



NATIONAL
ASSOCIATION FOR
LATINO
COMMUNITY
ASSET
BUILDERS

Organizational Assessment and Strategic Recommendations for the San Antonio Housing Trust and Associated Entities

July 23, 2019

Who We Are



NALCAB strengthens the economy by advancing economic mobility in Latino communities



NALCAB is a national, non-profit organization that provides technical assistance and policy support to non-profits and units of government in 40 states, DC and Puerto Rico.

Our Areas of Expertise



Equitable
Neighborhood
Development



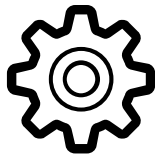
Small
Business
Investment



Family
Financial
Capability

What We Do

Organizational Capacity Building



Grant Making
Technical Assistance
Training
Leadership Dev.

Policy and Field Building



Research
Influencing Policy-
Makers
/Institutions

Impact Investing



Lending
Asset Management

Mercedes Marquez, Esq.

- Assistant Secretary for Community Planning and Development for US HUD - \$7 Billion
- General Manager of the Los Angeles Housing Department. Developed and maintained increased funding for the Affordable Housing Trust Fund

Brian Lawlor, Esq.

- Commissioner of the New York State Division of Housing and Community Renewal - President/CEO of both the New York State Housing Finance Agency of New York Mortgage Agency
- Director of Housing Policy and Community Development for the City of New Orleans



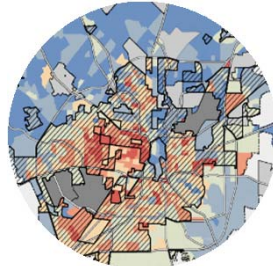
Relevant Experience in San Antonio



Currently assisting COSA and SAHA to jointly develop an **Analysis of Impediments to Fair Housing** (2018)



Supported and facilitated the strategic planning efforts of the San Antonio **Mayor's Housing Policy Task Force** (2018)



Developed the City's first **Housing Vulnerability Analysis** (2017-2018)



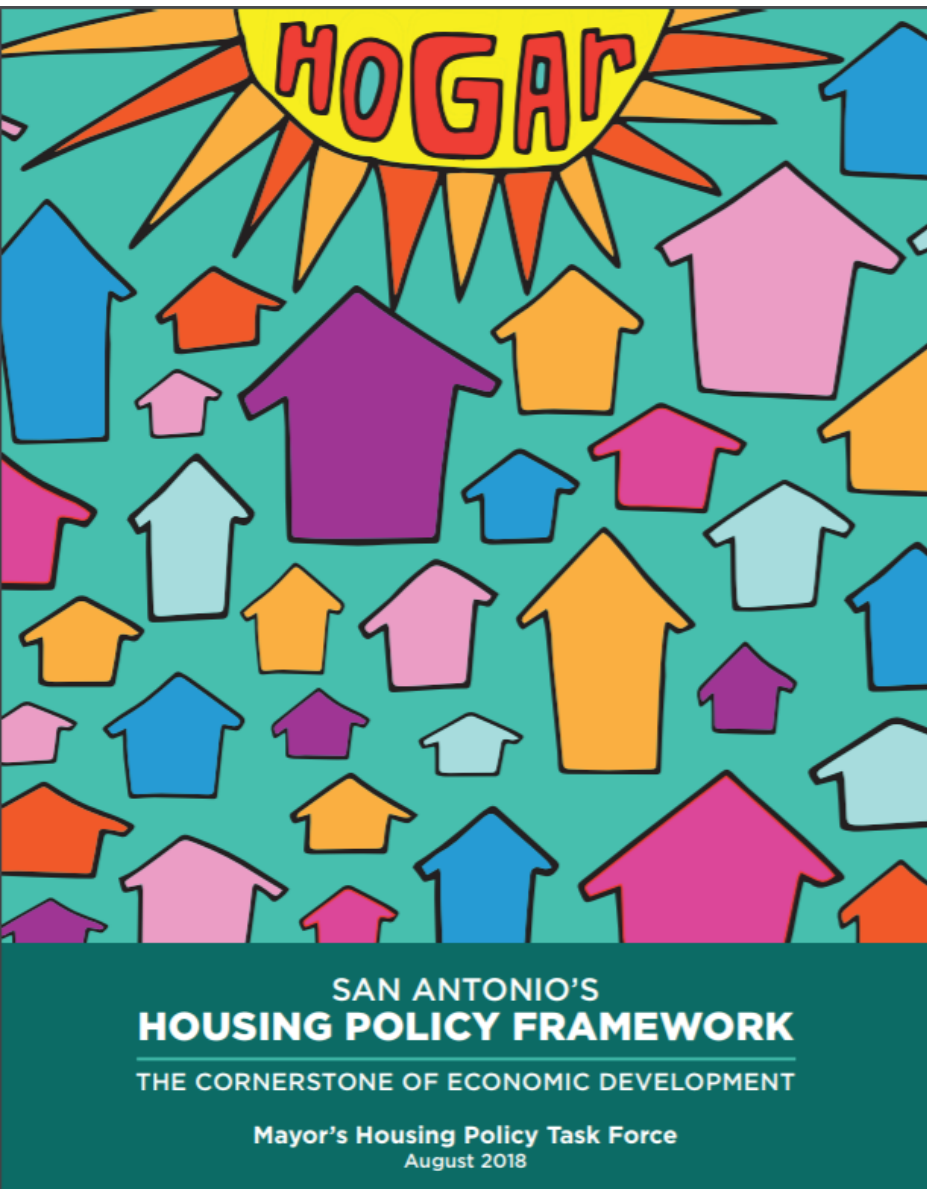
Assessed the **Eastside Promise Neighborhood Initiative** and developed a Strategic Plan for Sustainability (2016-2018)



