

# HATC50

**Building on Half a Century of Service**

**Housing Authority of Travis County**  
**Strategic Plan: 2022-2025**

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## THANKS TO OUR COMMUNITY!

As we approach our 50th anniversary in 2025, we are excited to recommit ourselves to develop, manage, and maintain vibrant communities of affordable housing, along with resident empowerment services to advance the quality of life for those most in need. We are refocusing our actions to collaborate with a wide variety of community partners to connect people with opportunities for self-sufficiency through fiscal empowerment.

The challenges facing Public Housing Agencies have never been greater: reduced funding and increased demand for affordable housing. So, we sought input from all of our internal and external stakeholders.

It is their knowledge and support that built this plan, which lays down the framework for greater accountability, board and staff leadership training, collaboration, communication, employee incentives, human resource guidance, stakeholder involvement, team building, and clarity of values.

We are united in our commitment to achieve our vision on behalf of all we serve, and we welcome your involvement along the way so that more families may thrive!



Patrick Howard  
Executive Director and Chief Executive Officer



## OUR MISSION

HATC staff and resident leaders create and preserve a model, sustainable system of affordable housing and resident empowerment services for those most in need.

## OUR VISION

HATC is a leader in the provision of affordable housing that empowers its families and program participants to become self-sufficient.

## OUR VALUES

COLLABORATION AND COORDINATION / ETHICAL LEADERSHIP / ACCOUNTABILITY  
OPERATIONAL TRANSPARENCY / ORGANIZATIONAL EXCELLENCE  
PERSONAL RESPONSIBILITY / POWERFUL PARTNERSHIPS / PROFESSIONAL SERVICE  
RESIDENT EMPOWERMENT / RESPECTFUL RELATIONSHIPS

## OUR COMMITMENT TO ETHICAL AND RESPECTFUL RELATIONS

HATC's board and staff are committed to ethical, respectful, and nondiscriminatory relationships and practices that emphasize the importance of Diversity, Equity, and Inclusion. It is our belief that the rich and varied experiences and world views which can be accessed via diversity, equity, and inclusion efforts will provide the potential for more creative organizational solutions, promote a culture of recognition, respect, and appreciation, and drive collaboration and innovation within the organization.

All employment and residential placement decisions will be made by HATC without regard to race, color, sex (including pregnancy, gender identity, and sexual orientation), religion, national origin, age, disability, genetic information, familial status, veteran status, or any other status protected by applicable federal, state, or local laws.

## OUR PLEDGE OF SERVICE

HATC's board members and staff pledge to be attentive, dedicated, helpful, knowledgeable, resourceful, and responsive to all we serve.

# HATC AND ITS AFFILIATE ORGANIZATIONS

Created in 1975 by Resolution of the Travis County Commissioner’s Court, and governed under the guise of Chapter 392 of the Texas Local Government Code, the Housing Authority of Travis County (HATC) provides safe, decent, and sanitary housing for low-income families in Travis County. HATC currently operates and maintains 105 HUD Project Based Rental Assistance (PBRA) units, and authorizes the issuance of 632 Housing Choice Vouchers and special purpose vouchers. In addition, HATC receives Continuum of Care grants from HUD to provide rental assistance to homeless individuals with disabilities and their families, alongside supportive services funded through other sources. HATC owns an affordable family development (non-subsidized housing) and an affordable seniors’ development (non-subsidized housing) with 16 and 33 units, respectively.

## Homelessness Programs

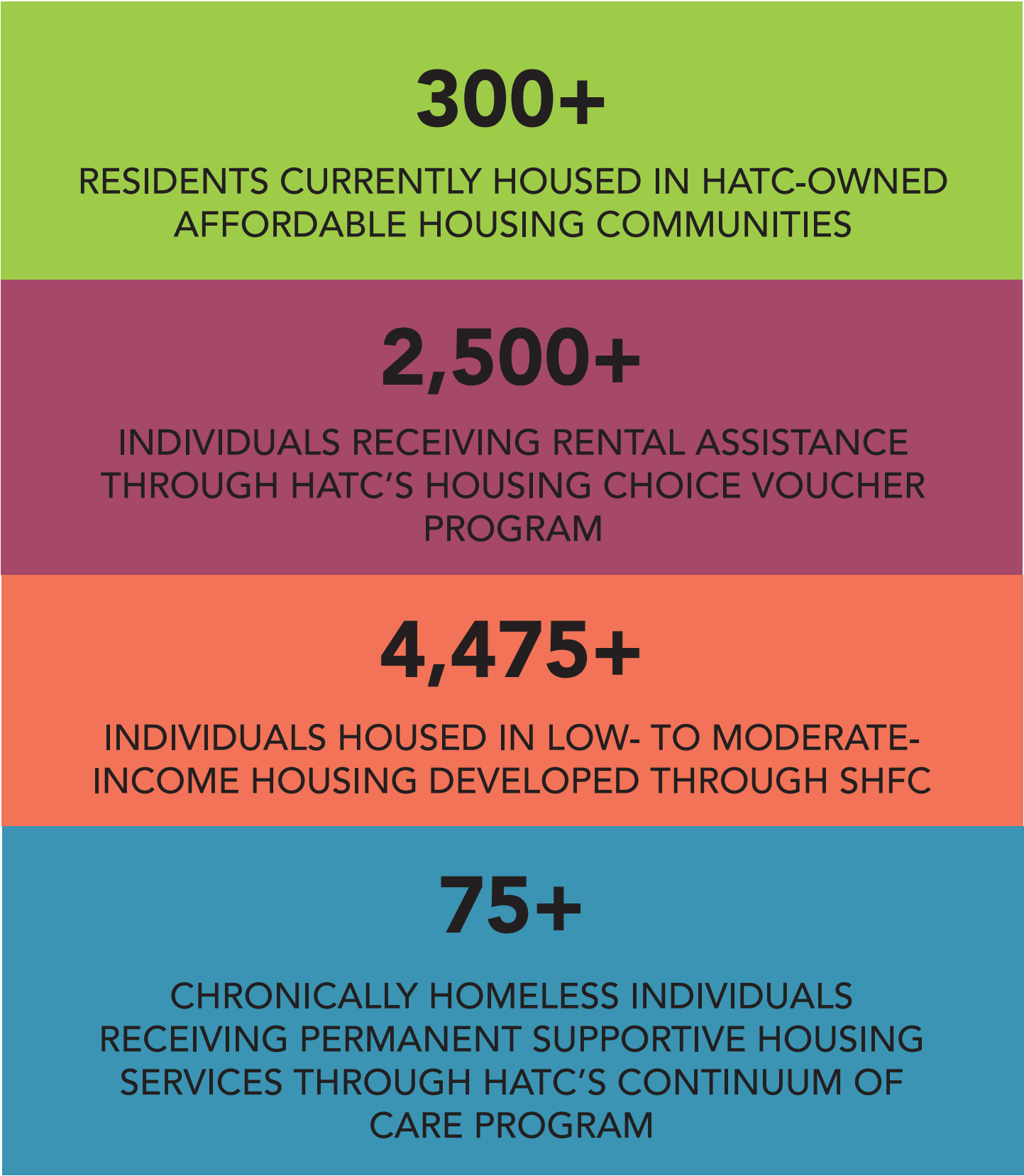
The Continuum of Care (CoC) Program is designed to provide permanent supportive housing to homeless individuals, primarily those with serious mental illness, substance abuse disorders, and various disabilities. To achieve this, HATC partners with Integral Care and the Ending Community Homelessness Coalition (ECHO).

