Portfolio

SAHA has reduced its single family homes/lots portfolio to two (2) vacant homes and two (2) lots. These properties remain from previous auction sales or were former Lease-Purchase Program properties. Staff expects to dispose of these in 2018.

V. Sale of Excess Assets

SAHA, and related entities, are considering the sale of excess assets from its property inventory. SAHA is evaluating the benefit of potential sales from the property list upon staff recommendation and SAHA Board of Commissioner approval. Potential homes, lots and large parcels under consideration include those in the SAHA Large Parcel Property inventory and SAHA Springview Home Inventory (Non-Pic) detailed below

SAHA Large Parcel Property inventory

Vacant Parcels for Development	Council District	Owner	Acreage	Area (sf)	Est. Value *	Comments
550 Brooklyn	1	SAHA	2.58	112,385	\$ 6,615,650	2017 BCAD
Sutton 909 Runnels	2	SAHA	1.95	84,724	\$ 250,000	Appraisal 11-2-16

Springview 2730 E. Commerce	2	SAHFC	1.30	56,628	\$	Vacant Residential Lot
Springview 2830 E. Commerce	2	SAHFC	0.16	6,970	\$ 34,530	Vacant Residential Lot
Springview 2407 Ezell	2	SAHFC	0.17	7,405	\$ 7,080	Vacant Residential Lot
Springview 2411 Ezell	2	SAHFC	0.16	6,970	\$ 7,080	Vacant Residential Lot
Springview 2415 Ezell (PID 115584)	2	SAHFC	0.16	6,970	\$ 7,080	Vacant Residential Lot
Springview 2415 Ezell (PID 115585)	2	SAHFC	0.16	6,970	\$ 7,080	Vacant Residential Lot
Springview 2902 E. Commerce	2	SAHFC	0.19	8,276	\$ 11,900	Vacant Residential Lot
Springview 2906 E. Commerce	2	SAHFC	0.21	9,148	\$ 13,000	Vacant Residential Lot
Springview 2910 E. Commerce	2	SAHFC	0.18	7,841	\$ 7,080	Vacant Residential Lot
Springview 2603 Ezell (PID 115595)	2	SAHFC	0.06	2,614	\$ 3,000	Vacant Residential Lot
Springview 2603 Ezell (PID 115597)	2	SAHFC	0.18	7,841	\$ 7,080	Vacant Residential Lot
Springview 2607 Ezell	2	SAHFC	0.54	23,522	\$ 19,160	Vacant Residential Lot
Springview 2944 E. Commerce	2	SAHFC	0.18	7,841	\$ 7,080	Vacant Residential Lot
Springview 202 Garcia St.	2	SAHFC	0.94	40,946	\$ 41,765	Vacant Residential Lot
Springview 700 Garcia St.	2	SAHA	2.31	100,624	\$ 300,000	Vacant Admin. Bldg.
Springview Rosary St.	2	SAHA	3.13	136,342	\$ 215,000	Vacant Residential Lot
Springview 903-937 Hedges St.	2	SAHA	1.90	82,764	\$ 140,000	Vacant Residential Lot
Springview 651 S. Rio Grande	2	SAHA	5.0	217,800	\$ 457,380	Vacant land
Springview 200 S. Rio Grande	2	SAHA	2.4	104,544	\$ 219,542	Vacant Land
1310 S. Brazos	5	SAHFC	5.0	218,255	\$ 2,940,080	2017 BCAD; Warehouse
3940 San Fernando	5	SAHA	9.68	421,660	\$ 843,322	VCP w/TCEQ Environmental
5700 Culebra Rd.	7	SAHDC	12.56	547,113	\$ 1,094,227	2008 Appraisal \$1.4M
1706 Cincinnati	7	SAHDC	0.54	23,522	\$ 43,250	2008 Appraisal; LURA?

* The estimated values noted are based on recent appraisals, the comparable value from a similar tract in the area or based on BCAD assessed values.

SAHA Springview Home Inventory

SCATTERED SITES VACANT-LOTS								
PROPERTY ADDRESS	OWNER	COUNCIL DISTRICT	STATUS	ACREAGE	SQ. FT	Property ID #	C A N #	COMMENT
7250 GLEN MIST	SAN ANTONIO HOMEOWNERSHIP OPP CORP		RTC VAC-LOT	0.056	1,069.00	314106	05703-102-0540	AUCTION LOT NO SELL
1011 YUCCA	SAHA	2	SPRINGVIEW VAC-LOT	0.1779	7,750.00	462704	10710-029-0160	AUCTION LOT NO SELL
SCATTERED SITES VACANT-HOUSES (3)								
PROPERTY ADDRESS	OWNER	COUNCIL DISTRICT	STATUS	ACREAGE	SQ. FT	Property ID #	C A N #	COMMENT
6211 BROWNLEAF	SAN ANTONIO HOMEOWNERSHIP OPP CORP	6	SOLD	0.1263	5,500.00	577377	15405-001-0270	PROPERTY SOLD

