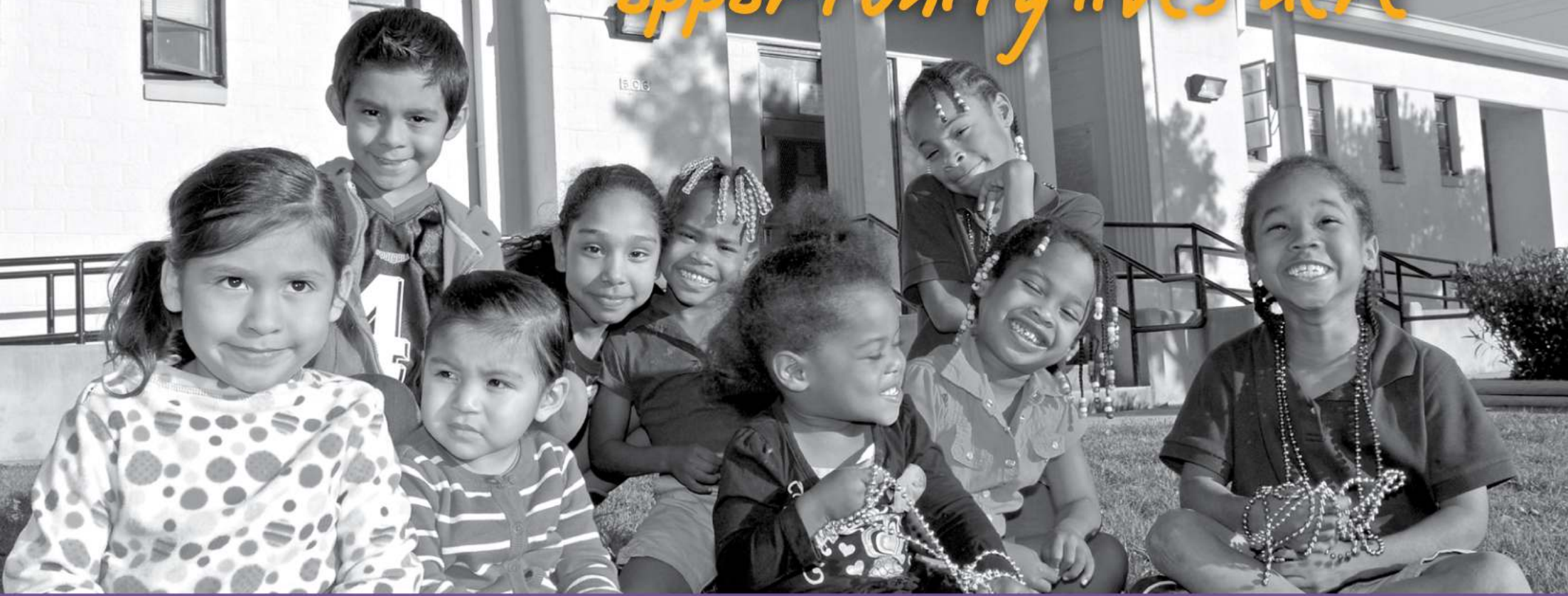


# 2012 ANNUAL REPORT

*opportunity lives here*



**SAHA**  
SAN ANTONIO  
HOUSING AUTHORITY  
Opportunity Lives Here





# SAHA VISION:

## **SAHA 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.

# introduction



Founded in 1937, the San Antonio Housing Authority (SAHA) provides housing to over 70,000 children, adults and seniors through its Public Housing, Section 8 Housing Choice Voucher and Mixed-Income housing programs. The Agency employs more than 500 individuals, with an annual operating budget of \$172 million, and real estate assets valued at more than \$500 million. SAHA's affordable housing programs include 71 public housing properties, more than 13,000 vouchers in the Housing Choice and Special Voucher programs, and 45 properties in a Mixed-Income portfolio. The Agency empowers and equips families to improve their quality of life and to achieve economic stability through the Agency's commitment of funding and allocated resources, and with the direct involvement of our local partners.

Francisco G. Saldaña, Jr., pictured with his wife and five children, purchased a brand new home utilizing SAHA's HCV Homeownership Program.



# Message from the Mayor



CITY OF SAN ANTONIO  
JULIÁN CASTRO  
MAYOR

Among the largest housing authorities in America, the San Antonio Housing Authority has an incredibly rich history that spans 75 years of providing affordable housing to residents across our community.

In 1937, Congress passed the U.S. Housing Act, and shortly thereafter, the San Antonio City Commissioners established the San Antonio Housing Authority.

Since then, public housing has played a vital role in the lives and futures of countless individuals and families across the country, with San Antonio rising to the top to meet the housing needs of local residents.

Today, SAHA not only provides safe, quality, affordable housing to San Antonio residents, but also partners with agencies and organizations throughout the community to provide access to resources for education and employment opportunities, so families can become self-sufficient and improve their quality of life.

As Mayor, in 2009 I initiated a citywide visioning process called SA2020, to catalyze the entire San Antonio community into passionate, focused, and sustained action to achieve the shared goals that will transform San Antonio into a world-class city by the year 2020.

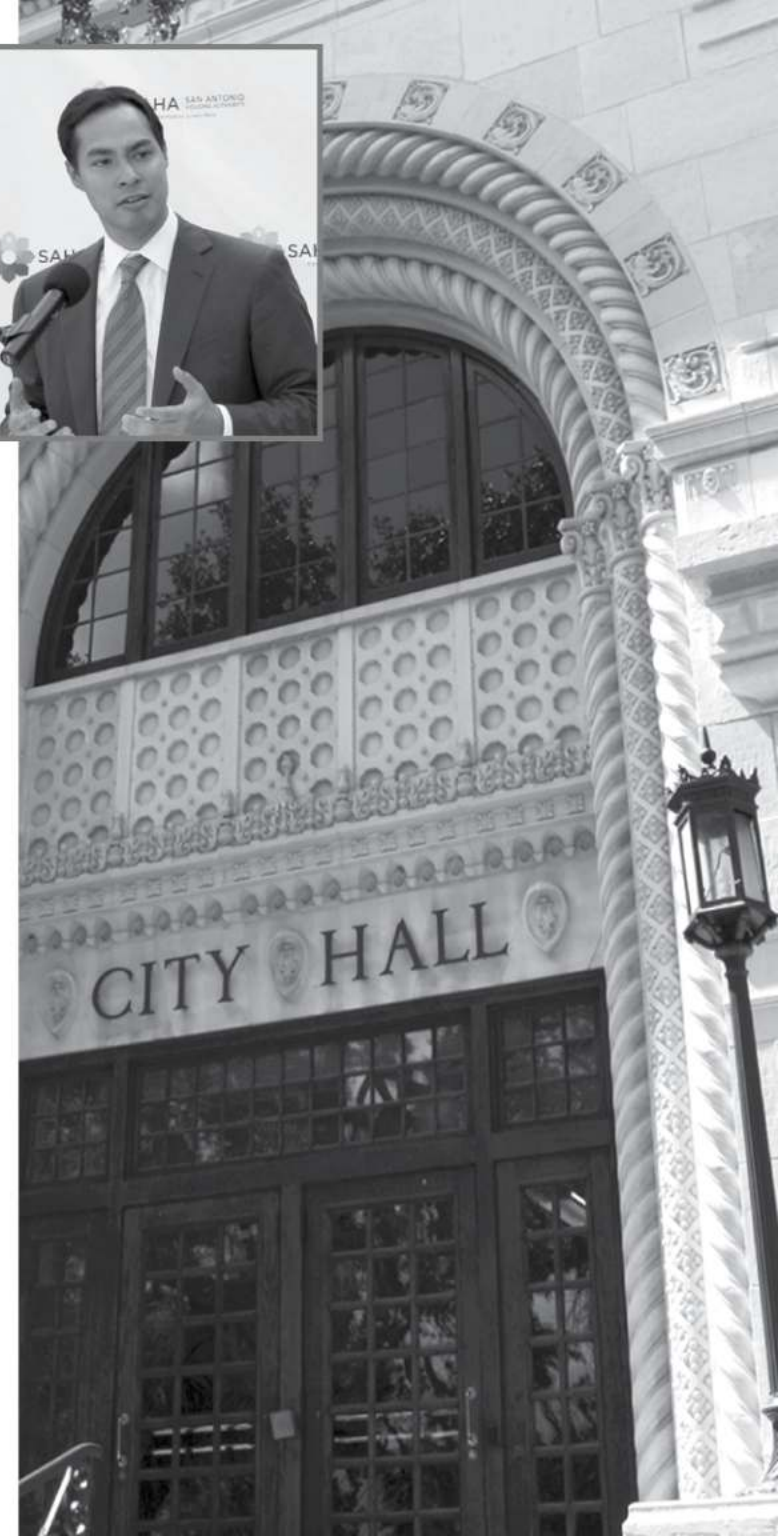
As co-chair of the Neighborhoods and Growth Management group, SAHA will take a lead role in the implementation of the SA2020 vision by working with key partners to ensure that, by 2020, "San Antonio is known for its cohesive neighborhoods with compelling and unique personalities."

