

Board Agenda for Regular Meeting



January 8, 2026

AGENDA

January 8, 2026
9:30 A.M.

The Board of Commissioners will meet at 502 E. Highland Mall Blvd., Suite 106-B, Austin, Texas 78752, and via the Zoom link provided below.

<https://Hatctx.com/zoom>

I. CALL TO ORDER / ROLL CALL / CONFIRMATION OF QUORUM

MISSION STATEMENT: To create safe, affordable, and livable housing options that empower individuals and families to thrive, fostering strong, inclusive communities for generations to come.

II. PUBLIC FORUM / CITIZEN COMMUNICATION

- Anyone desiring to discuss or comment on items directly related to the HATC is always welcome.
- If the item is deemed related to an Agenda item at the current meeting, the presiding officer will inform the guest that pending action(s) remain(s).
- Speakers must sign in prior to the start of the Board Meeting by emailing Arlenne Lozano at arlenne.lozano@traviscountytexas.gov.
- Each speaker is allotted a maximum of three minutes for their comments.
- In cases where multiple speakers represent the same organization, the primary speaker is permitted three minutes, while subsequent speakers are limited to one minute each. The total speaking time for all representatives from the same organization is capped at ten minutes.

III. CONSENT AGENDA

- a. Approval of the Minutes of December 4, 2025, Regular Meeting

IV. DISCUSSION ITEMS

- a. Election of Officers (Chair and Vice-Chair)
- b. Board Committee Assignments
- c. Overview of the Adopted 2026-2030 Strategic Plan
- d. Year in Review: Resident Spotlight

V. EXECUTIVE SESSION

- The Board of Commissioners may consider any item posted on the Agenda in the Executive Session if there are issues that require consideration, and the Board of Commissioners announces that the item will be considered during such time in accordance with one or more of the following:
 - Texas Government Code Annotated 551.071, Consulting with Attorney
 - Texas Government Code Annotated 551.072, Real Property
 - Texas Government Code Annotated 551.074, Personnel Matters
 - Texas Government Code Annotated 551.076, Security
 - Texas Government Code Annotated 551.087, Economic Development Negotiations

VI. ADJOURNMENT



Patrick B. Howard, Secretary
Housing Authority of Travis County, Texas

**I. CALL TO ORDER / ROLL CALL / CONFIRMATION
OF QUORUM**

II. PUBLIC FORUM / CITIZEN COMMUNICATION

III. CONSENT AGENDA

- a. Approval of the Minutes of the December 4, 2025, Regular Meeting

**Housing Authority of Travis County
Board of Commissioners
Regular Meeting
502 East Highland Mall Blvd., Suite 106-B
Austin, TX 78752**

**December 4, 2025
9:30 AM**

MINUTES

The Housing Authority of Travis County (HATC) held its Regular Board of Commissioners meeting on December 4, 2025, at 502 East Highland Mall Blvd., Suite 106-B, Austin, Texas 78752, and via the Zoom link provided below.

<https://Hatctx.com/zoom>

I. CALL TO ORDER / ROLL CALL / CONFIRMATION OF QUORUM

- a. Chair Laura Goettsche called the meeting to order at approximately 9:36 A.M.
- b. Executive Assistant Arlenne Lozano conducted a Roll Call of Commissioners.
 - i. Chair Laura Goettsche: Present
 - ii. Vice Chair Judy Flores: Present
 - iii. Commissioner Sharal Brown: Present
 - iv. Commissioner Wilmer Roberts: Present
 - v. Commissioner Jimmy Paver: Present
- c. CEO/Executive Director Patrick B. Howard confirmed a quorum.
- d. Staff in attendance: CEO/Executive Director Patrick B. Howard; COO/Deputy Director Cora Thomas; Director of Finance & Administration Subra Narayanaier; Director of Voucher Program & Homeless Initiatives Christina Diaz; Director of Affordable Housing Program Carlos Guzman; and Executive Assistant to the CEO Arlenne Lozano
- e. Others in attendance: Carleton Living Regional Manager Kim Hayes; and IT Consultant Kevin Bryniak

