



Strategic Plan

2026 – 2030

Prepared by
Innovative Funding Partners

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The Housing Authority of Travis County



Mission

Our mission is to create safe, affordable, and livable housing options that empower individuals and families to thrive, fostering strong, inclusive communities for generations to come.



Vision

Our vision is to be a champion for vibrant, sustainable communities, driving housing innovation and opening pathways for all individuals and families to achieve their full potential and a place to call home.



Values

Integrity

We believe in conducting our business with honesty and fairness, always striving for the highest ethical standards in our work.

Excellence

We are committed to delivering the best results for our clients and communities by constantly seeking ways to improve our operations and services.

Sustainability

We focus on creating long-lasting solutions for affordable housing by considering the environmental, social, and economic impacts of our actions.

Respect

We treat everyone with dignity, understanding that collaboration is vital to achieving common goals and fostering a positive work environment.

Innovation

We embrace new ideas and technologies to serve our clients better, address evolving challenges, and continuously enhance our service offerings.

Transparency

We maintain open communication with our stakeholders, providing clear and accurate information about our activities, decisions, and performance.

Empathy

We believe that genuine understanding and compassion are essential to serving our communities. Our staff listen with care, seek to understand each person's unique story, and respond with services that honor their humanity and individual circumstances.

HATC provides more than a home: we help residents find stability, resiliency, and hope for a brighter future.

“I didn’t have any other support, and if it weren’t for you, I wouldn’t have had a home. I felt supported and safe throughout my experience. I hope more people continue to benefit from the same support.” - Voucher Recipient



Impact

Together with our staff and resident leaders, we strive to create and preserve a model and sustainable system of affordable housing and resident empowerment services for those most in need. HATC is committed to making a positive difference in the lives of low-income families in Travis County through various programs and initiatives.

70+ homeless families/individuals served

Under the HUD Continuum of Care (CoC) program administered by HATC, we currently serve 74 families and/or individuals experiencing homelessness in Travis County, providing them with housing opportunities, working to minimize trauma caused by homelessness, and empowering them to move towards self-sufficiency.

170+ units maintained

We have efficiently managed and maintained a total of 174 housing units, including 105 Project-Based Rental Assistance (PBRA) units as well as 69 non-PBRA units across our affordable family and senior developments.

Almost 700 vouchers issued

Our team has issued over 690 Housing Choice Vouchers, offering eligible families the flexibility to choose their preferred rental unit in the private market while receiving financial assistance from HATC.

2026 – 2030 Strategic Goals



Overview

This five-year strategic plan for the Housing Authority of Travis County (HATC) centers on the critical needs, concerns, and opportunities identified across staff, leadership, resident, and community partner focus groups and surveys, and the data analysis of the organization's performance.

The plan adopts a future vision where the community views HATC as a trusted, visible partner going beyond housing to provide holistic community support and pathways toward long-term stability.

The successful execution of this plan requires a renewed commitment to S.M.A.R.T.E.R. goals (Specific, Measurable, Attainable, Relevant, Timely, Evaluated, and Re-evaluated). HATC must establish a few high-quality, measurable data points for each strategic goal and implement systems to track data on a routine basis (e.g., quarterly) to inform real-time decisions and continuous quality improvement. This approach will also enable data-driven decision-making, where specific data points automatically prompt timely actions.



Five Strategic Priorities

1: Enhance Housing Quality and Management Excellence

2: Maximize Resident Self-Sufficiency and Holistic Support

3: Strengthen Visibility, Communication, and Community Engagement

4: Achieve Organizational Stability and Operational Efficiency

5: Drive Sustainable Growth and Resource Diversification

Strategic Priority 1:

Enhance Housing Quality and Management Excellence

This priority addresses **the most frequent concern** identified by residents: timely maintenance, property condition, and property management responsiveness.

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
1.1: Resolve property condition issues and ensure properties meet the highest physical standards.	1.1.1 Prioritize and complete capital improvement projects across all sites within established timelines.	Completion rate of planned capital projects.	Annually
	1.1.2 Implement a comprehensive property modernization plan, focusing on unit upgrades (e.g., appliances, flooring) and ADA accessibility features.	Number of units modernized or upgraded.	Annually
	1.1.3 Enhance community safety measures, including improvements to security, pest control, and common area cleanliness.	Reduction in the percentage of residents reporting concerns.	Annually
1.2: Establish high-quality, accountable property management systems.	1.2.1 Improve responsiveness and customer service from Carenton Living and property staff, ensuring staff availability and timely follow-up.	Achieve a target resident satisfaction rate: 90% reporting being satisfied with Carenton interactions and responsiveness.	Annually
	1.2.2 Institute reliable maintenance tracking systems and enforce timely work order completion (e.g., setting a target resolution time for non-emergencies).	Average time taken to complete routine work orders as monitored via new tracking systems.	System established in Year One; metrics tracked quarterly.
	1.2.3 Consistently complete housekeeping inspections to proactively track the physical condition of units and encourage resident responsibility.	Percentage of properties passing regular physical condition inspections.	Monthly; Annually

Strategic Priority 2:

Maximize Resident Self-Sufficiency and Holistic Support

This priority addresses the strong demand from residents and staff to expand HATC's role **beyond housing** to focus on comprehensive self-sufficiency services and wellness.