Through SAHA's strategic planning process, its leadership articulated a vision for SAHA that is aligned with the SA2020 vision: Create dynamic communities where people thrive.

As we see in the new SAHA tagline - "Opportunity Lives Here" -- that is what it's all about. That families have an opportunity to have a safe, affordable home to pursue educational and employment opportunities - and that our seniors have a home to safely age-in-place.



Julián Castro  
MAYOR  
City of San Antonio



# Message from the Chair/President

In January 2012, SAHA launched a community-wide strategic planning process called Plan. Build. Live. - holding extensive community conversations to create a shared vision for the future and to identify clear goals and priorities that help to advance the Agency toward its vision for 2020.

After six months of engagement with a diverse group of stakeholders, SAHA adopted a bold, new agenda that builds on the Agency's achievements, and defines the internal steps to achieve defined goals. This resulted in a strategic plan, featuring a new vision, mission statement, and strategic goals focused on people, housing, community and economic opportunity.

The Plan reaffirms SAHA's core commitments to manage, maintain, improve and expand affordable housing. We believe housing is the stable foundation families need to focus on improving their earning potential. To accomplish this, we continue to collaborate with a wide range of partners to expand our reach in providing services and ensuring that housing is well integrated in the fabric of our local community.

But, with the need for affordable housing continuing to grow in San Antonio and more than 40,000 families presently on SAHA waiting lists, the uncertain federal funding environment continues to threaten our ability to continue to provide these much-needed programs in our community.

This year marked an important milestone for the San Antonio Housing Authority - 75 years of serving the San Antonio community. A two-week 75th Anniversary celebration

included events for employees, partners, the general public and most of all, our residents and program participants.

Another significant achievement for 2012 was receiving the \$30 million Choice Neighborhoods Implementation Grant from the U.S. Department of Housing and Urban Development (HUD) for the revitalization of Wheatley Courts on the Eastside - after competing with 42 other communities.

Through these and other achievements, we remain committed to responding to the local housing needs of the San Antonio community and creating a culture of respect, integrity, customer service and collaboration among staff and residents.

Our vision is to be transformational by providing exceptional operational performance, reinvesting in communities, and building effective partnerships to assist residents and program participants to transform their lives. All these efforts affirm our commitment to ensure that **Opportunity Lives Here.**



*Ramiro Cavazos*  
Ramiro Cavazos,  
Chairman, SAHA Board  
of Commissioners



*Lourdes*  
Lourdes Castro Ramirez  
President & CEO

## SAHA BOARD OF COMMISSIONERS



Dr. Brian Herman, Vice-Chair



Karina Cantú



Dr. Richard Gambitta



Yolanda Hotman



Charles Muñoz



Stella Burciaga-Molina



# AGENCY SUMMARY

A safe, stable, and affordable home is the foundation for building stronger families and stronger communities. SAHA is committed to providing housing that improves the quality of life for residents, as well as partnering with resource organizations that assist in achieving economic independence.

## Affordable Housing Programs

- ◆ Public Housing: Own and manage 6,322 public housing units at 71 properties
- ◆ Housing Choice Voucher (Section 8): Administer rental vouchers to 12,426 San Antonio families.
- ◆ Special Voucher Programs: Serve 1,111 families, disabled, homeless, and veterans through the SAHA Homeless Set-Aside, Moderate-Rehabilitation, Veterans Affairs Supportive Housing, Shelter Plus Care (SPC), and Mainstream programs.
- ◆ Mixed-Income Housing: Provide 6,879 mixed-income units at 45 properties through our non-profit entities and partnerships

## Impact on Local Economy

- ◆ Annual operating budget of more than \$172 million.
- ◆ Employs over 500 individuals with an annual payroll of \$35 million.
- ◆ Existing real estate assets valued at more than \$500 million.
- ◆ Contracts with hundreds of consultants, contractors and vendors annually, totaling \$24 million.
- ◆ SAHA provides housing assistance to approximately 12 percent of the total renter-occupied units in San Antonio for low-income families, seniors and people with disabilities.
- ◆ SAHA brings \$137 million in federal resources; \$90 million is in direct payments to private property owners.



SAHA's Executive and Senior Leadership Team

# who we serve

Over **47%** of assisted households live on a fixed income and are elderly/or disabled.

Assisted households pay an average rent of  
**\$190**  
a month.

Assisted families have an average income of

**\$12,722**

The average non-elderly/non-disabled household utilizes SAHA housing assistance for

**5<sup>1</sup>/<sub>2</sub>** years.

More than **55%** of assisted families include children.

SAHA serves the housing needs of over 70,000 children, adults and senior citizens through its Public Housing, Housing Choice Voucher (Section 8 ) and Mixed-Income Housing programs.

SAHA continues to serve more families than the Moving to Work (MTW) baseline, and 98% of the families SAHA served earns below 50% of the area median income (AMI). SAHA has successfully positioned five projects for development in the coming years. These projects will increase the supply of affordably-priced housing in San Antonio by 479 units, of which 115 will be units reserved for families at 30% AMI. In addition, SAHA was issued a total of 410 allocations for the Veterans Affairs Supportive Housing (VASH) program.

## Facts about who we serve:

- ◆ Nearly half of all SAHA clients are elderly and/or disabled.
- ◆ Household incomes remain very low; with the average annual household income for Public Housing families presently at \$9,412, while HCV households earn \$11,184 annually. The household incomes at SAHA's mixed-income properties average \$24,500 annually.
- ◆ To date, nearly 900 residents participate in self-sufficiency activities provided through SAHA and its many community partners. SAHA works closely with individuals and families who seek to improve their quality of life.

# PATHWAYS TO A VISIONARY FUTURE

In January 2012, SAHA launched a comprehensive strategic planning process known as Plan.Build.Live. This initiative actively engaged SAHA employees, residents, program participants, partner agencies, community leaders, and the San Antonio community in the development of a new agenda that: builds on the significant progress the Agency has made; creates a shared vision for the future; and aligns to the City's SA2020 goals.

SA2020 crystalized a broad vision for San Antonio's future, one that would require the dedication of many individuals and organizations to realize. SAHA has embraced the implementation phase of SA2020, serving as a co-lead in the Neighborhoods and Growth Management area.

The Plan.Build.Live. process adopted five organizing elements: a grounding in SAHA's history of transformation; a data-driven understanding of the present; focused discussions with internal audiences; broad external stakeholder and community engagement; and close integration with San

Antonio's city-wide visioning process, SA2020. The timeline was divided into two phases over six months - developing vision and mission statements and crafting strategic goals and objectives.

