

Effective Boards: Conversations and Capacity Building

An eight-part series with
LISC San Antonio featuring
expert presenters and
practitioners

Framework and Practices of Exemplary Governance In-Person, Limited Registration	April 3 10 a.m.	What Does the Board Do? Virtual	June 26 2 p.m.
Communication Before, During and After a Crisis Virtual	April 25 10 a.m.	Representing Your Organization In-Person, Limited Registration	August 30 8:30 a.m.
Upholding the Public Trust Virtual	May 12 8:30 a.m.	Whose Board Is It? Virtual	September TBD
Engaging the Board in Strategic Planning Virtual	June 5 2 p.m.	Board Member Journey In person, Limited Registration	September TBD

**Effective Boards: Engaging the Board
in Strategic Planning
June 5, 2023**

Effective Boards: Engaging the Board in Strategic Planning

Today's Agenda:

- I. Leilah Powell, LISC San Antonio Executive Director, Welcome and Introductions
- II. Presentations
 - Mary E. Garr, President/CEO, Family Service
 - Katie Vela, Executive Director, South Alamo Regional Alliance for the Homeless
 - Pete A. Alaniz, San Antonio Housing Trust Foundation
- III. Q&A, Moderated by Leilah Powell

Col. Mary E. Garr (Ret.)

President/CEO, Family Service



Since 1903, Family Service has provided a broad array of services to empower individuals, transform families, and strengthen the health of communities by addressing the social determinants of health that directly impact peoples' lives based on where they live, learn, work, play, and age. Specifically, she and her team work upstream to prevent or mitigate life, community, and systemic effects that affect peoples' long term health and life potential.

An experienced leader with three decades of diverse roles in several industries, including healthcare, city management, nonprofits, and the military as a CEO and COO, including as the last Garrison Commander of Fort Sam Houston and Camp Bullis. She led her teams in providing all the infrastructure and support services for a small city, supporting mission readiness and quality of life, while merging the Garrison into Joint Base San Antonio, and then standing up the San Antonio Military Health System as its first Chief Operating Officer, integrating and aligning Army and Air Force healthcare delivery in San Antonio.

Over the course of her military career, she served in a variety of command and staff positions both in the United States and overseas, in hospital, academic, and operational assignments. Mary Garr graduated from Georgetown University with a degree in Foreign Studies and obtained Master's degrees in Health Administration from Baylor University and Strategic Studies from the U.S. Army War College.

Katie Vela

Executive Director, South Alamo Regional Alliance for the Homeless



The South Alamo Regional Alliance for the Homeless (SARAH) is a nonprofit organization and the Homelessness Continuum of Care (CoC) Lead Agency for San Antonio/Bexar County. SARAH works to strengthen coordination, collect and analyze data, and align funding to improve San Antonio’s homeless response system, ensuring everyone has a place to call home. Under Katie’s leadership, SARAH received statewide recognition in 2021 as Texas Homeless Network’s “Organization of the Year” and led, in collaboration with partners, San Antonio’s “House America” initiative to successfully rehouse 1,500 people experiencing homelessness in less than one year.

Katie Co-Chairs the Alumni Leadership Circle for UTSA’s College of Health, Community, and Policy program and the Trauma-Informed Care Workgroup for Homelessness and Housing. She is a member of the San Antonio Nonprofit Council Advocacy Committee, and served as the mayor’s appointment to Co-Chair San Antonio’s first Housing Citizen Bond Committee. She is part of Leadership San Antonio Class 47 and was awarded the distinction of “40 under 40” by the San Antonio Business Journal in 2023.

Katie is known for her technical expertise and collaborative approach toward meaningful change while working across complex systems. A native San Antonian, Katie holds a master’s degree in Public Administration from the University of Texas-San Antonio with a Nonprofit Administration and Leadership Certificate.

Pedro A. Alaniz

Executive Director, San Antonio Housing Trust Foundation



Pedro (Pete) Alaniz has served as Executive Director for the **San Antonio Housing Trust Foundation** since September of 2019. He brings over 20 years of community development and housing policy experience including serving the City of San Antonio as *Real Estate Administrator* focusing on complex development transactions within our city's urban core and as *Grant Manager* overseeing the city's use of federal entitlement funding.