II. PUBLIC FORUM / CITIZEN COMMUNICATION

- a. N/A

III. CONSENT AGENDA

- a. Approval of the Minutes of November 6, 2025, Regular Meeting
 - 1. Commissioner Brown made a **motion** for approval.
 - 2. Commissioner Roberts **seconded** the motion.
 - 3. Motion **passed** unanimously.
- b. Resolution No. HATC-2025-17: To Approve the HATC 2026-2030 Strategic Plan
 - 1. Commissioner Brown made a **motion** for approval.
 - 2. Commissioner Roberts **seconded** the motion.
 - 3. Motion **passed** unanimously.

IV. ACTION ITEMS

- a. Resolution No. HATC-2025-18: To Approve the Fiscal Year 2026 Budget for HATC

-
- i. Amended to reflect the removal of the Director of Real Estate position from the HATC FY2026 budget.

1. Commissioner Brown made a **motion** as amended.
2. Vice Chair Flores **seconded** the motion.
3. Motion **passed** unanimously.

V. DISCUSSION ITEMS

a. Resident Spotlight- Good News: Patty Galindo

b. CEO/Executive Director's Report

- i. Voucher Programs/Homeless initiatives

1. HCV Program (*Conventional*)
2. Homeless Initiatives
3. Special Purpose Vouchers

a. Christina Diaz, Director of the HCV Program and Homeless Initiatives, provided the Board with a program update. Director Diaz reported that a funding shortfall remains for December, and as a result, December rent payments have not yet been issued. Director Diaz also informed the Board that the Notice of Funding Opportunity (NOFO) for the 2026 Continuum of Care program has been released. Funding reductions are anticipated across the Travis County CoC, which will impact the program, though the specific effects are not yet known. Director Diaz will submit the grant application later this month.

- ii. Affordable Housing Program

1. Portfolio Overview

a. Director of Affordable Housing Carlos Guzman and Carleton Living Regional Manager Kim Hayes presented updates on recent property events.

Eastern Oaks:

- 97% occupied – 1 vacant unit
- \$1,200.00 in delinquent rent
- 0 (zero) outstanding service requests
- 0 (zero) pending evictions

Summit Oaks:

- 92 % occupied – 2 vacant units
- \$5,739.00 in delinquent rent
- 0 (zero) outstanding service requests
- 0 pending eviction

Alexander Oaks:

- 94% occupied – 3 vacant unit
- \$8,562.00 in delinquent rent
- 0 (zero) outstanding service requests
- 0 (zero) pending evictions

Carson Creek:

- 94% occupied – 1 vacant unit

- \$2,336.00 in delinquent rent
- 0 (zero) outstanding service requests
- 0 (zero) pending evictions

Manor Town:

- 70% occupied – 10 vacant units
- \$963.00 in delinquent rent
- 0 (zero) outstanding service requests
- 0 (zero) pending evictions

- a. Director Guzman provided the Board with a Physical Improvements update on Manor Town noting that exterior painting is nearing completion. Director Guzman additionally showed the Board a video of a resident's positive reaction to the new paint.

Manor Town II:

- 100% occupied – 0 vacant unit
- \$1,348.00 in delinquent rent
- 0 (zero) outstanding service requests
- 0 (zero) pending evictions

iii. HATC Finance Report for Period ending in 10/31/2025

- 1. Director of Finance Narayanaier provided the Board with an update on the budget summary which consists of revenues and expense information from all of HATC's programs and properties.

c. Upcoming Annual Elections

- i. CEO/Executive Director Patrick B. Howard suggested that a process should be developed by the Board in January.
- ii. Chair Goettsche concurred and stated that she would develop a process.

a. Board Reports

i Human Resources Committee

- 1. N/A

ii Real Estate Committee

- 1. N/A

iii 50th Anniversary Committee

- 1. Commissioner Roberts and COO/Deputy Director Cora Thomas updated the Board on the progression of the 50th anniversary Gala planning noting that:
 - a. 13 sponsorships have been secured to date.
 - b. The commemorative program booklet is in the printing stage, and the program agenda is in its final stages of completion.
 - c. All commemorative items have been delivered, the historical display is completed, and the committee's planning timeline remains aligned.