With extensive community engagement, Plan.Build.Live. underscored how tightly SAHA's future is intertwined with that of San Antonio as a whole. The Agency's greatest ambitions to strengthen neighborhoods and improve the quality of life throughout the community require extensive coordination with the city, school districts, the private sector, non-profit agencies, and others.

SAHA's new Strategic Plan lays the groundwork for future successes by identifying a common vision for the future; a future that is vital not only to SAHA employees and residents, but integral to the type of city San Antonio is striving to become by 2020.

## Vision

Create dynamic communities where people thrive.

## Mission

The San Antonio Housing Authority provides 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





# SAHA celebrates 75 years

For 75 years, SAHA has served the housing needs of San Antonio and transformed the lives of individuals and families by providing opportunities to achieve self-sufficiency and economic independence. To celebrate, SAHA planned two weeks' worth of events in October to commemorate this milestone:

On October 2, each SAHA property participated in the annual "National Night Out" activities that included special 75th birthday cakes - some made by residents themselves.

Groundbreaking ceremonies were held on October 8 for The Park at Sutton Oaks - Phase II of the Sutton Homes revitalization and soon-to-be San Antonio's most energy-efficient, multi-family development.

SAHA hosted its 75th Anniversary Gala on October 11, and honored the following community leaders:

- ◆ Rosie Castro, Member of SAHA's Education Investment Foundation Advisory Council
- ◆ Henry Cisneros, Former HUD Secretary and former San Antonio Mayor
- ◆ Charlie Gonzalez, U.S. Congressman (TX-20)
- ◆ William Greehey, Chairman of the Board of NuStar Energy
- ◆ Evelyn King, Community Volunteer and Advocate
- ◆ William Sinkin, Former SAHA Chairman and Founder of Solar San Antonio



Joining SAHA at its 75th Anniversary Gala was San Antonio native and ABC News Correspondent, John Quiñones, who served as the keynote speaker

of the Gala. Having grown up in a poor family of migrant workers in San Antonio to eventually become ABC's first Hispanic correspondent and seven-time Emmy Award Winner, Quiñones shared his own personal background and experience growing up poor in San Antonio.

On Friday, October 12, SAHA unveiled its new strategic vision, mission and brand at a news conference, followed by an employee luncheon recognizing benchmark years of service. SAHA then hosted the Housing America Music Festival, which featured the R.E.A.C.H. awards, recognizing students who achieve perfect attendance or their school's honor roll.

Throughout 75 years of economic, social and political changes, SAHA has remained steadfastly dedicated to serving the housing needs of the San Antonio community and to ensuring that within its communities, **Opportunity Lives Here.**



# MOVING TO WORK

SAHA is one of 39 public housing authorities in the United States with a Moving to Work (MTW) designation from the U.S. Department of Housing and Urban Development (HUD). As an MTW agency, SAHA has the flexibility to design and test innovations that increase housing choices, reduce operating costs, and help households achieve self-sufficiency.

Every year, an MTW plan is developed, describing how flexibilities will be applied to best meet community needs – with input from stakeholders, residents, and landlords.

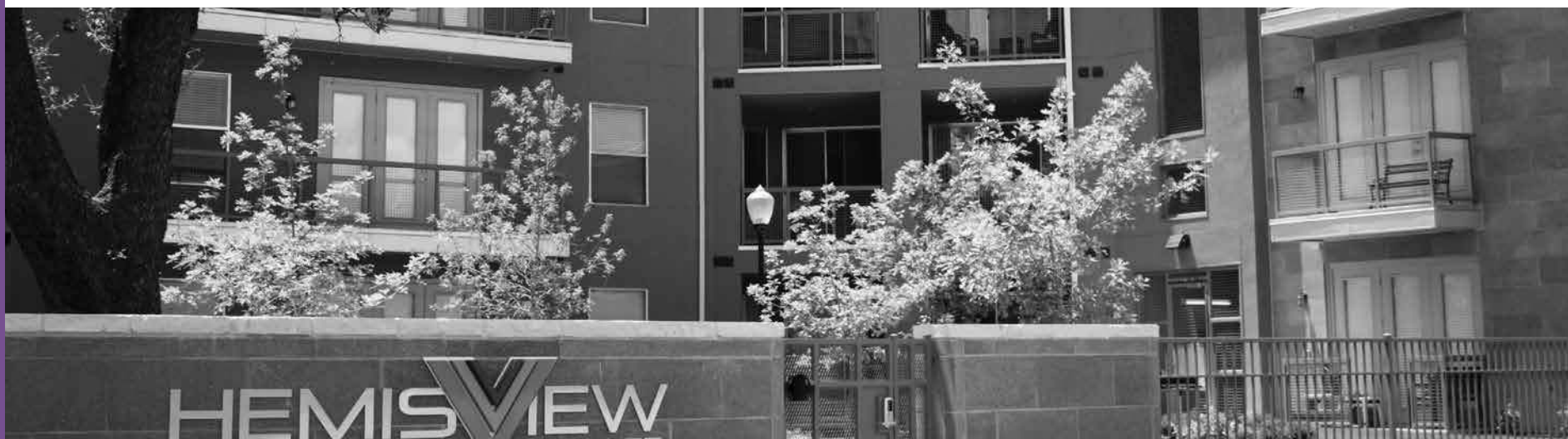
Major MTW accomplishments this year include the continuing success of the Agency's self-sufficiency programs. Currently, SAHA has 651 families enrolled in the Family Self Sufficiency (FSS) program and 400 families enrolled in the Jobs-Plus Program. SAHA has assisted an additional 892 families with supportive service referrals and provided employment assessments to 145 residents through the Jobs-Plus Program.

Through its youth initiatives, SAHA emphasizes the importance of attending school regularly and recognizes honor roll students. The vast number of awards given by SAHA's Education Investment Foundation (EIF) speaks volumes to the dedication and discipline of SAHA's youth and their families. In August 2011, 33 scholarships were awarded through the EIF, and 75 youth participated in the Summer Youth Employment Program.

Additionally, the Housing Choice Voucher (HCV) Program successfully implemented biennial re-certification for fixed-income families, including seniors and families affected by disabilities. The public housing program has experienced reduced staff time, as a result of previous implementation of this MTW activity. Another major accomplishment was the introduction of a new, online waiting list application for the HCV waiting list, which had been closed since 2007.

An MTW Advisory Committee, comprised of local service partners and stakeholders, meets regularly throughout the year and offers feedback on proposed MTW activities. MTW Advisory Committee members include representatives from ACCION, Alamo Area Council of Governments, AVANCE, Center for Health Care Services, City of San Antonio, Family Services Association, La Fuerza Unida, National Association for Latino Community Asset Builders, Neighborhoods First Alliance, Project Quest, Rotary San Antonio, San Antonio Area Food Bank, San Antonio Stock Show & Rodeo, San Antonio Independent Living Services, Texas Rio Grande Legal Aid, Trinity University, Urban Strategies, UT-Health Science Center, UTSA and Workforce Solutions Alamo.

The Agency will continue to initiate MTW activities to achieve the goals of self-sufficiency, program efficiencies, and affordable housing choices to ensure our community continues to be one in which **Opportunity Lives Here.**



SAHA's HemisView Village, where Dr. Trevino lived as a child, now features mixed-income units on the site of the former Victoria Courts.



# opportunity lives in care

## DR. ROBERT TREVIÑO

When his father lost his construction job, four-year-old Roberto Treviño was too young to realize exactly what was going on.

“I didn’t understand my dad was in between jobs,” Treviño says.

But he did recognize the stress his parents felt. When they no longer could afford their rent, their landlord told them to find a new place to live. Thankfully, SAHA approved the family for housing assistance, and little Roberto and his three younger siblings soon moved into a small apartment.