Assisted COSA to assess City housing programs and develop the **5-Year HUD Consolidated Plan** (2014-2015)

An aerial photograph of San Antonio, Texas, showing the city's skyline and surrounding greenery. The Alamodome is visible on the left, and the Tower of the Americas stands prominently in the center. The text is overlaid on the image in a dark green, serif font.

Executive Summary: Organizational Assessment & Strategic Recommendations for the San Antonio Housing Trust (SAHT)



Background

- Appointed in the summer of 2017, the Mayor's Housing Policy Task Force undertook a broad public engagement process and in-depth technical examination of housing affordability in San Antonio.
- In August 2018, the City Council overwhelmingly accepted the Housing Policy Framework produced by the Task Force.
- Conducting an assessment of the SAHT and affiliated entities was a key recommendation in the Housing Policy Framework.
- NALCAB was engaged through a competitive RFP process and began work in January 2019.

Project Scope

01

Perform a national benchmarking review of best practices for municipal housing finance entities.

02

Conduct an organizational assessment of the SAHT and affiliated entities.

03

Develop strategic recommendations for strengthening the SAHT and affiliated entities.

Process

Timeline

- Assessment Began - January 2019
- Executive Summary – June 10, 2019
- Final Report – End of July 2019

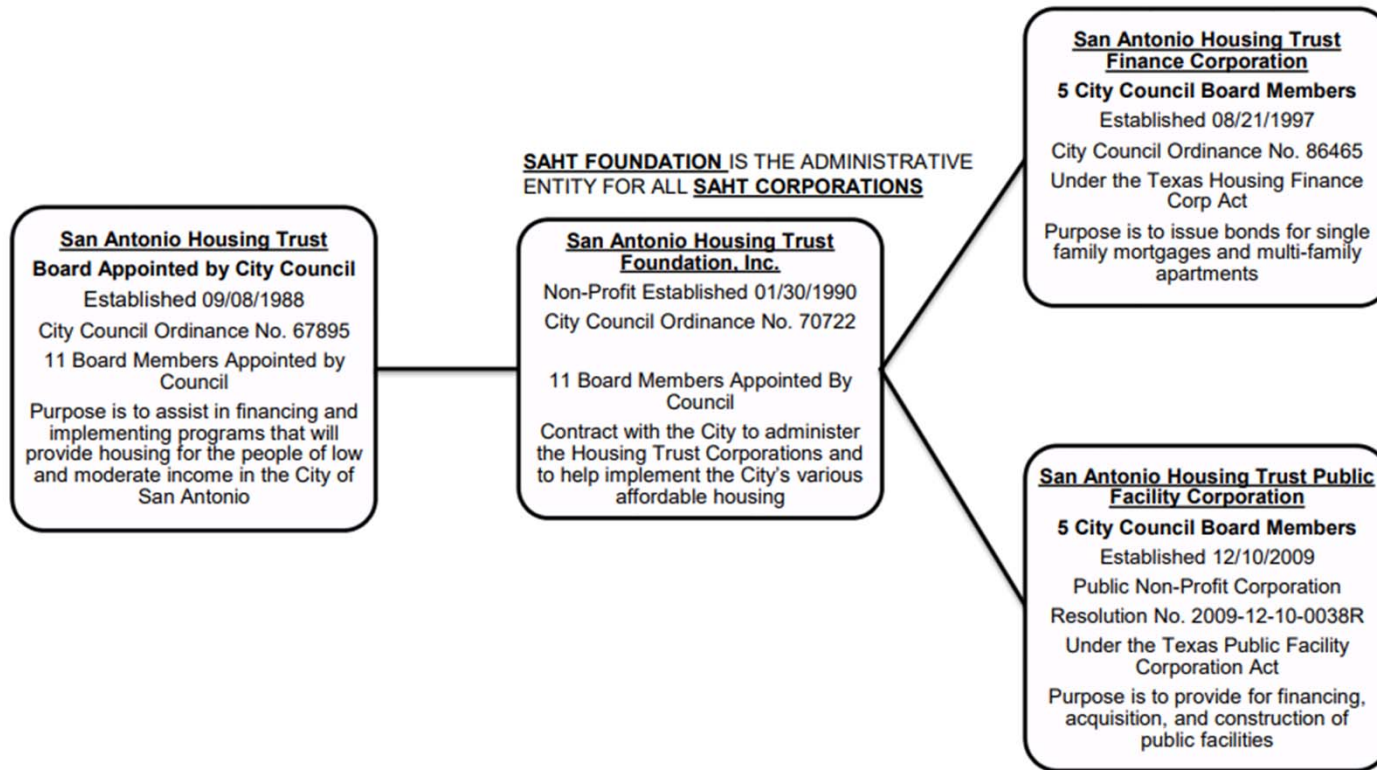
Interviews and Benchmarking

- SAHTF, SAHTFC, SAHTPFC Board Members, Legal Counsel & SAHT Staff
- 6 Cities that Operate Trust Funds
- National Housing Investors
- Local and State Affordable Housing Providers/Stakeholders