## Travis County Development Corporation

The TCDC was created in 2001 to operate exclusively for the benefit of HATC via activities that promote the expansion and preservation of decent, affordable housing by acquiring, constructing, rehabilitating, operating, and/or disposing of housing projects or units.

## Travis County Facilities Corporation

The TCFC was established in 2001 to work in conjunction with HATC in the acquisition, construction, rehabilitation, renovation, repair, equipping, furnishing, and placement of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.



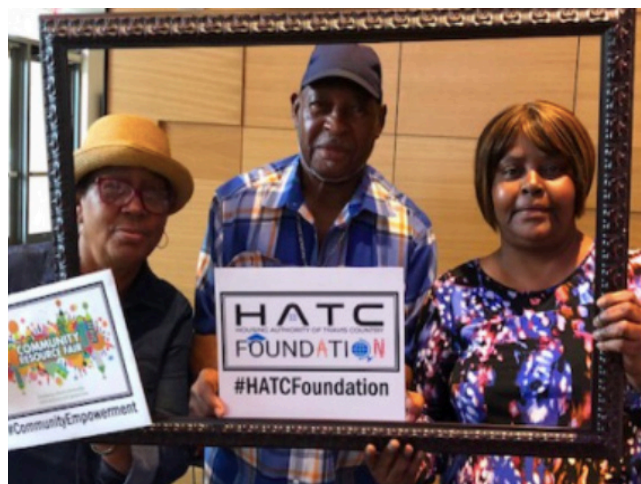




## THE HATC FOUNDATION

The HATC Foundation was founded as a 501(c)(3) nonprofit subsidiary of HATC in 2017 to help residents progress towards economic independence by connecting them with public and private resources. Its programs include:

- **Self-Sufficiency:** The Foundation guides and assists individuals and families toward financial independence and self-sufficiency via educational support, vocational/job readiness training, financial literacy, and events to connect them with resources.
- **Youth Development:** The Foundation expands opportunities for children to develop their characters, build self-esteem, learn leadership skills, become socially responsible, and explore interests and talents through scholarships, membership in youth-oriented organizations, summer food service programs, STEM enrichment programs, school supply drives, and summer camps.
- **Family Enrichment:** The Foundation builds strong families by promoting wellness, healthy nutrition, positive family interactions, childcare, parenting, and by connecting residents and clients with resources to assist them in achieving their long-term goals.



Above: The Beckett Apartments



Above: Menchaca Commons Apartments



Above: Colorado Creek Apartments

## STRATEGIC HOUSING FINANCE CORPORATION

To further address the affordable housing needs of residents in Travis County, in 2004 the Travis County Commissioners Court established the Strategic Housing Finance Corporation (SHFC). SHFC owns 23 multifamily apartment communities throughout Travis County, with several currently in development and under construction.

SHFC's focus is to increase the supply of quality affordable housing for individuals and families of moderate to low incomes in Travis County, and to create inclusive communities that stabilize families.

SHFC was incorporated as a nonprofit entity under the laws of the state of Texas, and was created pursuant to Chapter 394 of the Texas Local Government Code. SHFC is an affiliate and a discretely presented component unit of HATC, according to the Governmental Accounting Standards Board (GASB).

SHFC has a five-member Board that is appointed by the Travis County Commissioners Court. The SHFC Board has exclusive control and power to manage the activities, property, and affairs of SHFC and to determine the manner in which funds, both principal and income, are applied.

As part of its focus, SHFC assists in the development of affordable properties through the private activity bond/tax credit program by providing property tax exemption and participation in partnerships allowing the developments to be financially feasible.



# STRATEGIC HOUSING FINANCE CORPORATION (SHFC) PROPERTY PORTFOLIO



## SHFC PROPERTIES

- 1 - Cambridge Villas Apartments**
  - 208 units
  - 15711 Dessau Rd, Pflugerville, TX 78660