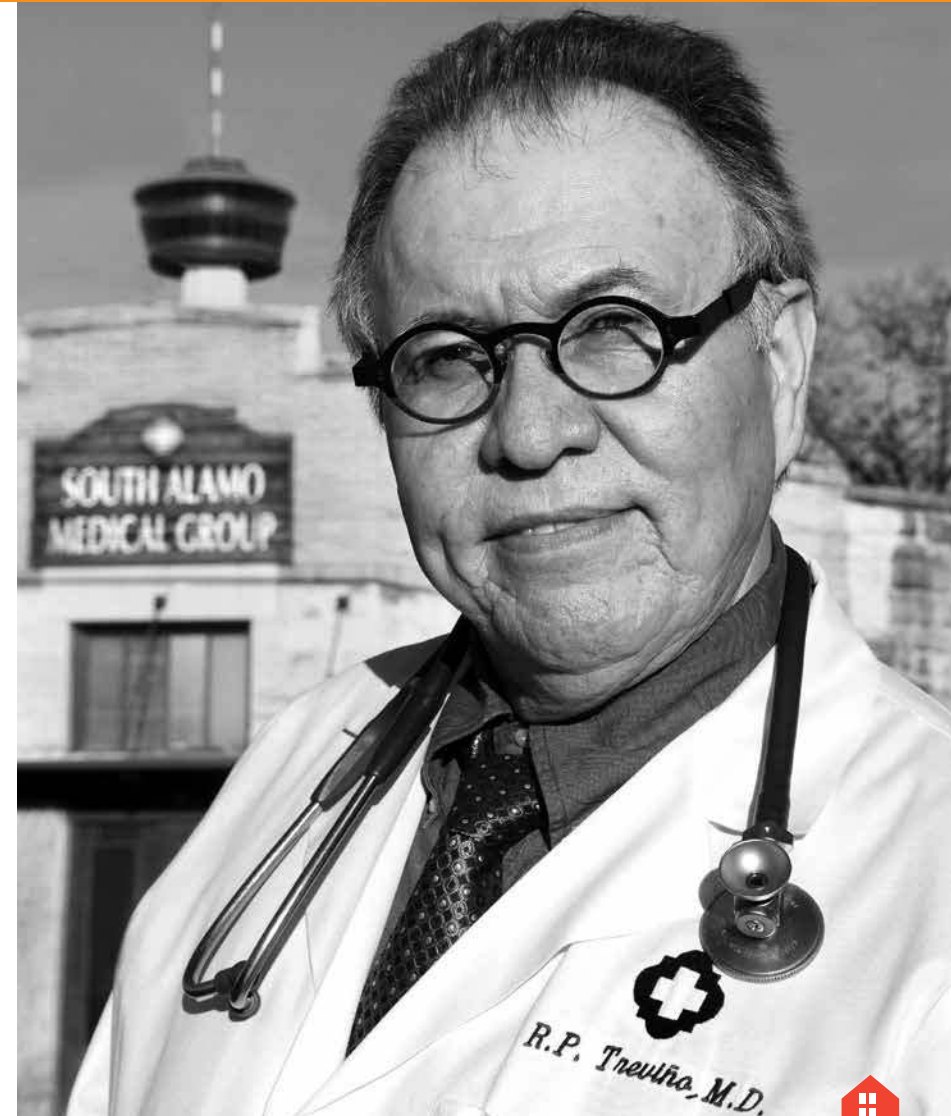
Instead of stress, now the family had stability. “We had happiness in my family again,” Treviño says.

His father got a job at the YWCA during the day and often spent his evenings working a second job so he could afford to send his growing family of six children to St. Michael’s Catholic School. The family was also able to ultimately leave housing assistance and buy their own house.

The young Treviño eventually became a doctor and opened a clinic in 1986, only two blocks away from Victoria Courts where he grew up.

“I came back to offer medical care to the population where I grew up,” Treviño says.

He feels thankful for the housing assistance his family received. “It provided a great bridge to being able to buy our own house.”



Dr. Robert Treviño created Bienestar, a school-based diabetes prevention program to boost kids’ fitness and healthy eating.

# SECTION 8

SAHA administers more than 13,000 Section 8 Housing Choice Voucher (HCV) and special program vouchers, giving participants an opportunity to choose housing in a location that improves their quality of life with greater access to jobs, transportation, schools and more. The need for quality, affordable housing in San Antonio is evident by the 23,000 families currently on the Agency's HCV/Section 8 waiting list.

SAHA is now able to assist more families through the Section 8 HCV program, due to the increase in the Veterans Affairs Supportive Housing (VASH) program. Of the 410 vouchers awarded to SAHA, the Agency maintains a strong utilization of 99 percent.

This past year, SAHA also launched the Homeless Set-Aside Program, dedicating 200 vouchers to homeless providers that would then offer comprehensive case management services and housing support. This is in addition to 400 vouchers dedicated to Haven for Hope, a facility that provides housing, treatment programs, and job training for the mentally ill and homeless.

In 2012, a number of service improvements were implemented, including:

## **Strengthening Landlord Partnerships**

In September 2012, a new electronic signature service was implemented for Housing Assistance Program contracts, reducing the processing time for new contracts from an average of 30-45 days (utilizing the postal system) to an average of three hours.

## **Improving Client Services**

The HCV program waiting list was reopened in May 2012. Closed since 2007, applicants can now submit their application online, from any location, and ensure information affecting their eligibility remains current.

With the new online application system, SAHA has received more than 25,000 new applicants who experienced a more streamlined process and benefited from increased customer service and convenient access to public computers, thanks to a collaborative effort with San Antonio public libraries.

Additionally, clients visiting the HCV department no longer have to wait in long lines. They simply take a ticket from a queuing system and wait for their number to be called. To further expedite the customer experience, the system also provides management tools to identify the types of issues customers bring, allowing for optimization of program efficiencies.

These and other innovations resulted in the HCV Program maintaining its "High Performer" status from HUD, by obtaining a 97 percent SEMAP (Section Eight Management Assessment Program) score, which measures the program's performance in 14 key areas.

In 2013 and beyond, SAHA's HCV Program will continue to implement improved process efficiencies for customers and landlords, providing **Opportunities that Live Here.**



Military veteran Adele Jamison-Jackson used her VASH voucher and found a home at Artisan at Salado Falls on the city's Northeast side.



# opportunity lives in hope

## ADELE JAMISON-JACKSON

When Adele Jamison-Jackson lost her home to foreclosure, she lost a lot more than just a place to live. She lost her family.

Adele's husband left her alone with four daughters, and she tried to make the living situation work. But time ran out.

"When I came home, everything was gone," she explains. She had missed the foreclosure notices because her mail was being forwarded. She lost everything in the home; it had all been packed up and removed.

The worst part was sending her daughters away to live with relatives so they wouldn't be homeless, too.

"I was sleeping on the street in 25 degree weather," Adele recalls.

As a veteran of the Air Force, Adele was eligible to receive assistance from SAHA's Veterans' Affairs Supportive Housing Program (VASH), a partnership with the local VA. Through the Rapid Results Housing Bootcamp, sponsored by the 100,000 Homes Campaign, SAHA has been able to reduce the time to house homeless veterans.

Adele's counselor put her in touch with the San Antonio Housing Authority, and she was soon on her way to a new life.

"I'm in school now," she says. She's studying business and wants to open a nonprofit organization to help people after they've exhausted other services.

"I'm back on my feet," she says. "SAHA has been absolutely wonderful." And the best part? Adele has been reunited with her family. Her youngest daughter, 11-year-old Zoe, is living with her again, and her three grown daughters have moved back to the San Antonio area.

"I got my life back," she says. "I'm just really blessed."



Adele Jamison-Jackson and daughter Zoe

# PUBLIC HOUSING

All 6,322 families living in SAHA's 71 Public Housing communities throughout San Antonio live with opportunity.