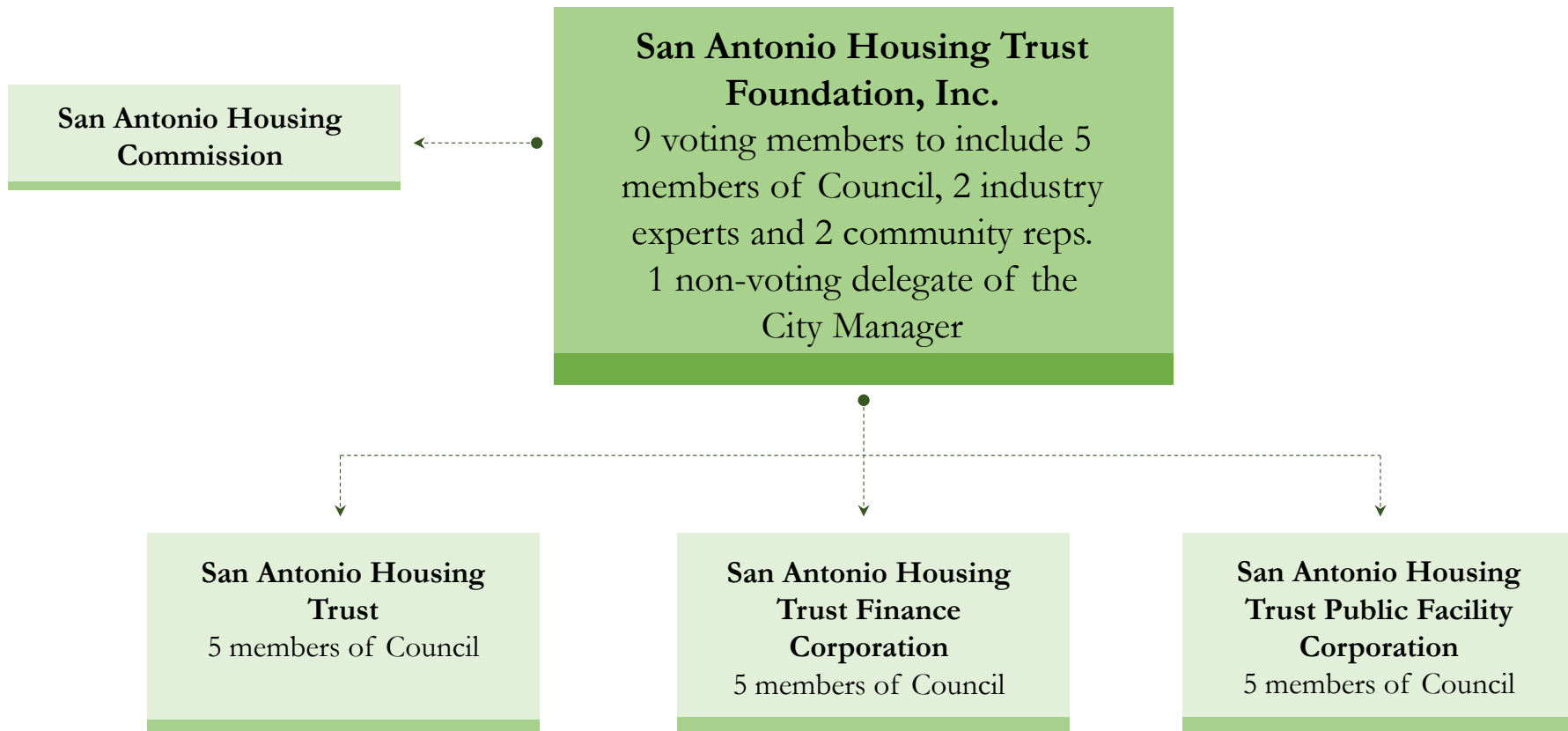
Governance

- The composition of the SAHTF Board of Directors should include the five (5) City Council Members that make up the SAHT-FC/ SAHT-PFC, two (2) members with expertise in banking/finance and/or housing development/management, and two (2) community representatives. A delegate of the City Manager should fill a non-voting seat to ensure coordination with other City agencies. The City Council should not limit participation on the Boards of the housing trust entities to Councilmembers representing Districts 1, 2, 3, 4, and 5.
- The composition of the Board of Directors of the SAHT should be altered to mirror the Boards of the SAHT-FC and SAHT-PFC.
- Revise the Executive Director job description and compensation package to reflect a Chief Executive Officer (CEO) who is a high-level expert in housing development and finance.

Current Governance Structure



Recommended Governance Structure



Policy, Planning and Coordination

- The City Council should adopt a housing policy, based on the existing Housing Policy Framework, to guide all City departments and delegate agencies and provide a foundation for coordination among them.
- The newly re-aligned SAHTF should adopt policies that align with the City's overarching housing policy to clarify how the housing trust entities will utilize and prioritize their legal authorities and resources.
- The re-aligned Board of Directors of the SAHTF and the new CEO should lead a strategic planning process and assess the staffing structure.
- SAHTF, SAHA, and CoSA NHSD should develop an MOU or other coordinating document, that defines the appropriate roles of the agencies in the housing market and joint participation in housing deals.

Public Engagement & Transparency

Public Engagement and Communication

- SAHTF should establish a regular process for public engagement and communication. The re-aligned SAHTF Board of Directors should include community representatives.

