



MEMO

TO: HATC Board of Commissioners; SHFC Board of Directors
FROM: Steve Peglar / *Deputy Executive Director*
DATE: **October 12, 2022**
SUBJECT: HATC Strategic Plan (2022-2025) – Quarterly Update – **Q3 2022**

This Summary, prepared quarterly, provides a snapshot of activities and initiatives undertaken by HATC & SHFC staff and their relationship and association with the goals and objectives of the 2022-2025 HATC Strategic *Plan*. The Summary is organized around the Plan's 4 major **Strategic Priorities** (*Affordable Housing, Resident Experience, Resource Development, and Organizational Development.*)

Summary of recent significant agency activities corresponding to and supporting the 2022-2025 Strategic Plan			
Strategic Priority	Focus Areas	Goals	Q3 2022
<div>AFFORDABLE HOUSING</div> <div>—</div> <div>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.</div>	<ul style="list-style-type: none">• Preservation of existing viable units• Addition of affordable units• Expansion of housing choice	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• Revised entire HCV Administrative Plan for implementation January 1, 2023.• Finalized the Annual Performance Plan for Continuum of Care (COC) Grant.• Reapplied for competitive COC Grant renewal and received continued funding for 2023-2024.• Opened and closed voucher waiting list; received over 6,000 applications and randomly selected 500.• Extended project-based HAP contract for final 5 years (20-year term).• Negotiated final amount for sale of SHFC’s General Partner interest in <i>Cityview Apartments</i> to the City of Austin. Affordability will be preserved for the residents.• Contracted with a full-time Project Manager to oversee and coordinate construction activities at SHFC’s <i>Rosemont at Oak Valley</i>, and to maintain communication between contractors, property management, and ownership.• SHFC’s <i>Commons at Manor</i> property is currently in the Lease-up Stage. Occupancy increased from 52% in August to 76% for the month of October. Average Occupancy for all SHFC properties was 90.6% during Q3.
<div>RESIDENT EXPERIENCE</div> <div>—</div> <div>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.</div>	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">▪ 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.	<ul style="list-style-type: none">• Engaged in highly successful school supply donation drive which allowed the HATC Foundation to provide a wide variety of school supplies and backpacks to school-age children of both residents and voucher-holders.• Established agreement with security services provider for <i>Eastern Oaks</i> property to ensure continued safety of residents.• Continuation of proactive efforts occurred to more fully engage and better utilize existing Property Management services.• HATC Foundation staff are currently engaged in a key role as part of a working group led by Austin Public Library to establish community access, with particular focus on helping underserved populations, to workforce development and career search services, as well as to bridge the digital divide that certain populations might face in accessing such services. Regular working group meetings are ongoing, with implementation of recommendations to occur in Q4.• Utilizing surplus supply donations and funding allocated to the HATC Foundation for childhood development, HATC Foundation staff have set up Learning Centers in community spaces at <i>Alexander Oaks</i>, <i>Eastern Oaks</i>, and <i>Summit Oaks</i>. These Learning Centers will consist of three main components:

			<div>1. Staff will keep the Learning Centers stocked with basic school supplies year-round, to be made available to any youth residing at HATC's Affordable Housing communities.</div> <div>2. Foundation staff is communicating with several of its current community partner agencies (Literacy Coalition of Central Texas; Greater Austin YMCA) as well as prospective partners (Boys and Girls Clubs of the Austin Area; Communities in Schools of Central Texas) with the goal of establishing tutoring and mentorship programs.</div> <div>3. Austin Public Library has agreed to provide donated books and other materials in an effort to set up Mini-Libraries for residents of all ages.</div> <div>Staff is in the process of conducting on-site outreach to ensure families are made aware of this resource.</div>
<div>RESOURCE DEVELOPMENT</div> <div>Develop and/or partner to create a system of adequate resources to meet the mission.</div>	<div>• Pursuit and winning of grant funding</div> <div>• Community partnerships</div> <div>• Financial stewardship</div>	<div>▪ Increase grant funding.</div> <div>▪ Expand the HATC Foundation's donor network.</div> <div>▪ Establish new community partnerships and strengthen existing partnerships.</div> <div>▪ Employ measures to ensure greater cost efficiencies to promote greater fiscal responsibility throughout the agency.</div>	<div>• Continued planning for the HATC Foundation Advisory Committee, with group strategic planning efforts underway in effort to establish positive and effective framework under which the organization will most successfully operate in the future. Additionally, welcomed new member to the Advisory Committee from Foundation Communities.</div> <div>• Additional HATC Foundation community supportive service partnership expansion efforts continue – with new potential partners identified to include Workforce Solutions and ConnectATX, and relationships with existing HATC Foundation partnerships strengthened through increased regular contact and engagement.</div> <div>• Initial project work implemented to define, summarize, and promote supportive service offerings & sources / resources for tenants and voucher holders.</div> <div>• Continued investigation of grant opportunities and identification/development of donor network, with focus on recurrent giving.</div> <div>• Continuation of efforts to achieve maximum effectiveness of expense monitoring as well as competitive pricing for purchasing activity for HATC.</div> <div>• Successfully completed 3rd party financial audits for both HATC and SHFC with “no findings” reported for either entity.</div>
<div>ORGANIZATIONAL DEVELOPMENT</div> <div>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.</div>	<div>• Staff performance, professionalism, competence, and accountability</div> <div>• Maximizing and leveraging technology</div> <div>• Organizational Best Practices</div> <div>• Marketing, public relations, and communications</div>	<div>▪ Employ a high-performing, professional, competent, and accountable staff at HATC.</div> <div>▪ Leverage technology to increase the total effectiveness of all internal functions at HATC.</div> <div>▪ Identify and implement industry best practices within all HATC functional areas.</div> <div>▪ 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.</div>	<div>• Continuing ongoing efforts to develop, modify and revise key internal HR components to include policies, procedures, processes, practices, protocol, job descriptions, professional development goal setting, and more, in order to ensure compliance and to establish organizational best practices.</div> <div>• Hired and trained new HQS employee within HCV department.</div> <div>• Continuing implementation efforts utilizing social media accounts (LinkedIn, Facebook, and Instagram) in support of HATC & HATC Foundation outreach, public relations, general marketing, external engagement, and mission promotion efforts.</div> <div>• Continuing internal activity in support of digitizing HR and operational documentation and processes.</div>