**2 - Silver Springs Apartments**
  - 360 units
  - 12151 N. Interstate Hwy 35, Austin, TX 78753

**3 - Forest Park Apartments**
  - 228 units
  - 1088 Park Plaza, Austin, TX 78753

**4 - Paddock at Norwood Apartments**
  - 228 units
  - 1044 Norwood Plaza, Austin, TX 78753

**5 - Heights on Parmer Apartments**
  - 332 units
  - 1500 E Parmer Ln, Austin, TX 78753

**6 - Southpark Ranch Apartments**
  - 192 units
  - 9401 South 1st St, Austin, TX 78748

**7 - Rosemont at Oak Valley**
  - 280 units
  - 2800 Collins Creek Dr, Austin, TX 78741

**8 - City View at the Park Apartments**
  - 70 units
  - 2000 Woodward St, Austin, TX 78741

**9 - William Cannon Place Apartments**
  - 252 units
  - 2112 E William Cannon Dr, Austin, TX 78744

**10 - The Beckett Apartments**
  - 302 units
  - 14011 FM 969, Austin TX 78725

**11 - The Nine on Shoreline Apartments**
  - 280 units
  - 3501 Shoreline Dr, Austin, TX 78728

**12 - Creekview Apartment Homes**
  - 264 units
  - Old Manor Rd and Springdale Rd, Austin, TX 78724

**13 - Boyce Parmer Apartment Homes**
  - 280 units
  - Parmer Ln and Boyce Ln, Austin, TX 78653

**14 - Manchaca Commons Apartments**
  - 240 units
  - 12040 Manchaca Rd, Austin, TX 78748

**15 - Commons at Manor Village Apartments**
  - 172 units
  - Hwy 290 and Loop 212, Manor, TX 78653

**16 - Residences at Decker**
  - 262 units
  - 9000 Decker Lane, Austin, TX 78724

**17 - Lakeway Apartments**
  - 180 units
  - 2309 N. FM 620, Austin, TX 78734

**18 - Colorado Creek Apartments**
  - 240 units
  - 3101 Fallwell Ln, Del Valle, TX 78617

**19 - Austin Manor Apartments**
  - 280 units
  - Bellingham & E. Parmer Ln, Austin, TX 78653

**20 - Wildhorse Flats**
  - 310 units
  - 10525 Wildhorse Ranch Trl, Manor, TX 78653

**21 - Yager Lane Apartments**
  - 300 units
  - 4818 E. Yager Ln, Manor, TX 78653

**22 - Canyon Ridge Apartments**
  - 260 units
  - 12118 Walnut Park Crossing, Austin, TX 78753

**23 - Parkside Crossing**
  - 218 units
  - 3400 Shoreline Dr, Austin, TX 78728

# HOUSING AUTHORITY OF TRAVIS COUNTY (HATC) PROPERTY PORTFOLIO



**1 - Summit Oaks Apartments**

- 24 units
- 11607 Sierra Nevada, Austin, TX 78759



**2 - Alexander Oaks Apartments**

- 51 units
- 6119 Valiant Circle, Austin, TX 78749

**3 - Eastern Oaks Apartments**

- 30 units
- 4922 Nuckols Crossing, Austin, TX 78744



**4 - Carson Creek Duplexes**

- 16 units
- 1300 A & B Cool Shadow, Del Valle, TX 78617

**5 - Manor Town Apartments**

- 33 units
- 200 W Carrie Manor St, Manor, TX 78653

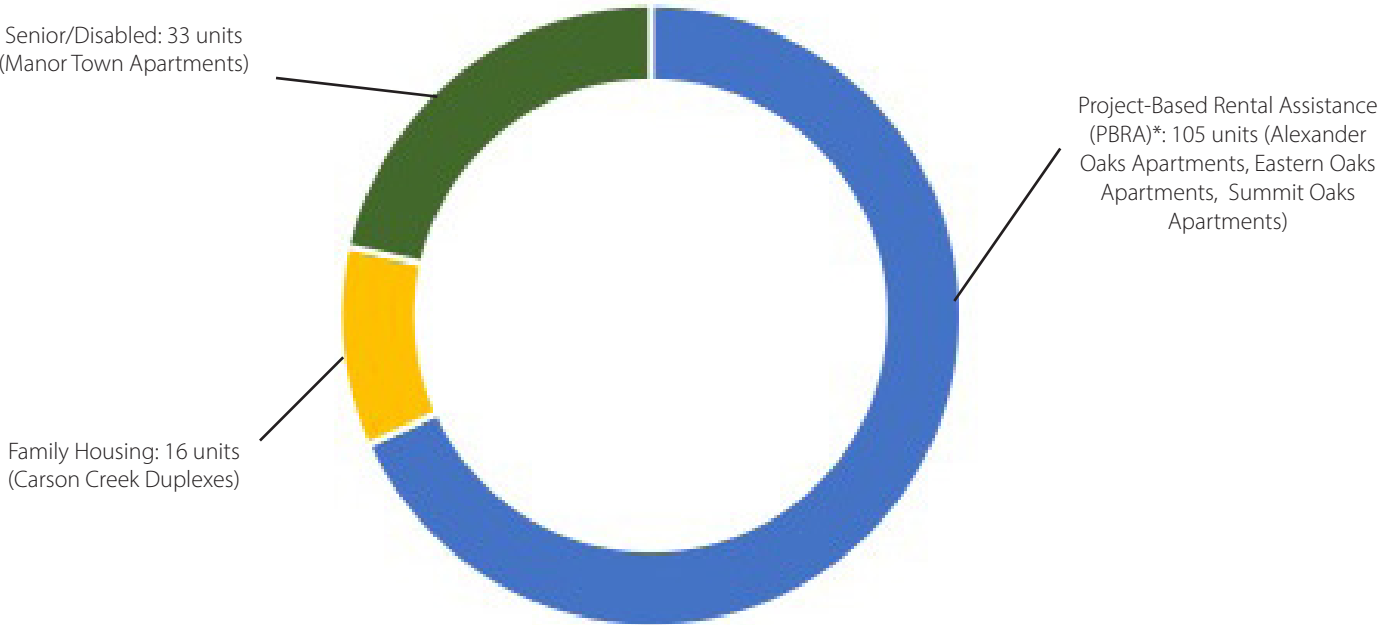




# AFFORDABLE HOUSING UNITS

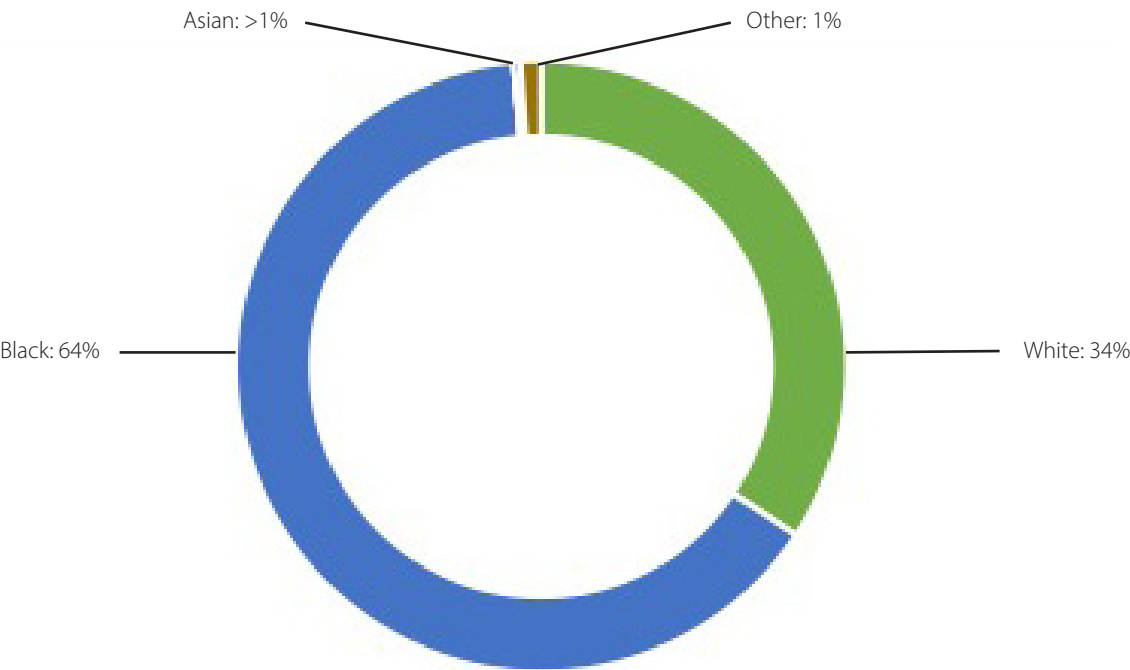
- **Project Based Rental Assistance (PBRA):** In 2016, HATC converted all 105 of its formerly traditional public housing units at Alexander Oaks and Summit Oaks Apartments to PBRA. PBRA provides critical affordable housing stock to low-income families. This type of rental assistance allows tenants to pay rent based upon their income. PBRA is tied to particular units, and does not travel with individual tenants. This means that PBRA can be a source of long-term affordability if preserved.
- **Senior/Disabled Housing:** Manor Town Apartments, located just east of Austin in the city of Manor, offers 33 affordable units for seniors. Manor Town Apartments was established through the Federal Home Loan program.
- **Family Housing:** Carson Creek Apartments, an eight duplex community located in the Southeast Austin neighborhood of Del Valle, was established through the Federal Resolution Trust Corporation (RTC) program, and the rent is restricted to 50% of the Area Median Income (AMI) limits.