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
2.1: Drive economic empowerment and establish pathways to long-term stability.	2.1.1 Significantly expand Family Self-Sufficiency (FSS) enrollment and program offerings, leveraging the newly hired FSS Coordinator.	Increase in FSS enrollment by 10%	Annually
	2.1.2 Establish formal programs for job training, career counseling, financial literacy, home ownership, and digital inclusion, collaborating with community partners as needed.	The number of individuals participating in workshops, classes, and events.	Quarterly
2.2: Ensure comprehensive resident wellness and address specialized needs.	2.2.1 Increase staffing capacity by adding dedicated social/case workers to support more individuals with basic needs.	Ratio of case workers/social workers to clients.	Annually
	2.2.2 Strengthen partnerships with mental health services (e.g., Integral Care) and local nonprofits/churches to provide addiction support, food assistance, and medical transport.	Number of residents utilizing mental health services, tracked through referrals by case and social workers, and the number of new partnerships formalized annually by leadership.	Quarterly; Annually
	2.2.3 Evaluate the feasibility of units for special populations (veterans, seniors, disabled) and actively address barriers to housing for people with criminal records.	Number of units dedicated to special populations and adoption of policies addressing housing barriers for justice-system-involved individuals	Evaluation in Year One, then annual review
	2.2.4 Launch a monthly newsletter of local resources, distributed by text and other accessible formats, to connect residents with services that meet their basic needs.	Track resident engagement with the newsletter, number of resources shared, and percentage of residents reporting improved access to community services.	Quarterly
	2.2.5 Launch a Resident Ambassador Program to help residents educate their peers and share information regarding available resources.	Number of individuals completing Resident Ambassador Training.	Establish in Year One; then evaluate annually.

Strategic Priority 3:

Strengthen Visibility, Communication, and Community Engagement

This priority focuses on **clarifying HATC's identity**, raising the organization's profile, and ensuring communication is timely, transparent, and accessible. It's about building trust while answering the question: "How do the people who rely on us, and the partners who connect us to them, understand who we are and what we do?"

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
3.1: Define and elevate HATC's reputation as a trusted, visible community partner.	3.1.1 Implement a formalized marketing and outreach strategy, including updating job descriptions and standard operating procedures to include social media and communications for program-focused roles.	Increase average viewership and active users on the HATC website and social media (building upon the growth already seen).	Quarterly
	3.1.2 Increase HATC's visibility in the community by participating in community events and proactively educating partners about housing programs and HUD regulations.	Measure partner engagement and staff participation rates in community events—annual goal of 10 community events.	Quarterly; Annually
	3.1.3 Engage staff and board members as visible ambassadors of HATC through consistent outreach, leadership, and relationship-building.	Track staff and board participation in community events, the number of new contacts and partnerships established annually, and completion of ambassador training for staff and board.	Participation: Quarterly Training: Current staff & board in Year One; new staff and board as needed.
3.2: Implement proactive, accessible, and transparent communication systems.	3.2.1 Overhaul external communication channels to ensure they are proactive, timely, and available in multiple formats (mass texts, regular newsletters, ADA-accessible, and multilingual content).	Resident satisfaction rating related to communication clarity and timeliness as reported in annual surveys.	Implementation in Year One; Tracking Annually
	3.2.2 Improve transparency with all stakeholders (residents, partners, and the board) by using platforms to post staff contact information, updates on site improvements, and clearer, accessible newsletters.	The percentage of staff contact information made widely available and Improved satisfaction rates with communication as reported in annual surveys.	Annually
	3.2.3 Establish structures for collecting resident and partner feedback, such as annual surveys tied to recertification and improving the efficacy of the Resident Advisory Board.	Increase in resident feedback participation: goal of 60% residents responding by 2030.	Establish structures in Year One; Tracking Annually

Strategic Priority 4:

Achieve Organizational Stability and Operational Efficiency

This priority focuses on addressing **significant internal weaknesses**, including the lack of human resources, inconsistent accountability, and outdated IT systems, which contribute to staff tension and turnover.