- ◆ Adults can work toward economic stability through programs like Moving to Work and Jobs Plus.
- ◆ Elderly or disabled residents have access to resources that allow them to maintain their independence.
- ◆ Youth residents can earn college scholarships through SAHA's Education Investment Foundation.

## Safe, Vibrant Communities

SAHA was the only housing authority in the nation to receive a competitive \$600,000 Byrne Criminal Justice Innovation grant from the Department of Justice. This grant will fund safety and security efforts in San Antonio's Eastside, to address matters relating to street lighting, code enforcement, abandoned structures, and data-sharing, over a three-year timeframe. Grant partners include: The San Antonio Police Department, Trinity University, St. Philip's College, local businesses and area residents.

Lincoln Heights Courts, on the city's Westside, is also undergoing safety and security improvements, including fencing, exterior lighting and wireless closed-circuit cameras, with funding from a \$250,000 HUD grant.

## Thriving Residents

SAHA partners with more than 40 social service agencies to provide education, training, and supportive services for residents. This year saw many achievements, including:

- ◆ SAHA case workers referred 1,029 people to resources for services and basic needs
- ◆ San Antonio Food Bank provided food boxes for 8,726 elderly SAHA residents
- ◆ City of San Antonio's Senior Services Nutrition Program provided 70,684 daily meals to SAHA elderly and disabled residents

SAHA'S Non-Smoking Policy became effective on January 1, 2012 and was driven by residents who asked for the smoking ban to create a healthier living environment by eliminating exposure to unhealthy, second-hand smoke. Said by one Fair Ave. Apartments resident: "Dear SAHA: I've been advised about the enforcement of your "No Smoking" ordinance and all I can say, as a non-smoker is: CONGRATULATIONS!"

SAHA will continue to expand and preserve affordable quality housing and provide initiatives to improve resident's quality of life, to ensure that **Opportunity Lives Here.**



W.C. White Apartments, a 75-unit, elderly/disabled community on San Antonio's Eastside, is Charles Clack's home.



# opportunity lives in wisdom

## CHARLES CLACK

Just like SAHA, Charles Clack is willing to help wherever he can.

Clack applied for housing assistance four years ago when he became ill and was unable to work. At 70 years old, he received Social Security, but it wasn't enough to pay for a house and for food.

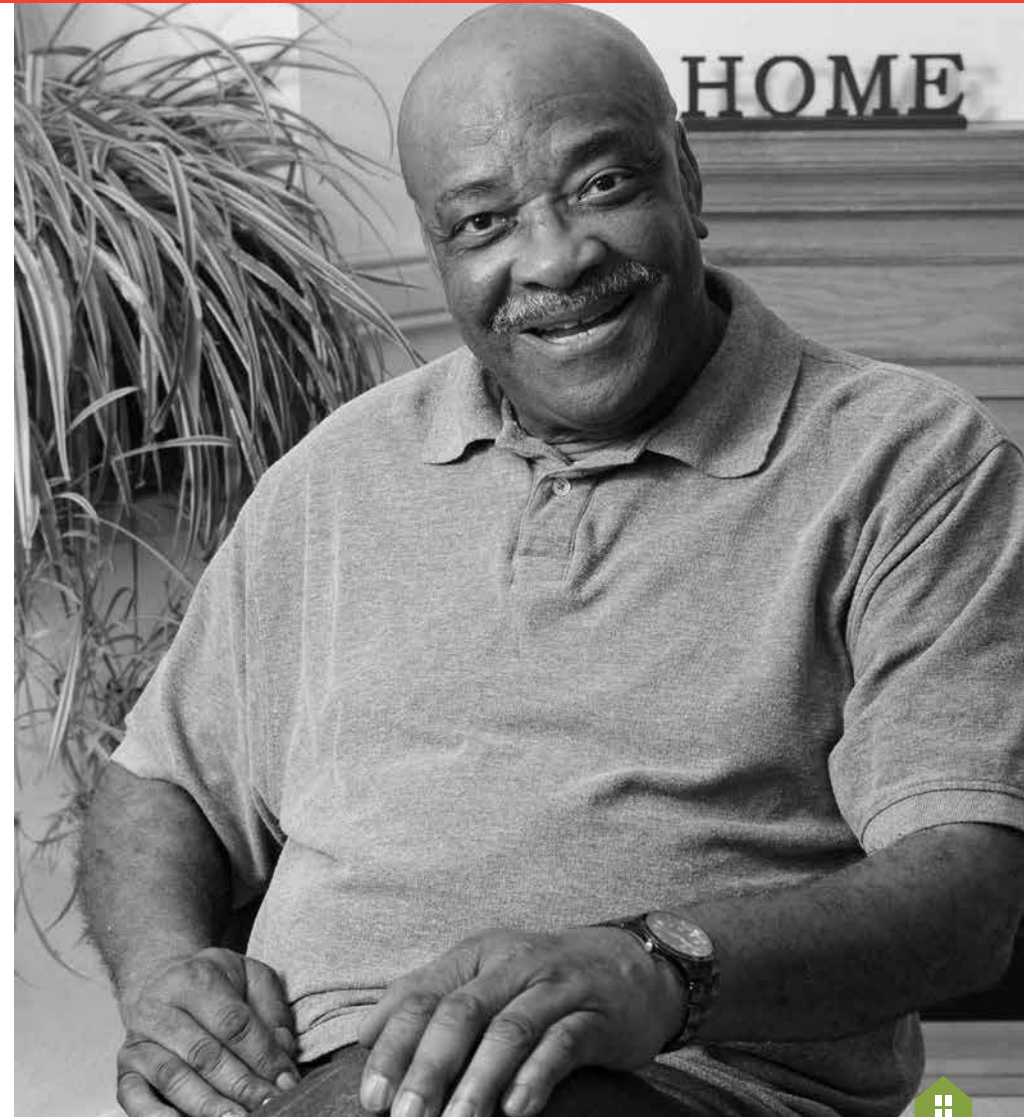
Soon after he moved into one of SAHA's elderly/disabled communities, Clack became president of the Resident Council, which acts as a liaison between residents and management. If someone has a problem, Clack is there to offer support.

"The SAHA management here will go out of their way to help," Clack says. "They become more like a second family, especially for older people."

Clark and his fellow residents have the opportunity to get counseling on medical problems and other issues. Clack gets guidance on managing his diabetes. "Anywhere else, they just want their rent," he says.

SAHA has partnered with local agencies to provide health and wellness workshops, and to assist with the funding and construction of walking trails and community gardens.

"Housing has been beautiful for a lot of people," Clack says. "Some people have not experienced a lot of things in life, and they didn't know life could be like that. They enjoy, they laugh, they smile. It makes life a lot better."



Charles Clack is president of the Resident Council at W.C. White Apartments.

# AFFORDABLE HOUSING/DEVELOPMENT

## San Antonio Was a Clear Choice!

After much determination and strong collaboration with partners, residents, neighbors and the San Antonio community, SAHA was awarded a \$29,750,000 Choice Neighborhoods Implementation Grant from HUD to revitalize the Wheatley Courts area on the city's Eastside. San Antonio was one of only four communities nationwide to receive a 2012 Choice Implementation Grant.

In developing the Choice Implementation Plan, which focuses on the core Choice elements: People, Housing and Neighborhood, SAHA held community planning sessions attended by neighborhood residents, area businesses, public agencies, local stakeholders and community leaders. This revitalization effort is a collaboration between public and private institutions that builds on the investments of United Way's Eastside Promise Neighborhood and other area initiatives.

Choice/Promise partners include Mayor Julián Castro, the City of San Antonio, Councilwoman Ivy Taylor, United Way, McCormack Baron Salazar (MBS), Urban Strategies, Trinity University, San Antonio Independent School District, the Wheatley Resident Council, VIA Metropolitan Transit, Family

Service Association, San Antonio for Growth on the Eastside, St. Philip's College, Neighborhood Housing Services of San Antonio, HIS Bridge Builders, Merced Housing, YouthBuild, Antioch Baptist Church, the San Antonio Spurs, and others.