## HATC Properties: Project Type

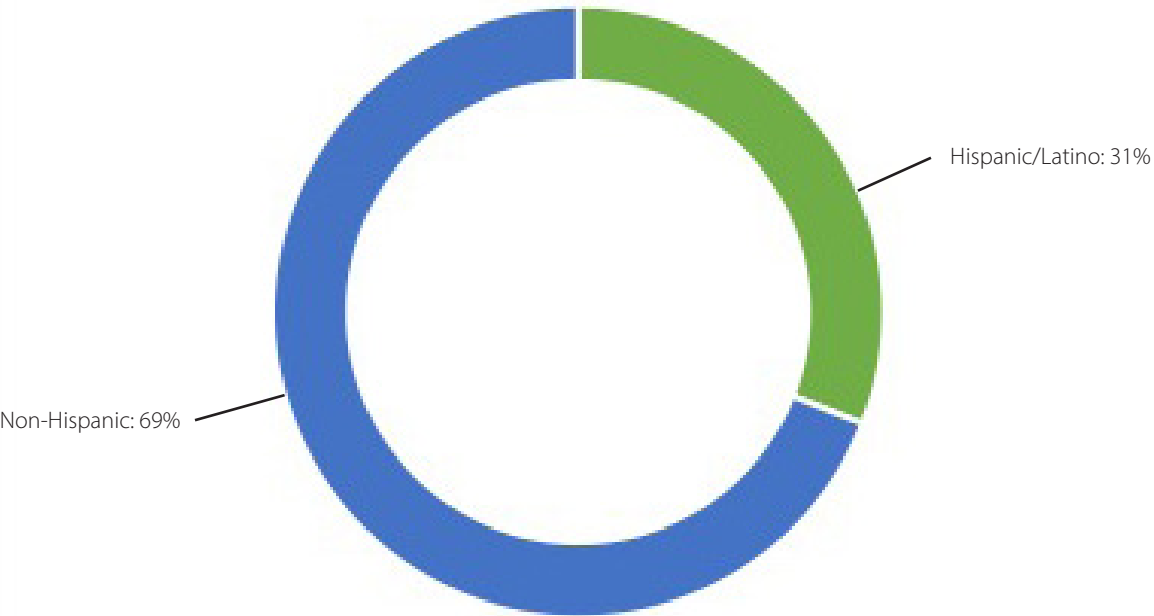


# AFFORDABLE HOUSING: DEMOGRAPHICS

## Affordable Housing Residents: Race



## Affordable Housing Residents: Ethnicity



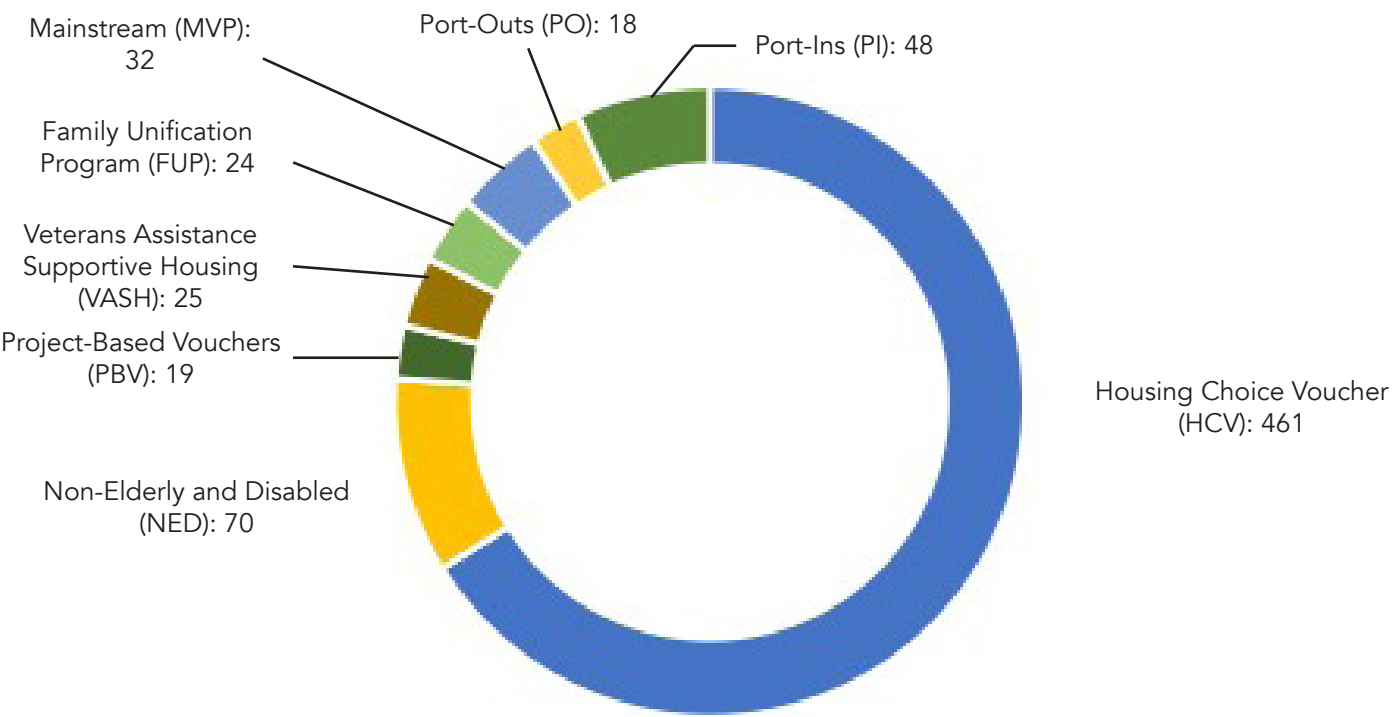
Average Yearly Income of Affordable Housing Households:  
**\$14,521**



# HOUSING CHOICE VOUCHER (HCV) PROGRAMS

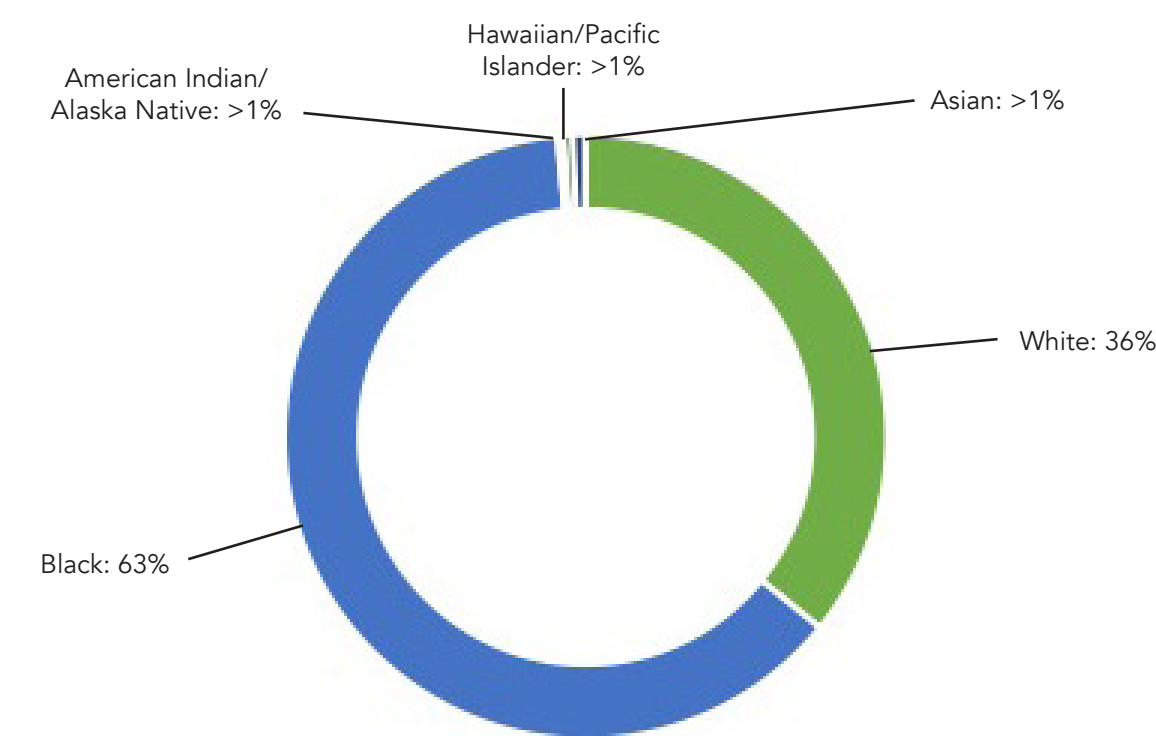
- **Housing Choice Vouchers (HCV):** Applicants locate the unit of their choice in Travis County. The landlord must be willing to accept a voucher and adhere to the terms of the HCV program.
- **Port In Vouchers (PI):** Tenants have moved to Travis County with existing vouchers from other Public Housing Authorities, who reimburse HATC.
- **Project Based Vouchers (PBV):** HATC administers vouchers where nonprofit partners provide comprehensive onsite services that are Project Based (within a specific apartment community). PBVs are designated for senior citizens or formerly incarcerated individuals. HATC administers these vouchers at Cambridge Villas Apartments in Pflugerville, which is owned by SHFC.
- **Non Elderly and Disabled Vouchers (NED):** NED vouchers are designated for non elderly persons/families with disabilities.
- **Veterans Assistance Supportive Housing (VASH):** HUD-VASH combines HUD housing vouchers with VA supportive services to help veterans who are homeless and their families find and sustain permanent housing.
- **Family Unification Program (FUP):** FUP vouchers are provided to two different populations:
  - ▶ Families for whom the lack of adequate housing is a primary factor in the imminent placement of the family's children in out-of-home care, or the delay in discharge of children to the family from out-of-home care. There is no time limit on FUP family vouchers
  - ▶ For a period not to exceed 36 months, otherwise eligible youth between 18 and 24 years of age who have left foster care, or will leave foster care within 90 days, and is homeless or is at risk of becoming homeless.
- **Mainstream (MVP):** Mainstream vouchers assist non-elderly persons with disabilities. Aside from serving a special population, Mainstream vouchers are administered using the same rules as other housing choice vouchers.