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
4.1: Professionalize internal infrastructure and staffing support.	4.1.1 Establish an independent Human Resources (HR) contract with a third-party mediator to manage conflicts, set boundaries, enforce fair policies, and support staff needs.	Reduction in internal conflicts and staff turnover rate (aiming below the current 28% average).	Annually; as needed
	4.1.2 Develop and implement clear Standard Operating Procedures (SOPs) and consistent internal process guides for all functional areas, ensuring fair, non-discriminatory application across all staff.	Documentation rate of SOPs and positive change in staff feedback regarding perceived consistency.	Development in Year One; Tracking and Improvements Annually
	4.1.3 Implement reflective staff evaluations to ensure each employee understands their role in advancing organizational goals and maintains alignment with the strategic plan, including participation in events and trainings.	Participation rates in community events, staff meetings, and ongoing training (e.g., HUD compliance, mental health, conflict resolution); qualitative feedback from check-ins.	Quarterly
	4.1.4 Continue structured staff meetings and team building to enhance the internal culture of the organization.	Monthly team meetings and events.	Monthly
4.2: Enhance technological capability and accountability.	4.2.1 Invest in and implement necessary IT upgrades and new software, focusing on digital tools for internal operations and resident services (e.g., online document uploads, e-signatures, centralized data storage).	Percentage increase in digitized forms/processes; successful deployment of new IT systems.	Annually; as needed

Strategic Priority 5:

Drive Sustainable Growth and Resource Diversification

This priority focuses on strengthening HATC's **financial standing** and leveraging its current position to expand deeply affordable housing options and maximize funding efficiency.

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
5.1: Stabilize and diversify HATC's financial portfolio.	5.1.1 Increase competitive grant funding and expand the HATC Foundation's donor network, including establishing a major donor base.	Increase in non-federal revenue above the 2024 level of 27.50%.	Annually
	5.1.2 Build and maintain organizational reserves, aiming for the recommended two years' worth of operational funds to prepare for funding cutbacks or emergencies.	Percentage of reserves relative to the annual operating budget.	Annually
	5.1.3 Develop a data-driven decision-making system that uses core operational and financial metrics to identify trends, improve cost efficiency, and guide timely action.	Establish dashboards and processes to track key performance and financial indicators.	Establish in Year One; Quarterly reviews
		Identify data thresholds that prompt action. Examples include: grant spending falls under 95% = initiate staff review of spending plans; utility costs rise more than 10% = evaluate energy-efficiency measures	
		Quarterly review sessions to analyze changes in data and implement adjustments.	
	5.1.4 Ensure compliance with State and Federal guidelines for Multifamily Development Programs.	Utilization of funds and processes to track key performance indicators.	Annually

Strategic Priority 5:

Continued

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
5.2: Strategically expand affordable housing access.	5.2.1 Increase landlord participation in HCV programs, aiming to raise the number of accepting landlords by more than the 10.4% increase achieved in 2023–2024.	Number of landlords accepting HCV vouchers.	Annually
	5.2.2 Maximize the effectiveness of vouchers by expanding payment standards, increasing approval of "exception rents," and offering resources/referrals to overcome move-in barriers.	Percentage of voucher holders utilizing services.	Annually
	5.2.3 Continue to maximize federal funding utilization and pursue opportunities to partner with private developers to create more affordable housing units.	Percentage of federal program funding fully utilized annually.	Annually
5.3 Develop and implement a comprehensive plan to leverage federal Moving-To-Work Program (MTW) for resident self-sufficiency.	5.3.1 Explore and identify innovative ways to utilize MTW flexibilities to expand economic mobility, housing choice, and long-term stability for participants.	Completion and HUD approval of MTW Implementation Plan by 2027.	Annually
	5.3.2 Develop an MTW Implementation Plan that aligns with HUD guidelines and integrates measurable strategies for improving resident self-sufficiency.	Number of MTW initiatives implemented or piloted that enhance resident self-sufficiency and reduce administrative barriers.	Annually



Conclusion

The Housing Authority of Travis County is poised to strengthen its impact across housing, resident services, operations, and community engagement. Grounded in HATC's mission and values, this strategic plan provides actionable goals that balance innovation with accountability and compassion with efficiency.

By focusing on measurable outcomes and data-informed decision-making, HATC will not only enhance housing quality but also expand opportunities for self-sufficiency and stability among residents. Together with its partners and the communities it serves, HATC will continue building a sustainable, inclusive system that empowers every family to thrive.

Contact us now
**Housing
Authority of
Travis County**

📍 502 East Highland Mall Blvd.
Suite 106-B
Austin, TX 78752

🌐 www.hatctx.com

✉ help@hatctx.com