Public Solicitation

- In order to maximize engagement with for-profit and non-profit housing developers, the SAHTF should utilize an RFP, RFQ or other public solicitation process to communicate priorities. To the extent that an RFP or RFQ are not appropriate for a given project, the SAHTF should identify opportunities to ensure reasonable transparency.

Underwriting

- The SAHTF should establish written financial and policy underwriting criteria for all of the housing trust entities so that potential developer-partners understand, in advance, the terms on which these public resources can be accessed and the public benefit that they are expected to create. Transparent underwriting criteria will also be critical for building public trust.
- The SAHTF should ensure that at least one staff member has the capacity to financially underwrite an affordable housing development project.

Compliance and Operating Procedures

- SAHTF should establish an internal monitoring function to ensure that the covenants are being complied with in a manner that most effectively meets the agency's mission and policy priorities.
- The SAHTF should establish written policies for personnel, financial operations and procurement. All third-party contractors should be procured through a competitive process, including bond counsel, general counsel and independent auditors.

Capitalization

- After strengthening the capacity of the SAHTF with appropriate changes to governance, organization and staffing, policy and procedural development, the City of San Antonio should consider the appropriateness of contributing to the SAHT financial corpus.
- The SAHTF should explore utilizing the resources in the SAHT to leverage private capital in a structured housing investment fund.

Questions?





NATIONAL
ASSOCIATION FOR
LATINO
COMMUNITY
ASSET
BUILDERS