Housing Choice Voucher (HCV) Program: Current Voucher Types Administered

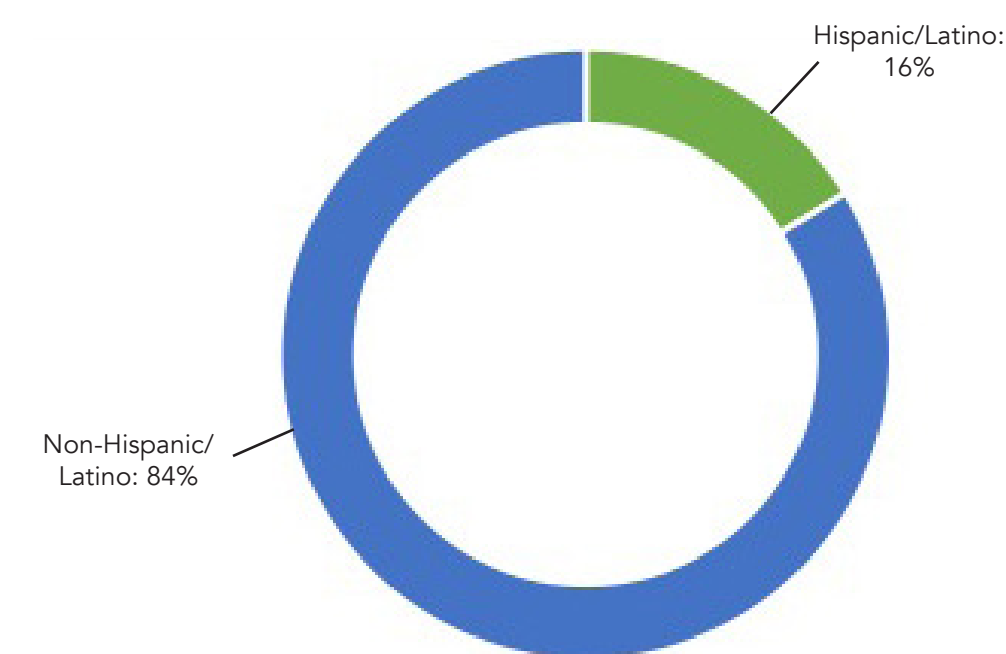


# HOUSING CHOICE VOUCHER (HCV) PROGRAMS: DEMOGRAPHICS

## Housing Choice Voucher Clients: Race



## Housing Choice Voucher Clients: Ethnicity



Average Yearly Income of HCV Households: **\$16,619**

HATC crafted this Strategic Plan using extensive input from various residents, clients, and stakeholders, including....

**72** RESIDENTS AND PROGRAM PARTICIPANTS

**24** BOARD AND STAFF MEMBERS

**9** COMMUNITY PARTNERS AND SERVICE AGENCIES

# PRIORITY ONE: AFFORDABLE HOUSING

Preserve and increase the supply of affordable housing, emphasizing deeply affordable units and promoting housing choice and homelessness prevention initiatives throughout Travis County, particularly in areas of high opportunity.

## FOCUS AREAS

- ▶ **Preservation of existing viable units**
- ▶ **Addition of affordable units**
- ▶ **Expansion of housing choice**

## GOALS

- ▶ Ensure physical condition of all properties is maintained for long-term sustainability.
- ▶ Ensure properties are maintained to highest standards in terms of curb appeal through continuous process improvement.
- ▶ Ensure highest levels of resident responsibility.
- ▶ Evaluate the feasibility of developing affordable units for special populations such as veterans, seniors, and others with special needs.
- ▶ Work with Travis County Commissioners Court to create a dedicated source of funding for affordable housing.
- ▶ Increase number of vouchers available.
- ▶ Increase areas where vouchers can be used by residents.

# METRICS

- Score of 80% or above on regularly scheduled REAC inspections
- Annual resident satisfaction surveys resulting in 75% or greater satisfaction in terms of property physical condition and curb appeal
- Make-ready time of 12 days per unit, depending on vendor availability
- TDHCA, MDSI, and/or other regulatory agency metrics will be used to assess Manor Town and Carson Creek
- 3rd Party Management assessment
- 3,500 units added to HATC’s overall baseline by 2025
- By 2025, a new source of funding has been created or new source expanded
- Increase in number of available vouchers by 10% each year
- Increase in landlord participation by 10% each year, particularly within high opportunity areas

- ▶ Embark on at least two revenue-generating opportunities such as Public Facilities Corporations per year, with no less than 50 percent of revenue to fund deeply affordable units.
- ▶ Conduct research on affordable housing development practices in benchmark cities in Texas (San Antonio, Houston, Dallas).
- ▶ Explore partnerships with organizations that facilitate home ownership for no/low-income persons (e.g. Habitat for Humanity, Community First, etc.).

# IMPLEMENTATION: STRATEGIES AND TACTICS

- ▶ Perform physical needs assessment to determine long-term rehabilitation requirements.
- ▶ Continue to invest in capital improvements as necessary.
- ▶ Enforce standards of habitability.
- ▶ Offer housekeeping video training at orientation (perhaps through a public partner).
- ▶ Inspect grounds maintenance at time of action.
- ▶ Consider vendors for grounds maintenance.
- ▶ Improve communication tactics with vendors.
- ▶ Consider issuing at least one Request for Proposal annually.
- ▶ Devise creative uses of set-aside funds earmarked for the provision of deeply affordable units from the TCFC and the SHFC.
- ▶ Identify possible vacant and/or underutilized City/County land for redevelopment.