## The Park at Sutton Oaks

In October 2012, SAHA and Franklin Development hosted the groundbreaking of The Park at Sutton Oaks, a \$29.4 million development on San Antonio's Eastside and the first multi-family community to achieve Build San Antonio Green (BSAG) Level II certification. The Park at Sutton Oaks will be San Antonio's most energy-efficient, multi-family development.

## San Juan III

SAHA is working with developer/partner NRP Group on the completion of the San Juan master plan, which includes the third and final phase in a revitalization project that began eight years ago. The plan will reflect input from community stakeholders and the public, which is being gathered during meetings with area residents, community leadership, elected officials, businesses, and other community stakeholders.



Mayor Julián Castro and Congressman Lloyd Doggett join HUD and SAHA representatives to celebrate the Choice Neighborhood Implementation grant award.

# opportunity lives in courage

## MANUEL CAVAZOS

Manuel Cavazos was living in SAHA's Refugio Street Apartment Homes a few years ago when his knee began to bother him again from an injury he suffered many years ago.

"The doctor said I needed a knee replacement," said Cavazos, 72. "But there was no elevator, and I lived on the second floor."

He knew he wouldn't be able to undergo the surgery he needed until he moved into a first-floor apartment, so he talked to the manager to consider his options. Unfortunately, all the lower-level apartments were taken, but the manager had another idea: A complex that was under construction across the street.

Cavazos was placed on a list for a first-floor apartment in HemisView Village as soon as the new building was complete. It wasn't long before Cavazos moved in.

"One or two months later, I had my surgery," he said. "I was able to use the exercise room at HemisView Village to rehabilitate my knee."

A longtime participant in the Senior Companion Program, Cavazos helps fellow seniors with banking needs, medications, shopping and doctor visits. He was even instrumental in saving a companion's life - which is one reason he was named Senior Companion of the Year in 2012.

"I'm very happy to live at HemisView apartments," Cavazos said. "I really appreciate SAHA and everything they've done for me. Just like I enjoy giving back and helping others, they help any way they can."



Manuel Cavazos, a resident at HemisView Village, volunteers for the Senior Companion Program.



# RESIDENT EMPOWERMENT INITIATIVES

## **Jobs-Plus**

The Jobs-Plus Program is an innovative, place-based, employment and community-building program designed to raise the level of employment and earnings among Public Housing residents. In 2011, SAHA became the only Jobs-Plus site outside of New York when it was awarded a five-year, \$2.5 million grant to fund the program for the residents of Alazan-Apache Courts and Mirasol Homes.

Today, SAHA has 400 members enrolled in the Jobs-Plus program, with 100 participants having secured employment, and the others working on their education, job training and job readiness skills. More than 30 percent of Jobs-Plus members are now employed earning an average annual income of \$11,235.12, which reflects an average wage increase of almost 20 percent.

Local funding partners include Catholic Charities and the Annie E. Casey Foundation, with United Way of San Antonio providing in-kind services.

In November 2012, SAHA hosted a two-day Jobs-Plus convening with the New York City Housing Authority, MDRC, and the New York City Center for Economic Opportunity, to share success stories, review best practices, and plan service enhancements for the program's second year.

## **Education Investment Foundation**

SAHA's Education Investment Foundation (EIF) recently introduced the new R.E.A.C.H. (Rewarding Educational Achievement Cultivating Hope) program, presenting awards to students who demonstrated perfect attendance or who achieved their school's honor roll. More than \$11,000 in incentives accompanied the R.E.A.C.H. certificates of achievements given to 250 students from eight school districts. The EIF also awarded \$37,000 in scholarships and employed 75 youth through SAHA's Summer Youth Employment Program.

The EIF programs are possible through the generosity of corporate and private donations, who invest their gifts to create a better world for the less fortunate in the San Antonio community. Donations assist with scholarships and perfect attendance incentives to the 9,000 school-age youngsters residing in the 20,000-plus SAHA households. Support of the EIF is a direct investment in the community with a visible, long-term return.

## **2012-2013 Education Investment Foundation Advisory Committee**

**William Sinkin**, Solar SA, Chairman Emeritus; **Hilda Bustos**, National Association for Latino Community Asset Builders; **Alva-Alicia Cardenas**, SAHA Resident Ambassador; **Rosie Castro**, Palo Alto College; **Ashley Diaz**, UTSA Institute for Economic Development; **Miguel Elizondo**, Lanier High School; **Reba Malone**, Reba Malone & Associates; **Sammy Nieto**, Valero Energy Corporation; **Chief Robert Ojeda**, Kerrville Fire Department; **Arjun Sanga**, UT South Texas Technology Management; **Lanny Sinkin**, Solar SA; **Allan Smith**, Attorney at Law; **Frederick Williams**, San Antonio College.



SAHA Jobs-Plus counselor Booker Gatson visits with program participants in the Mirasol Homes computer center.

# opportunity lives in knowledge

## JESSICA TREVIÑO

For Jessica Treviño, SAHA has provided the opportunity to concentrate on school and family without worrying about housing costs.

As a Ph.D. student in physical therapy, Jessica needs a lot of time to keep up with her studies. Jessica is also a single mother, living in a Public Housing community on the City's south side, while working part-time at a downtown hotel.

"I feel like Housing has paved the way for me to have a better life," she says. "I'm able to go to school and maintain my goals without worrying about paying a steep rent."

Jessica participates in SAHA's Family Self-Sufficiency (FSS) program, which is helping her save money that she plans to use as a down payment on her own home one day.

The FSS program is an integral part of SAHA's Moving to Work Program, and is offered to residents of Public Housing and the Housing Choice Voucher Program. The FSS program is a voluntary five-year commitment that provides participants the tools to obtain and maintain economic self-sufficiency.

Case managers meet one-on-one with participants to identify barriers to self-sufficiency, and then work with residents and community partners on a comprehensive self-sufficiency plan to attain proposed goals and secure needed resources.

"The FSS Program is getting me prepared for the real world," she says, "and helping me save something on the side so I can actually own something in the future."

She already has plans for her future as a physical therapist, and she's considering the possibility of holding a health fair for her neighborhood as a way of paying forward the assistance she has received.



Jessica Treviño is prepared for a better future with the help of SAHA programs.

# PRESERVATION AND SUSTAINABILITY



## ARRA Funds

The U.S. Department of Housing and Urban Development (HUD) awarded SAHA nearly \$20 million in American Recovery and Reinvestment Act (ARRA) funds in 2009. The funds have enabled SAHA to improve the quality of life of families, seniors and persons with disabilities, by making physical improvements to 2,634 public housing units at 37 communities throughout the city.

With the help of ARRA funds, SAHA improved community common areas, to provide the space needed to expand partnerships with agencies that provide specialized services to the elderly and disabled, such as nutrition and health screenings. The funds also brought additional benefits to the San Antonio community with 264 new jobs and a total direct and indirect economic impact of approximately \$60 million. All the funds were successfully spent by the September 2012 deadline.

SAHA also met all the new communication and transparency requirements established by HUD for ARRA grants. These requirements included registration with the Central Contractor Registration, quarterly reports, and gathering data elements in compliance with the Federal Funding Accountability and Transparency Act.

## Marie McGuire

Work is well underway on the comprehensive modernization at Marie McGuire, a 63-unit senior and disabled Public Housing community located in downtown San Antonio. The \$5.9 million rehab investment will feature improved interiors and exteriors, revived architectural features, and will be rehabbed to meet Build San Antonio Green (BSAG) Level II standards with energy efficiency, water conservation and building sustainability features.