	RSHIP OPP CORP								
1071 POINSETTIA ST	SAHA	2	VACANT HM	0.1607	7,000.00	441311	09545-004-0040	AUCTION PROP NEED TO CLEAR TITLE	
1411 MONTANA	SAHA	2	VACANT HM	0.1522	6,630.00	115411	01437-013-0160		

SPRINGVIEW-SCATTERED SITES										
PROPERTY ADDRESS	OWNER	COUNCIL DISTRICT	STATUS	ACREAGE	SQ. FT	BCAD VALUE	Property ID #	C A N #	STATUS	COMMENT
2622 E COMMERCE	SAHA	2	VACANT HM		6,500		115521	01443-016-0060	SOLD	SPRINGVIEW HOPE VI
238 CORLISS	SAHA	2	VACANT HM	0.1435	6,250	\$53,950	452504	10246-008-0100		SPRINGVIEW HOPE VI
518 CORLISS	SAHA	2	VACANT HM	0.1435	6,250	\$54,450	462032	10681-004-0050		SPRINGVIEW HOPE VI
2806 DEL RIO	SAHA	2	VACANT HM	0.1475	6,423	\$62,830	115632	01450-016-0020	Repairing	SPRINGVIEW HOPE VI
126 FERRIS	SAHA	2	VACANT HM	0.1435	6,250	\$46,930	452413	10244-005-0070		LINCOLNSHIRE-WILLOW PARK
526 J ST	SAHA	2	VACANT HM	0.1722	7,500	\$55,500	453698	10295-020-0100		SPRINGVIEW HOPE VI
614 J ST	SAHA	2	VACANT HM	0.1722	7,500	\$57,130	453718	10296-021-0040		SPRINGVIEW HOPE VI
2858 WYOMING	SAHA	2	VACANT HM	0.1389	6,050	\$73,870	115673	01450-017-0150		SPRINGVIEW HOPE VI

CHOICE - Infill Development (Strategy 1)										
PROPERTY ADDRESS	OWNER	Target Area	STATUS	ACREAGE	SQ. FT	Date closed	Purchase Price	Property ID	C A N #	COMMENT
Target Area 1										
611 ARTHUR	SAHA	1	Vacant Lot	0.1826	7,956	5/9/2015	\$9,000	113946		
1533 HAYS	SAHA	1	Vacant Lot	0.0998	4,346	01/16/2015	\$8,000			
1535 HAYS	SAHA	1	Vacant Home	0.1046	994	01/16/2015	\$18,000			Back structure requires demo
1439 LAMAR	SAHA	1	Vacant Lot	0.0998	4,346	5/8/2015	\$10,000	113770	01313-017-0100	
209 Gabriel	SAHA	1	Vacant Lot	0.112	4,879	10/17/2016	\$1,638.50	113754	01313-014-0030	(purchased from CoSA)
519 Arthur	SAHA	1	Vacant Lot	0.1708	7,440	10/17/2016	\$1,475	113919	01324-023-0060	(purchased from CoSA)
Target Area 2										
1714 BURNET	SA Housing Finance Corp	2	Vacant Home	0.1224	5332	SAHA Owned	Donation	114316	01358-03-0040	House - needs demo
1718 BURNET	SAHA	2	Lot	0.1244	5418	10/14/2017	\$9116.38	114317	01358-03-0050	

VI. Tampico Re-Development

The Tampico Warehouse, located at 200 Tampico Street, is a non-dwelling building included as part of the Alazan/Apache courts public housing development. The site area is 3.763 acres or

163,934 square feet. A portion of the property is located in a 100 year floodplain, leaving a remaining usable area of approximately 3.624 acres or 157,853 square feet. The site is improved with a 9,568 square foot office/warehouse. Due to severe deterioration, the warehouse was given little to no value in the appraisal reported dated October 30, 2017. The final opinion of value of the site is estimated at \$1,210,000.

SAHA intends to redevelop the vacant land for the development and construction of a new multi-family apartment complex that is sustainable and located in close proximity to employment, education, health and economic development opportunities. SAHA selected Mission DG, LTD to co-develop the site. The development possibilities range from 130 multi-family units: 85 (65%) affordable workforce units and 45 (35%) market rate units to putting in a larger development with 232 multi-family units with a similar income mix. In addition, SAHA is in the process of authorizing the financing and construction of the new development and approving the San Antonio Housing Finance Corporation application for an allocation of private activity bonds.

VII. Public Housing Scattered Sites

SAHA currently operates 163 single family housing units throughout the city of San Antonio. SAHA evaluated the scattered sites portfolio due to the high cost of managing and maintaining these units. An application for the disposition of 94 scattered sites was submitted to HUD in January 2017. The disposition is still being considered. If the disposition request is approved by HUD, net sale proceeds will be invested in capital repair/replacement projects of other public housing assets.

VIII. Former Springview Administration Building and adjacent land parcels

The subject assemblage consists of three distinct sections. Together, the total acreage of the subject property is approximately 4.61 acres or 200,812 square feet of land.