Through his leadership, Pete was instrumental in completing a structural realignment of the San Antonio Housing Trust's governance structure, implementing a new five-year strategic plan, and aligning efforts with the City of San Antonio's Strategic Housing Implementation Plan (SHIP). In 2021, his leadership earned the San Antonio Housing Trust the inaugural Susan R. Sheeran Bridge Builder Award. Pete currently serves as a San Antonio Housing Commissioner, serves as Co-Chair of the Removing Barriers to Affordable Housing Committee, serves on the Preston Hollow Capital Community CDFI Advisory Board, and is active with the Successfully Aging and Living in San Antonio (SALSA) Initiative which provides housing policy solutions to our older adult and disability community.



Alliance to House Everyone

Board Engagement in Strategic Planning & Integrating Lived Expertise



South Alamo Regional Alliance for the Homeless

4100 E. Piedras, Suite 105 | San Antonio, TX 78228 | 210.876.0720 | www.sarahomeless.org



WHO WE ARE & WHAT WE DO

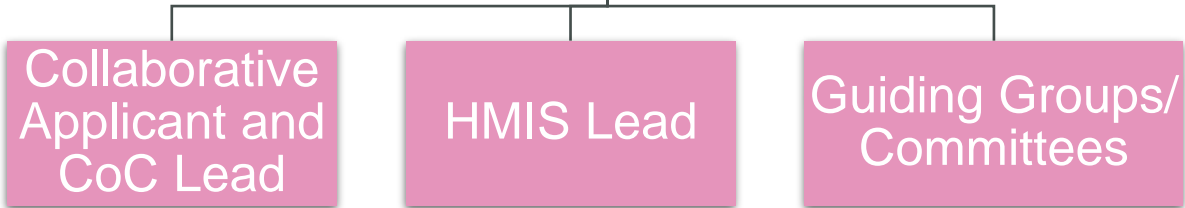
The South Alamo Regional Alliance for the Homeless (SARAH) **exists to ensure everyone has a place to call home in San Antonio and Bexar County.**

SARAH is HUD's designated **Continuum of Care (CoC) lead agency**, the regional coordinating body around homelessness.

Key Functions of the CoC

- Facilitate Funding Process for approximately \$14 Million in HUD CoC Program Annually
- Federal & Community Reports on Homelessness
- Homelink, our local Coordinated Entry System
- Technical Assistance & Coordination with 50+ Partner Agencies
- Programs to Support Homeless Service Providers
- Facilitate Community Workgroups & Set Standards to Improve our Homeless Response System

CoC Board of Directors
(includes City, County, School Districts, Law Enforcement, Consumers, Hospitals, etc.)



Development of SARA H

- 2015: Started 2 staff, recruited board (Focused on “CoC” role)
- 2018: Formed Youth Action Board (YAB) to apply for YHDP
- 2019: COSA began developing Homeless Strategic Plan
- 2020: Emerging community priorities & need for planning
- 2021: Developed Compass/Strategic Plan
- 2022: Formed Lived Expertise Advisory Board (LEAB)
- 2023: New rhythms to separate CoC role & Community Priorities

MISSION

We exist to ensure everyone has a place to call home in San Antonio and Bexar County.

THEORY OF IMPACT

We accomplish our mission by strengthening our coordinated system of care, promoting sustainable strategies, focusing on measurable impact, and advocating for people experiencing homelessness.

BELIEFS

We believe in the dignity and value of every human being. We work intentionally to create equitable outcomes for everyone.

Homelessness is caused by a lack of affordable housing and services, systemic inequities, and trauma.

Ongoing partnerships with people who have experienced homelessness are paramount to impactful systems change.

Collaboration and coordination are critical to driving systems change and closing gaps. No single organization can solve homelessness.

Everyone can be successful in housing with the appropriate intervention and supportive services.

The integrity and understanding of our data are essential to inform decision-making and improve performance.



VALUES

*We are **Empowering Partners.***

We see the potential in people, lead with trust, embrace differences, and elevate strengths.

*We are **Resourceful Problem Solvers.***

We embrace optimism, innovation, and excellence as we face adversity and tackle problems.

*We are **Relentless Learners.***

We strive to be subject matter experts and recognize setbacks as opportunities for growth.

*We are **Systems Leaders.***

We cultivate collaboration and nurture the health of the whole.