- ▶ Develop a menu of mechanisms to support affordable units, specifically to include deeply affordable units.
- ▶ Develop criteria and an objective process for awarding funds for deeply affordable units.
- ▶ Better align public entities on collective priorities such as investing in areas that are gentrifying, have high opportunity, have access to public transport; housing the homeless and multigenerational households, etc.
- ▶ Consider soliciting partners so that HATC does not own 100%.
- ▶ Determine the feasibility of purchasing a parcel of land to offer in a Request for Proposal to increase housing stock for persons experiencing homelessness (Consider Voucher Team's input for unity type standards, where applicable).
- ▶ Leverage existing vouchers by increasing landlord retention through expansion of current partner participation.
- ▶ Advocate for additional vouchers as they become available.
- ▶ Maximize Move to Work designation for operational efficiencies.
- ▶ Increase recruitment efforts, particularly in areas of high opportunity, perhaps through collective landlord pools, trade show contacts, landlord orientation, and outreach.

## PRIORITY TWO: RESIDENT EXPERIENCE

Develop and/or partner to create a system of resident empowerment services that facilitate education, reduce unemployment, stimulate business opportunities, and create self-sufficient families.

### FOCUS AREAS

- ▶ **Improvement of wellness/quality of life essentials, particularly for seniors and persons with disabilities**
- ▶ **Strengthening of pathways for access to programs addressing early childhood development, youth empowerment, and parenting**
- ▶ **Promotion of resident agency and self-sufficiency via partnership leveraging**
- ▶ **Establishment of third-party property management system**

### GOALS

- ▶ Maximize wellness and quality of life through the resident experience.
- ▶ Expand partnerships with community agencies.
- ▶ Increase visibility of the HATC Foundation among residents, clients, and stakeholders to increase utilization of services.
- ▶ Promote youth achievement, economic empowerment, and self-sufficiency.
- ▶ Create a framework for resident programs and community partnerships that address early childhood development (including cognitive skills, developmental delays, etc.) and disabilities, youth leadership development, and parenting.
- ▶ Maximize resident potential for agency and self-sufficiency.
- ▶ Successfully manage properties using high-quality third-party managers.

# IMPLEMENTATION: STRATEGIES AND TACTICS

- ▶ Continually seek partnerships with community-based organiations to provide empowerment services for each of our demographic groups, keying in on those which involve residents with the community at large.
- ▶ Develop MOUs that detail expectations.
- ▶ Continue to participate in community-level solutions to systemic problems such as homelessness.
- ▶ Establish and bolster health and wellness programs for senior and disabled populations.
- ▶ Develop and administer quality-of-life assessment periodically.
- ▶ Identify which services pertain to which of our demographic groups (youth, workforce-eligible, seniors, people with disabilities).
- ▶ Increase Foundation on-site staff and digital presence.
- ▶ Identify veterans in our census and provide them with information on services catered to them.
- ▶ Identify and pursue partnerships with pertinent organizations such as Any Baby Can, Head Start, United Way, etc.
- ▶ Create forums via HATC and the Foundation’s networks to connect with and brainstorm with partners ways to strengthen resident opportunities to obtain empowerment information.
- ▶ Reach out to property managers overseeing SHFC’s developments to identify partners who can provide services on premises.
- ▶ Remove barriers for people whose current income could be garnishe if they had another source of income.

## METRICS

HATC resident quality of life programs assessment score of at least 75%

Establish three new partner relationships per year

Achieve 10% increase in awareness annually of Foundation resources available to residents and clients through survey of select demographic groups

Increase traffic to Foundation website by 10% annually over 2021/2022 baseline

Increase resident communication efforts by 10% annually

10% increase year-on-year in resident program participation to double during the four years of the Strategic Plan

Consistent 75% resident participation in meeting individual goals according to personal plan

70% positive resident satisfaction and other stakeholder input

Successful rating (via tool established with input from stakeholders) as per industry standards

- ▶ Initiate a program that mirrors HUD’s Family Self Sufficiency Program in which residents develop personal development plans toward home ownership, education, etc.
- ▶ Provide more awareness for home ownership through voucher program.
- ▶ Partner to help residents participate in a program such as Self-Help Ownership Opportunity Program.
- ▶ Identify mentors for residents (perhaps by incentivizing volunteers in community organizations and/or staff, via paid time off).
- ▶ Create a culture to motivate residents to take advantage of these services.
- ▶ Improve satisfaction feedback systems.
- ▶ Establish Resident Advisory Board (RAB) for each program.
- ▶ Identify and educate residents about home-based work opportunities.
- ▶ Leverage partnership with Literacy Coalition of Central Texas to provide a job coach for residents.
- ▶ Partner with Workforce Solutions to take full advantage of their services, including childcare and job fairs.
- ▶ Identify HATC Foundation Advisory Committee experts in resident employment opportunities such as Austin Public Library, Austin Community College, Chambers of Commerce, Goodwill, Urban League, etc.
- ▶ Develop and publicize to residents the staff’s response time goals, including amount of notice for resident appointments and responding to calls, correspondence, and emergencies.
- ▶ Develop a metric to determine how well third-party managers meet standards.
- ▶ Identify and ensure staffing needed to adequately address property management performance, whether full-time, part-time, consultants, or a hybrid.

# PRIORITY THREE: RESOURCE DEVELOPMENT

Develop and/or partner to create a system of adequate resources to meet the mission.

## FOCUS AREAS

- ▶ Pursuit and winning of grant funding
- ▶ Community partnerships
- ▶ Financial stewardship

## GOALS

- ▶ Increase grant funding.
- ▶ Expand the HATC Foundation’s donor network.
- ▶ Establish new community partnerships and strengthen existing partnerships.
- ▶ Employ measures to ensure greater cost efficiencies to promote greater fiscal responsibility throughout the agency.

## IMPLEMENTATION: STRATEGIES AND TACTICS

- ▶ Identify and apply for all feasible federal grants, including American Rescue Plan Act funds available for low-income housing.
- ▶ Identify grant opportunities that have a favorable return on investment in comparison to effort.
- ▶ Apply for funding opportunities that are feasible and realistic.
- ▶ Apply for educational grants to help tenants get into college programs.
- ▶ Participate in housing forums, community outreach, etc.