VI. EXECUTIVE SESSION

- a. N/A

VII. ADJOURNMENT

- 1. Commissioner Brown made a **motion** for adjournment.

-
2. Vice Chair Flores **seconded** the motion.
 3. Motion **passed** unanimously.

The meeting was adjourned at approximately 10:49 A.M.



Patrick B. Howard, Secretary
Housing Authority of Travis County

IV. DISCUSSION ITEMS

- a. Election of Officers (Chair and Vice-Chair)

IV. DISCUSSION ITEMS

b. Board Committee Assignments

IV. DISCUSSION ITEMS

- c. Overview of the Adopted 2026-2030 Strategic Plan



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 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 Carelton Living and property staff, ensuring staff availability and timely follow-up.	Achieve a target resident satisfaction rate: 90% reporting being satisfied with Carelton 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 community partnerships to facilitate and collaborate for job training, career counseling, financial literacy, digital inclusion, and home ownership programs.	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 wraparound service capacity through volunteers, internships, and potentially paid positions to support more individuals with basic needs.	Ratio of available support services and personnel to clients.	Annually
	2.2.2 Strengthen partnerships with health services (e.g., Integral Care) and local nonprofits/churches to provide addiction support, food assistance, and medical transport.	Number of residents utilizing 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 Research and identify grants and other funding sources to develop and sustain units for special populations (veterans, seniors, people with disabilities).	Number of grants and other funding opportunities pursued to support units for veterans, seniors, people with disabilities, and more.	Evaluation in Year One, then annual review
	2.2.4 Launch a monthly distribution of local resources, distributed by text and other accessible formats, to connect residents with services that meet their basic needs.	Percentage of residents engaging with social media platforms; 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 annually with a goal of 10% increase each year.	Establish structures in Year One; Tracking Annually
	3.2.4 Enhance and improve customer service and engagement with all stakeholders by maintaining clear, responsive, and inclusive communication channels.	Develop communication channels; annual client satisfaction increase of 10% as measured by surveys.	Establish structures by end of Year Two; 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
	4.1.5 Establish consistent quality control and oversight processes across all departments to reduce errors, improve accuracy, and strengthen accountability.	Creation and evaluation of processes; improvement of accuracy (metrics department dependent).	Development in Year One; Tracking and Improvements Annually

Strategic Priority 4:

Continued

Goal	Objectives	Key Metrics/Indicators (Measurable Outcomes)	Measurement Review Frequency
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 of staff time spent using digital tools, including client-facing and internal forms (target: average of 75%).	Evaluated during Staff Annual Review
4.3 Enhance staff communication, respect, and engagement with stakeholders.	4.3.1 Staff provides timely, respectful, and clear communication to residents and other stakeholders.	Percentage of inquiries answered within the expected time frame; satisfaction ratings on staff respect and communication from stakeholder surveys	Evaluated during Staff Annual Review



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 philanthropic network.	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
	5.2.3 Pursue opportunities to partner with private developers to create more affordable housing units.	Increase federal program funding by 10% 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.	Review the Implementation Plan annually. Make revisions for HUD approval.	Annually
	5.3.2 Review MTW Implementation Plan, ensure alignment with HUD guidelines and integrate 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
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Housing Authority of Travis County: Data Analysis

Prepared by Innovative Funding Partners

July 2025



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DATA ANALYSIS 2022-2025

Executive Summary

This report provides an analysis of progress toward the goals described in the Housing Authority of Travis County's (HATC) 2022-2025 Strategic Plan in preparation for the development of a new strategic plan, highlighting accomplishments and demonstrating areas for growth.