VITALS

Number of People Experiencing Homelessness, broken down by demographics and specific populations

Number of Households Moving to Permanent Housing

Number of Returns to Homelessness

Number of People Experiencing First-Time Homelessness

Efficiency of Homeless Response System (Homelink and RPI metrics)

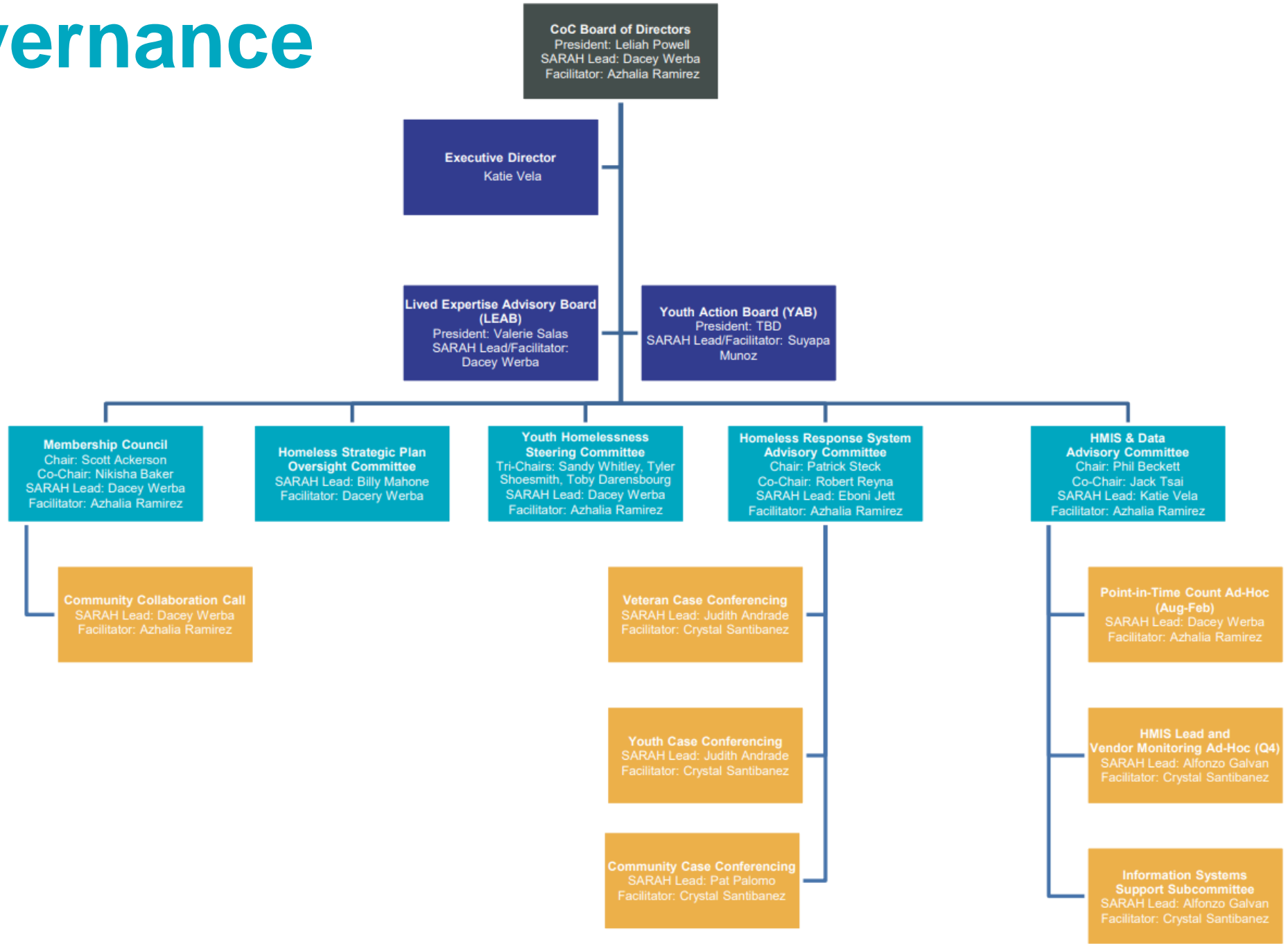
CoC Funding Level

Board's Priorities / Compass

Compass Defines Three Year Focuses for SARAH:

1. Building a Thriving Community of Partners
2. Leveraging Data toward Continuous Learning & Systems Improvement
3. Education & Advocacy

CoC Governance



Youth Action Board (YAB)

The mission of the Youth Action Board is to advise and inform on the Youth Homelessness Demonstration Program (YHDP) planning process to represent the youth homeless community in San Antonio. The Youth Action Board is responsible for understanding and advising on improvements for the current homeless system.