## Sustainability Efforts

SAHA's Sustainable Initiatives have been recognized by BSAG for being a 'Green Building Champion.' The Agency has become a strong advocate for green and sustainable initiatives, to include encouraging the use of BSAG standards for the Agency's development and modernization projects. For example, Mirabella Apartments has the distinction of being the first multi-family project ever certified through BSAG. The modernization of the Lewis Chatham Apartments received a 2012 City of San Antonio Green Building Award, and was also the very first multi-family retrofit project certified through BSAG. SAHA has now made the decision to certify all projects - new, retrofit, single or multifamily - to BSAG Level II standards.



Ernesto Gallegos, age 4, enjoys the ARRA-funded playground.



**Condensed Statement of Revenues and Expenses for the year ending June 30, 2012 (Audited)**

Operating Revenues	
Tenant Revenue	\$ 26,932,686
Grants	130,628,207
Other Revenue	<u>5,067,589</u>
Total Operating Revenue	\$ <u>162,628,482</u>
Operating Expenses	
Administrative Expenses	\$ 30,587,143
Ordinary Maintenance & Operations	22,587,295
Housing Assistance Payments	87,425,451
Other Expenses	18,701,835
Depreciation Expense (Non-Cash)	<u>15,519,802</u>
Total Operating Expenses	\$ <u>174,821,526</u>
Operating Income (Loss)	\$ <u>(12,193,044)</u>
Non-Operating Revenues (Expenses)	
Capital Contributions	\$ 6,955,170
Other Non-Operating Revenue	11,081,313
Interest Expense	<u>(4,223,860)</u>
Total Non-Operating Revenues (Expenses)	\$ <u>13,812,623</u>
Change in Net Assets	\$ <u><u>1,619,579</u></u>

**Condensed Statement of Net Assets for the year ending June 30, 2012 (Audited)**

Assets	
Current Assets	\$ 61,654,326
Restricted Assets	22,214,033
Capital Assets (net)	243,315,602
Other Assets	<u>40,179,770</u>
Total Assets	\$ <u><u>367,363,731</u></u>
Liabilities and Net Assets	
Current Liabilities	24,991,419
Noncurrent Liabilities	<u>78,676,182</u>
Total Liabilities	\$ <u>103,667,601</u>
Net Assets	
Invested in Capital Assets, Net of Related Debt	\$ 167,570,323
Restricted Net Assets	21,115,752
Unrestricted Net Assets	<u>75,010,055</u>
Total Net assets	\$ <u>263,696,130</u>
Total Liabilities and Net Assets	\$ <u><u>367,363,731</u></u>

Note: SAHA again completed this year's annual financial audit with very favorable results and no significant findings. Financial statements are presented in a condensed format from originally published audit reports. Audit reports are available at [www.saha.org](http://www.saha.org).

# here's where opportunity lives

## SAHA COMMUNITIES

**PUBLIC HOUSING**

- Family (purple house icon)
- Elderly (pink house icon)

**MIXED-INCOME**

- Family (green house icon)
- Elderly (yellow house icon)