SNAPSHOT: AFFORDABLE HOUSING IN TRAVIS COUNTY

89%

Of renters in Travis County with incomes between \$35,000-\$49,999 are cost-burdened¹



Completed August 2024, Manor Town II added 20 income-restricted units for those with a disability ages 62+

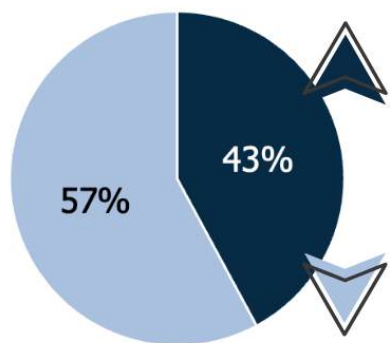
2,980

Households served through the Housing Choice Voucher (HCV) Program from 2022-25



Hired Family Self-Sufficiency Coordinator April 2025

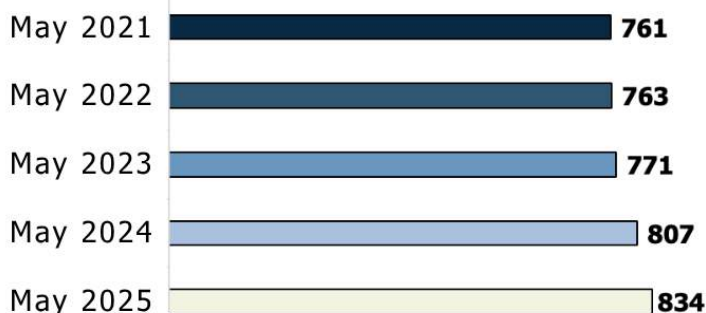
HOUSEHOLDS WITH CHILDREN RECEIVING HOUSING CHOICE VOUCHERS



Households with **CHILDREN** in 2024, compared to 40% in 2021

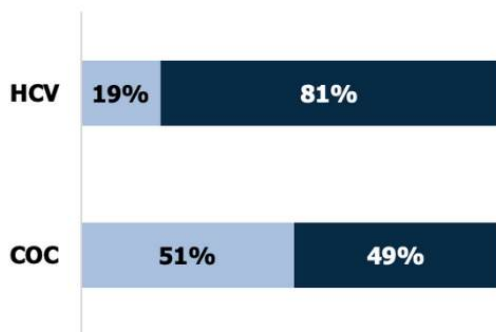
Households w/o **CHILDREN** in 2024, compared to 60% in 2021

MONTH-TO-MONTH COMPARISON OF VOUCHERS DISTRIBUTED VIA HOUSING CHOICE VOUCHER PROGRAMS



Compared to May 2021, 73 additional vouchers were distributed in May 2025, a 9.6% increase in vouchers

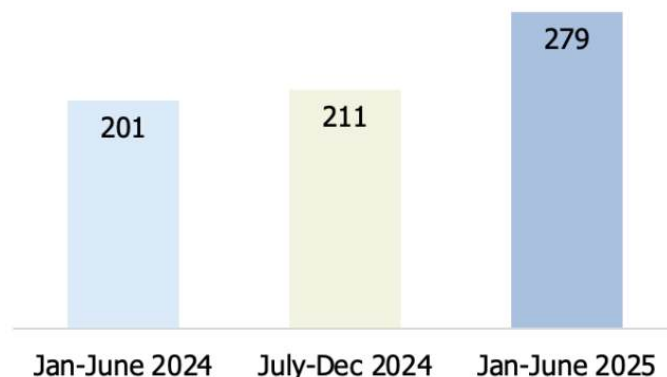
MALE VS FEMALE HOUSEHOLDERS PARTICIPATING IN HOUSING CHOICE VOUCHER (HCV) PROGRAMS VS CONTINUUM OF CARE (COC)



Average Householders Identifying as **FEMALE** from 2021-2025

Average Householders Identifying as **MALE** from 2021-2025

AVERAGE BIENNIAL WEBSITE VIEWS ON HATC FOUNDATION WEBSITE



The Foundation website launched on a new platform in 2023. From Jan-June 2024 to Jan-June 2025, the website experienced a 38.8% increase in viewership.