2022/2023 Goals:

- Rebuild Community Presence
- Focus on work that destigmatizes homelessness
- Recruit 3 new YAB members

Requirements:

- Members must be 17 to 25 years old
- Prospective members are subject to approval by the Youth Action Board
- The Youth Action Board must comprise at least 2/3 active members with lived experience of homelessness.

Lived Expertise Advisory Board (:EAB)

The Lived Expertise Advisory Board (LEAB) aims to advise and inform the TX-500 Continuum of Care by representing the homeless community in San Antonio. The LEAB is responsible for understanding and advising on improvements for the current homeless response system for adults and families. The committee members aim to create a dignified and equitable homeless response system for our community members who are at-risk of or experiencing homelessness.

2023 Goals:

- Create a Self-Care Movement
- Attend Events/Build a Presence in the Community
- Provide Feedback on Policy and Unsheltered NOFO to the CoC

Eligibility:

- Must be approved by the majority through the Lived Expertise Advisory Board officers.
- The LEAB must comprise at least $\frac{2}{3}$ active members with lived experience or housing insecurity.
- To be eligible to vote, the member must have lived expertise.
- Must reside or commute regularly in San Antonio/Bexar County region.

Benefits of Joining YAB/LEAB

- Compensated \$40 per meeting
- Food provided
- Transportation assistance
- Emergency Fund
- Professional Development Opportunities

What's Next? SARAH's Priorities

SARAH's Core Functions	Community Priorities
<ul style="list-style-type: none">• CoC Lead Agency• CE Lead Agency• Board's Priorities (Compass)• Nonprofit Sustainability <p><i>These are team core functions that need to be outlined in JDs</i></p>	<ul style="list-style-type: none">• Local Homeless Strategic Plan• Federal Strategic Plan• SNOFO/CoC Plan• YHDP CCP• Annual NOFO Priorities• Ongoing Priorities via Data + Governing Structure + Community Changes <p><i>Strategic Planning Team ensures processes in place to prioritize from Community Plans & learning</i></p>

Engaging Board Members

San Antonio Housing Trust



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Toni Brumfield
BOARD MEMBER



Mark Carmona
BOARD MEMBER



Teri Castillo
BOARD MEMBER



Eric Cooper
BOARD MEMBER



Rachell Hathaway
BOARD MEMBER

SA Housing Trust

Prior Board Structure

thru 2021



A collection of 4 separate corporate entities created by the City of San Antonio



City Housing Trust Fund - 1988
Board of Trustees (11-member citizen board)



Foundation 501(c)(3) - 1989
Board of Directors (11-member citizen board)



Public Facility Corporation - 2009
Board of Directors (5-members City Council)



Finance Corporation -1997
Board of Directors (5-members City Council)



Organizational Assessment

Organizational overhaul including
“**Governance Re-alignment**”

- Lack of Coordination (2 Bosses)
- Right Hand vs Left Hand
- No Collective Policy
- In-Balance of Authority
- Lack of Expertise & Perspective
- Need better balance the collective skills & interests of board members
- Need unified policy development
- Need perspective in decision making
- Must enhance transparency

Joint Transition Committee

- 3 Trust/Foundation Members
 - 3 City Council Members
 - 1 City Staff Advisor
 - 3 Sets of Attorneys
 - 1 Executive Director
- Conducted Joint Workshops
 - Board Structure & Terms Limits
 - Board Appointment & Selection Processes
 - Voting rights
 - Enshrining Core Values in Formation Docs
 - Officers and powers
 - Citizen Board Member Qualifications
 - Even had to figure out how to “Draw Straws”



A New Hope!

- Unified Board across all 4 SAHT Entities
- 5 City Council Members
- 6 Community Members

New Statement Of Purpose

The San Antonio Housing Trust will be committed to creating and preserving housing that is primarily affordable, accessible, attainable, and/or sustainable to residents in the City of San Antonio; and to support community development efforts that build and sustain neighborhoods, empower residents, and provide for positive equitable outcomes.

New Board Member Retreat



Meet and Greet Opportunity



Understand Perspectives



Get to know staff, history, current work



Educate on City's Strategic Housing
Implementation Plan (Our Role)



Set Expectations of Each Other



Next Steps

Five Year Strategic Plan

