



# City of San Antonio

## Agenda Memorandum

**File Number:**  
**{{item.tracking\_number}}**

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**Agenda Item Number:** 4

**Agenda Date:** September 28, 2022

**In Control:** San Antonio Housing Commission Meeting

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**DEPARTMENT:** Neighborhood and Housing Services

**DEPARTMENT HEAD:** Veronica Garcia, Interim Director

**COUNCIL DISTRICTS IMPACTED:** Citywide

**SUBJECT:**

Briefing on the San Antonio Housing Trust 5-Year Strategic Plan

**SUMMARY:**

Briefing by the Executive Director of the San Antonio Housing Trust on the Trust's 5-year strategic planning process.

**BACKGROUND INFORMATION:**

The San Antonio Housing Trust (SAHT) is pleased to share the organization's Five-Year Strategic Plan. This comprehensive plan is the result of a long-term community engagement process that began in 2018 with the adoption of the City's Housing Policy Framework designed to focus our collective efforts on meeting the critical housing needs of our community. The framework set forth a challenge to assess and realign SAHT's impact on our housing ecosystem.

This community engagement effort continued with the City of San Antonio's Strategic Housing

Implementation Plan (SHIP), which establishes goals, timelines, actions, funding approaches, and institutional partners – like the San Antonio Housing Trust – who are critical to achieving the affordable housing production and preservation goals. The City’s overarching SHIP provided the playbook on which the SAHT Five-Year Strategic Plan is based.

The Five-Year Strategic Plan is organized into six Sections:

1. Establish our belief and core values system
2. Reframe our purpose and state our mission
3. Set forth strategic objectives
4. Establish Key Results
5. Identify implementable strategies to achieve those Key Results
6. Set realistic goals and track core vitals

## **ISSUE:**

The strategic planning efforts began when the SAHT Foundation Board authorized staff to issue a request for proposal in July 2021. In November 2021, Mission Matters Group (MMG) was selected to help guide the committee through the strategic planning and implementation process. The process kicked off in April 2022 with MMG reviewing previous plans and reports recommended by staff of the Trust. Discovery interviews, focus groups, and surveys began in April and continued through the end of June. We invited over 100 participants and about 50 stakeholders participated in interviews and/or surveyed during the process, including:

- Board members
- City representatives
- Community housing advocates
- Community housing development organization representatives
- Housing developers

The SA Housing Trust Governance and Policy Committee including Mark Carmona, Eric Cooper, CW Teri Castillo, CM Jalen McKee-Rodriguez, and CW Phyllis Viagran consulted over several committee meetings on the six stages of the planning development process prior to presenting these sections to the full Foundation Board for input and feedback.

On Friday September 16, 2022, the San Antonio Housing Trust released its proposed Five-Year Strategic Plan which is available for public comment and input through October 12, 2022. A draft is included in this packet.

## **FISCAL IMPACT:**

This item is for briefing purposes only.

## **ALTERNATIVES:**

This item is for briefing purposes only.

**RECOMMENDATION:**

This item is for briefing purposes only.