Property 1 is located on the northern boundary of the larger parent tract and is bounded by East Commerce Street to the North, Ezell St. to the South, the railroad right-of-way to the East, and S. Garcia to the West. This property consists of approximately 1.357 acres or 59,111 square feet of vacant land.

Property 2 is vacant land located adjacent to the former Springview Administration building and is bounded by Ezell St. to the North, S. Garcia Street to the West and the railroad right-of-way East. This parcel of land consists of approximately .9397 acres or 40,946 square feet.

Property 3 is a 2.3124 acre or 100,728 square feet tract of land improved with a freestanding office building of 9,309 square feet, bounded to the west by Garcia Street and by Property 2 to the North.

IX. The Monastery of Our Lady of Charity property and surrounding land

Preliminary discussions have taken place with a tax credit development firm concerning potential redevelopment of the historic convent property, two multifamily buildings, an abandoned former school building and 2.4 acres of vacant land. The property is located at 210 S Grimes and is bordered by Montana, Rio Grande, and the Springview Senior Public Housing Development.

X. 440 Labor Street

The property contains a 12,100 sf single story building located on 1.3 acres of land. The property is currently occupied by a day care facility.

XI. Choice Planning and Action Grant Application

The San Antonio Housing Authority (SAHA) and the City of San Antonio (COSA) have submitted a Choice Neighborhood Grant after working with neighborhood stakeholders to create a plan for over \$186 million of investment in the near Westside of San Antonio. Partners include the NRP Group as developer for the Housing Plan; the San Antonio River Authority, Westside Development Corporation, Avenida Guadalupe Association, Guadalupe Cultural Arts Center, Center for Health Services, among others for the Neighborhood Plan; and the San Antonio Independent School District (SAISD), United Way and anchor institution University Health Systems, among others for the People Plan.

Plan strategies build from the successes of SAHA, the City and their partners. These are driven by the residents' desires to recreate a neighborhood of choice that is both rooted in a rich Mexican-American heritage and looks to new opportunities afforded to San Antonians by this century's growing economy.

Housing

The target site is Alazan Courts in the near Westside of San Antonio and close to downtown. Residents and stakeholders identified the need to increase quality, accessible affordable housing choices by demolishing and redeveloping the Alazan Courts public housing site through a three-pronged approach, which creates 1,294 new mixed-use, sustainable, broadband connected housing both on and off site.

1. Maximize opportunities for residents to either remain in or return to the neighborhood by building off site first, allowing as many residents as possible to move only once, and providing neighborhood re-housing opportunities for the existing Alazan residents.
2. Minimize disruption to families by providing Relocation Vouchers and building Off-Site housing first in the greater Westside's "Neighborhoods of Choice" during the first two years, with 31% of residents will have the opportunities for new housing in new neighborhoods.
3. Expand workforce housing options for residents who achieve success in the FSS programs and increase household incomes, by providing a range of income tiers with 24% of households greater than 60% of AMI.

Neighborhood

Neighborhood assets include a strong sense of community and a dedication to family. That community includes social and heritage assets such as a community theater and Avenida Guadalupe Association, which develops community assets and has developed retail, meeting, and office spaces at the center of the target neighborhood adjacent to the target site. The city has committed and continues to commit CDBG and other funds to the neighborhood, and the schools have invested heavily in the neighborhood schools through a recently completed bond and a 2017 bond for multi-million dollar educational improvements. Working closely with the U.S. Army Corps of Engineers and City Parks and Recreation, the San Antonio River Authority is stabilizing the rivers to the east and south of the target neighborhood and adding parks and bike trails.

The Neighborhood and Critical Community Improvement strategy will focus on improving the built environment, supporting economic development, improving pedestrian and bike transportation, augmenting existing security, promoting homeownership and reinvestment and upgrading open spaces and trails. These efforts are closely aligned in geography and in purpose with the housing and people/education strategies in the Transformation Plan.

People

The Transformation People Plan addresses the critical resident needs of healthcare, wellness, behavioral care, education, job training and kindergarten readiness with a combination of intensive care management, programs, services, partnerships with local organizations that are both proven and targeted to Alazan Courts and neighborhood residents. The People and Education Strategy will use best practices and evidence based approaches. The Transformation Plan augments existing activities at the three neighborhood Schools, creates new programming at Westside service centers and satellite activities in the off-site housing, so that no matter where a public housing resident lives, they will receive top notch case management and supportive services.

The neighborhood boundaries were established guided primarily by Alazan Creek and North San Marcos to the east and the two major east west thoroughfares of Commerce on the north and South Laredo on the south. On the north Commerce Street includes development opportunities adjacent to downtown bridge access and beyond which is the Prospect Hill Neighborhood. As the southern boundary South Laredo provides a third bridge access to Downtown and includes opportunities for a job training center on SAHA property. On the west the boundary is South Trinity, past which the community identifies more with the Zarzamora commercial corridor.

The grant request is for \$30 million dollars which represents 11.27% of the total project funding.

The voucher request is for 469 families which represent the occupied units on the date of CNI application submission. The Vouchers are intended to be relocation Vouchers for residents

wishing to move off site or out of Public Housing. They are a key element of the SAHA Relocation Plan.