# METRICS

Minimum 10% year-on-year increase in funding as compared to baseline

Establish relationships with two new partners each year

Each employee will have individual accountability and effectiveness metrics depending on department and position

- ▶ Put contracts on a schedule so we can anticipate when they will need to be evaluated for potential RFP/Qs to get more competitive and efficient services for maximum effectiveness.
- ▶ Develop a menu of mechanisms to support affordable units, specifically to include deeply affordable units.
- ▶ Develop criteria and an objective process for awarding funds for deeply affordable units.
- ▶ Better align public entities on collective priorities such as investing in areas that are gentrifying, have high opportunity, have access to public transport; housing the homeless and multigenerational households, etc.
- ▶ Consider soliciting partners so that HATC does not own 100%.
- ▶ Determine the feasibility of purchasing a parcel of land to offer in a Request for Proposal to increase housing stock for persons experiencing homelessness (Consider Voucher Team’s input for unity type standards, where applicable).
- ▶ Leverage existing vouchers by increasing landlord retention through expansion of current partner participation.
- ▶ Advocate for additional vouchers as they become available.
- ▶ Maximize Move to Work designation for operational efficiencies.
- ▶ Increase recruitment efforts, particularly in areas of high opportunity, perhaps through collective landlord pools, trade show contacts, landlord orientation, and outreach.

- ▶ Consider partnering with a grant writing firm to apply for funding for everything from development to resident services.
- ▶ Collaborate with community partners to hold Resource Fairs.
- ▶ Research and partner with law enforcement and emergency services.
- ▶ Determine how to integrate residents in our communities with the larger communities in which they reside through churches, youth programs, YMCA’s, etc.
- ▶ Evaluate all contracts for appropriateness, amount of use, needs met, and best value.



## PRIORITY FOUR: ORGANIZATIONAL DEVELOPMENT

Create an accountable, caring, client-oriented, cohesive, effective, efficient, high-functioning, legally compliant, and integrated organization with the most qualified staff, a healthy culture, and the most supportive technology.

### FOCUS AREAS

- ▶ **Staff performance, professionalism, competence, and accountability**
- ▶ **Maximizing and leveraging technology**
- ▶ **Organizational Best Practices**
- ▶ **Marketing, public relations, and communications**

### GOALS

- ▶ Employ a high-performing, professional, competent, and accountable staff at HATC.
- ▶ Leverage technology to increase the total effectiveness of all internal functions at HATC.
- ▶ Identify and implement industry best practices within all HATC functional areas.
- ▶ Enhance and maximize HATC's marketing, public relations, and external communication impact, in particular as related to residents, prospective residents, program participants, partners, prospective partners, and the community at large.

### IMPLEMENTATION: STRATEGIES AND TACTICS

- ▶ Attract, employ, engage, motivate, develop, and retain caring, effective, efficient, qualified employees who understand the value of their contributions.
- ▶ Define job descriptions and train employees to implement them.

- ▶ Ensure that high-quality organizational development activity is continually applied throughout the HATC workforce.
- ▶ Develop and implement an assessment/evaluation system for identifying talents/strengths/opportunities for improvement within HATC, and utilize the output of such a system in employee development efforts with the ultimate goal of creating high-achieving leaders with high expectations.
- ▶ Develop and implement an assessment/evaluation system for identifying talents/strengths/opportunities for improvement within HATC, and utilize the output of such a system in employee development efforts with the ultimate goal of creating high-achieving leaders with high expectations.
- ▶ Engage and motivate staff to contribute at their highest levels through personal development plans, continuous feedback, training, and coaching to foster self-awareness, new perspectives, creativity, and dedication.
- ▶ Provide a wide range of internal training opportunities for HATC staff to include specific professional development plans, career pathing, leadership development, internal communication, supervisory skills, and much more.
- ▶ Foster a highly collaborative internal culture at HATC, which includes honest lateral and vertical communication channels and which promotes effective discourse between HATC employees and leadership at every level.
- ▶ Identify and implement total rewards system considering compensation and benefits for outstanding employee performance and achievement.
- ▶ Promote employee wellness through the Employee Assistance Program to ensure a healthy environment for optimum performance.

## METRICS

Employee engagement

Turnover rate/retention rate

Demographics/EEO

Job offer acceptance rate

Employee performance

After determining area by area what is feasible, reduce hard copy file storage by 50%-100% by 2023 and by another 80%-100% by 2025, focusing on specific areas such as staff, residents, and partners

TBD% employee compliance (tied to performance evaluations)

TBD% time used more efficiently

TBD% employees able to work remotely

Superior results in each functional area will be set and determined TBD as compared to baseline and as result of implementation of industry best practices

External recognition of our best practices from industry associations

Increase in social media engagement by 20%, year-on-year over baseline (including website hits, followers, and more)

Present HATC's story at three community events per year

- ▶ Vend healthy snacks in the break room.
- ▶ Investigate, select, procure, and implement user-friendly technology platforms which will increase compatibility and effectiveness of internal functions and activities including but not limited to electronic document management, HR, HUD compatibility, finance, real estate development, property management, vouchers, purchasing, general document management, landlord interface, and vendor interface.
- ▶ Train staff on all technology tools.
- ▶ Complete and sign forms electronically so there is no requirement to print.
- ▶ Identify internal and county resources for technical training.
- ▶ Engage in effort to continually identify and implement a range of effective HR best practices in our industry, such as employee recruiting, selection, compensation, benefits, training, development, rewards, recognition, etc.
- ▶ Engage in efforts to continually identify and implement a range of effective financial best practices in our industry in a wide variety of financial areas such as accounts payable, collections, etc.
- ▶ Engage in efforts to continually identify and implement a range of effective operational best practices in our industry in a wide variety of operational areas such as purchasing, vendor relations, Foundation administration, effective management practices, culture development, business acumen, etc.
- ▶ Apply to industry associations for recognition of our best practices.
- ▶ Create a comprehensive network for effective HATC communications internally and externally by utilizing available resources to ensure all involved in all programs have access to the information they need via the most appropriate channels.
- ▶ Appoint one person/team to be in charge of Marketing, Public Relations, and Communication, including updating contacts and handling social media.
- ▶ Standardize distribution of available information to our decentralized population through the best channels available.
- ▶ Establish a Community Liaison position.
- ▶ Develop an optimum social media strategy to promote resident engagement and reach landlords through their networks.
- ▶ Sponsor real estate and industry association functions.

## **Housing Authority of Travis County**

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