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# SAHA COMMUNITIES

PUBLIC HOUSING



## Family



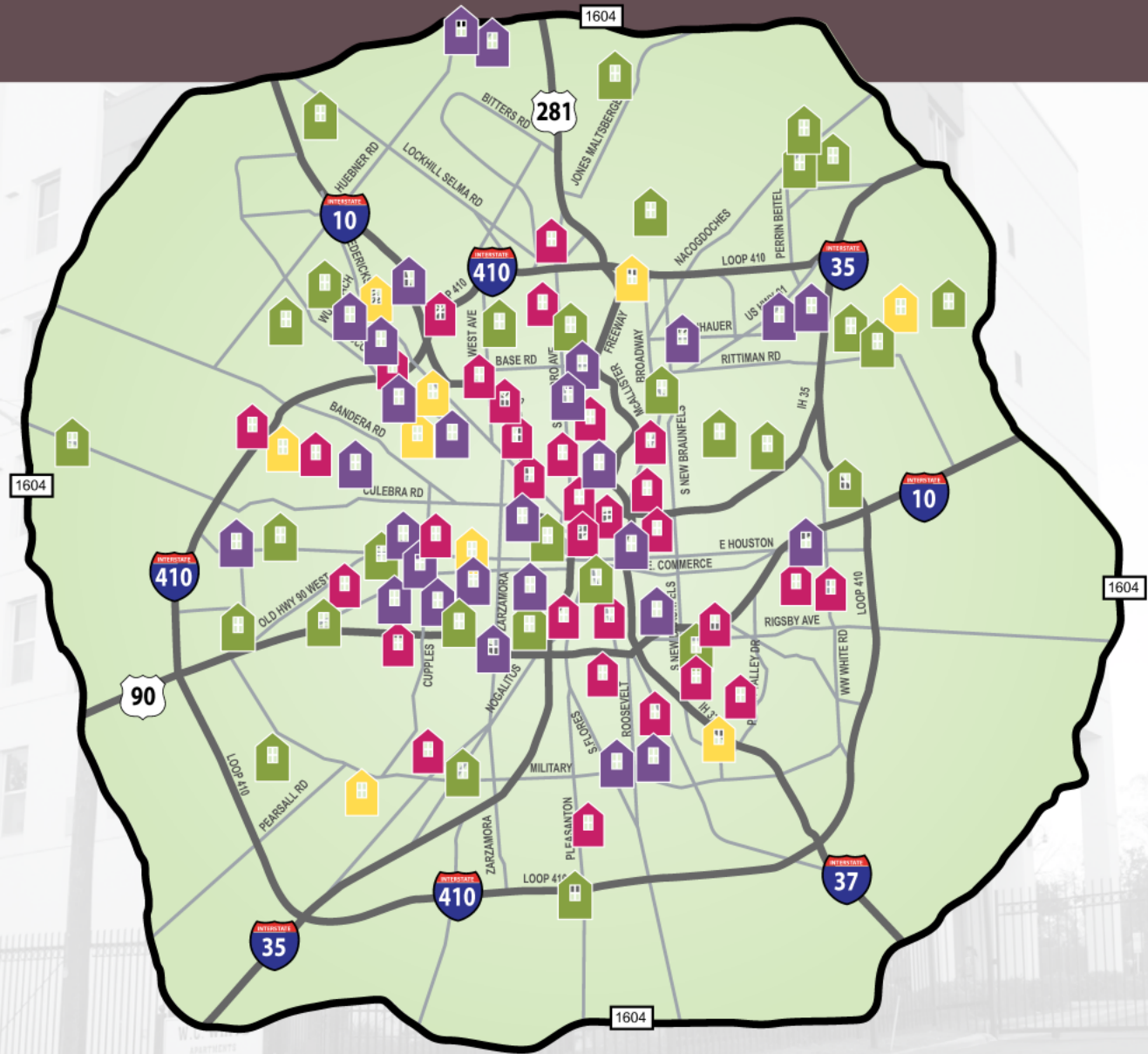
## Elderly

## MIXED-INCOME



## Family

Elderly



FAMILY	Address	Phone	Units
Alazan-Apache Courts	1011 S. Brazos	477-6290	741
Blue Ridge Subdivision	4222 El Paso	477-6384	39
Cassiano Homes	2919 S. Laredo	477-6306	499
Charles Andrews	4060 Medical Dr.	477-6314	52
Cheryl West Apts.	333 W. Cheryl	477-6318	82
Converse Ranch I & II	8355 Crestway Dr.	661-3260	46
Cross Creek Apts.	2818 Austin Hwy.	477-6331	66
Francis Furey	4902 Gus Eckert Ln.	477-6345	66
Glen Park	121 Avenue M	477-6359	26
HemisView Village	401 Santos St.	212-8808	49
Highview Apts.	1351 Rigsby	477-6353	68
Kenwood Manor	121 Avenue M	477-6359	9
L. C. Rutledge	11301 Roszell	477-6435	66
Lincoln Heights Courts	1315 N. Elmendorf	477-6316	338
Mirasol Homes	4222 El Paso	477-6384	174
Mission Park Apts.	5825 Analissa	477-6395	100
Morris C. Beldon Apts.	7511 Harlow	477-6298	35
Olive Park Apts.	1015 N. Olive	477-6624	26
Palm Lake Subdivision	4222 El Paso	477-6384	11
Park Square Apts.	800 E. Park	477-6359	26
Pin Oak II Apts.	7180 Oaklawn	477-6424	22
Refugio Place	300 Labor St.	212-5256	50
Riverside Apts.	515 Riverside Dr.	477-6430	74
San Juan Homes	300 Gante Walk	477-6440	116
San Juan Square I	1938 S. Zarzamora	223-2889	46
San Juan Square II	2404 S. Calaveras	222-8866	48
Scattered Sites	1310 S. Brazos	477-6522	163
SpringView	722 South Rio Grande	477-6454	186
Sunflower Subdivision	4222 El Paso	477-6384	9
Sutton Oaks	2818 N IH 35	432-8711	49
T. L. Shaley	4827 Pettus	477-6472	66
Villa de Fortuna	4222 El Paso	477-6384	28
Villa Veramendi Homes	615 Barclay	477-6616	166
Village East Apts.	819 N. Hackberry	477-6624	24
Westway Apts.	5627 Culebra	477-6176	152
Wheatley Courts	906 N. Mittman	477-6624	248
			<b>TOTAL 3,966</b>

ELDERLY/DISABLED	Address	Phone	Units
Alhambra Senior Apts.	7130 New Laredo Hwy	923-8200	14
Blanco Apts.	906 W. Hulsache	477-6302	100
Christ the King	4502 W. Martin	477-6321	48
Col. George Cisneros	3003 Weir Avenue	477-6323	55
College Park Apts.	2011 N. Flores	477-6326	78
Escondida Apts.	2514 Vance Jackson	477-6475	20
Fair Avenue Apts.	1215 Fair Ave.	477-6341	216
Frank E. Hornsby Apts.	740 Rice Rd.	477-6348	59
Henry B. Gonzalez Apts	5811 Ingram Rd.	477-6350	51
Jewett Circle Apts.	425 S. W. 34th St.	477-6357	75
Kenwood North	121 Avenue M	477-6359	53
Le Chalet Apts.	832 E. Grayson	477-6655	34
Lewis Chatham	6405 S. Flores	477-6371	119
Lila Cockrell Apts.	3500 Pleasanton	477-6367	70
Linda Lou Apts.	124 Linda Lou	477-6341	10
Madonna Apts.	7710 Madonna	477-6376	60
Marie McGuire	211 N. Alamo	477-6376	63
Matt Garcia	6114 Pecan Valley	477-6341	55
Midcrown Srs. Pavilion Apts.	5414 Midcrown Dr.	599-9199	39
Midway Apartments	545 E. Mitchell	477-6430	20
O. P. Schnabel Apts.	919 S. Main St.	477-6404	70
Parkview Apts.	114 Hickman	477-6416	153
Pin Oak I Apts.	7190 Oaklawn	477-6421	50
Raymundo Rangel	1021 S. San Eduardo	477-6425	26
Sahara Ramsey	10004-10012 Sahara	477-6376	16
San Pedro Arms	2103 San Pedro	477-6416	16
South San Apts.	2357 W. Southcross	477-6443	30
Sun Park Lane	4523 Lavendar Ln	477-6457	65
Tarry Towne Apts.	315 Vance Jackson	477-6478	98
Victoria Plaza	411 Barrera	477-6495	185
Villa Hermosa	327 N. Flores	477-6611	66
Villa Trachese	307 Marshall	477-6325	201
WC White	618 N. Hackberry	477-6655	75
William Sinkin Apts.	1518 Amanda	477-6628	50
Williamsburg Apts.	118-120 Williamsburg	477-6478	15
			<b>TOTAL 2,355</b>

## MIXED-INCOME HOUSING

## SECTION 8/HCV

FAMILY	Address	Phone	Units
Artisan at Creekside	1901 S. San Marcos	225-5600	252
Artisan at Mission Creek	7423 Yarrow	927-9800	252
Artisan at Salado Falls	3714 Binz Engleman Rd.	227-3999	252
Bella Claire Apts.	2618 Nacogdoches	477-6300	67
Burning Tree	14438 Jones Maltzberger	494-4540	108
Castle Point Apts.	5320 Blanco Rd.	477-6310	220
Churchill Estates Townhomes	14121 Churchill Estates	477-6310	40
Claremont Townhomes	131 Claremont	477-6300	4
Converse Ranch I & II	8355 Crestway Dr.	661-3260	228
Costa Almadena Apts.	6222 S. New Braunfels	531-9590	176
Costa Mirada Apts.	9323 Somerset Rd.	923-2972	212
Courtland Heights Apts.	5940 Danny Kaye	614-1900	56
Dietrich Road Apts.	4618 Dietrich Rd.	477-6334	30
Élan Gardens	1602 Jackson Keller	308-6555	228
Encanta Villa Apts.	5300 Encanta	477-6335	56
HemisView Village	401 Santos St.	212-8808	245
Hornestead Apts.	5800 Medina Base Rd.	477-6355	157
La Providencia Apts.	2525 Castrovilla Rd.	477-6364	90
Legacy at Crown Meadows	7700 Ingram Rd.	509-8084	192
Monterrey Park Apts.	6060 W. Commerce St.	432-9000	200
Reagan West Apts.	6503 W. Commerce St.	432-9000	15
Refugio Place	300 Labor St.	212-5256	210
Rosemont at Highland Park	1303 Rigsby Ave.	337-4202	252
Rosemont at University Park	102 Emerald Ash	628-4221	240
San Juan Square I	1938 S. Zarzamora	223-2889	143
San Juan Square II	2404 S. Calaveras	222-8866	144
Sutton Oaks	2818 N IH 35	432-8711	194
Spring Hill I Apts.	4830 & 4840 Ray Bon	654-3600	253
Spring Hill II Apts.	4802 Ray Bon	654-3600	196
Towering Oaks Apts.	7710 Oakdell Way	615-6500	128
Villa de Valencia	13656 O'Connor Rd.	653-4400	104
Villas de Costa Valencia	6303 Highway 90 West	645-7015	230
Warren House	401 Warren St.	477-6300	7
Woodhill Apts	4909 Woodstone	558-4500	532
			<b>TOTAL 5,713</b>

ELDERLY	Address	Phone	Units
Alhambra Senior Apts.	7130 New Laredo Hwy	923-8200	140
Legacy at O'Connor Rd.	13842 O'Connor Rd.	946-3900	150
Legacy at Science Park	5803 Ingram Rd.	431-7400	120
Midcrown Srs. Pavilion Apts.	5414 Midcrown Dr.	599-9199	196
Mirabella Srs. Apt. Homes	1955 Bandera Rd.	432-8711	172
Pecan Hill Apts.	1600 W. Lawndale	477-6417	100
Primrose at Mission Hills	6639 S. New Braunfels Ave	534-5380	252
Primrose at Monticello	2803 Fredericksburg Rd.	733-8300	248
Sunshine Plaza Apts.	455 E. Sunshine	477-6462	100
Villa De San Alfonso	2101 Vera Cruz	431-0500	29
			<b>TOTAL 1,507</b>

VOUCHER PROGRAMS	
Tenant-based Voucher Programs	12,426
Homeless Programs	
Veterans Affairs Supportive Housing (VASH)	410
Shelter Plus Care (SPC)	101
SAHA Homeless Programs	400
Set-Aside Homeless Voucher Program	200
<b>TOTAL = 13,537</b>	

TOTAL SAHA HOUSING INVENTORY = 26,738



*opportunity lives here*



**SAHA**

**SAN ANTONIO  
HOUSING AUTHORITY**

*Opportunity Lives Here*

818 South Flores | San Antonio, TX 78204

[www.saha.org](http://www.saha.org)

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