HOUSEHOLDER ETHNICITY: 2025 VS 2021

19.25%

Number of householders utilizing vouchers through HCV Programs identifying as Hispanic or Latino in 2025, compared to 16.49% in 2021

¹2023 American Community Survey 3-Year Estimates, U.S. Census Bureau

HATC EMPLOYEES

15

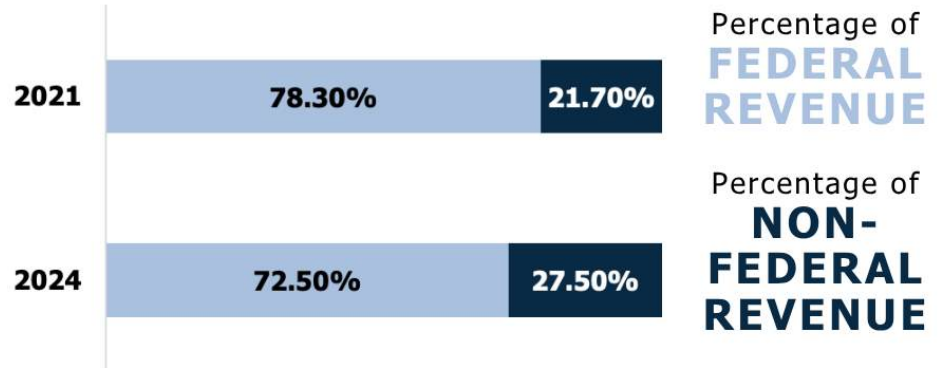
Average number of HATC employees from 2021-2025.

LANDLORDS ACCEPTING VOUCHERS



From 2023 to 2024, HATC increased landlord participation by 10.4%

HATC REVENUE: FEDERAL VS NON-FEDERAL 2021 VS 2024



HATC's total revenue increased from \$11,073,748 in 2021 to \$17,513,729 in 2024. From 2021 to 2024, the percentage of revenue from federal sources decreased, and the percentage of revenue from non-federal sources increased.



GOAL: Develop an actionable plan to strengthen data collection and evaluation, supporting decision making and increasing ability to garner funding, while also considering what data can be realistically collected.

NEXT STEPS



Establish a few, high-quality and measurable data points/outcomes for each strategic goal



Set up systems to increase the efficiency and quality of evaluation



Consider how resident wellness, quality of life, and agency/self-sufficiency can be measured



Consider a plan for diversifying funding sources, especially given changing priorities at federal level



Foster a cycle of continuous quality improvement by making data evaluation a routine organizational practice

Introduction

The Housing Authority of Travis County (HATC) contracted with Innovative Funding Partners, LLC (IFP) in the Summer of 2025 to launch a strategic planning process to further HATC's mission, articulate a future vision, and exemplify HATC's organizational values over the next five years.

An important step in developing this strategic plan and creating actionable goals and objectives is a comprehensive review of HATC's progress toward the goals described in the 2022-2025 Strategic Plan. This report captures HATC's progress and demonstrates areas for growth.

In reviewing HATC's current data, it is evident that a key focus of the new strategic plan must be on the creation of S.M.A.R.T.E.R. goals and objectives—goals and objectives that are Specific, Measurable, Attainable, Relevant, Timely, Evaluated, and Re-evaluated. A strategic plan with this focus will strongly elevate HATC's ability to represent its successes as an organization and to strive toward organizational growth and improvement.

HATC's 2022-2025 Strategic Plan established four priorities that will serve as a framework for this data analysis:

- 1. Priority One: Affordable Housing**
- 2. Priority Two: Resident Experience**
- 3. Priority Three: Resource Development**
- 4. Priority Four: Organizational Development**

Under each priority, several goals and metrics were captured in the 2022-2025 Strategic Plan to indicate progress toward each priority area. IFP met with HATC's key leadership to review these goals and metrics and completed a thorough review of HATC's available data to determine how HATC has met these priorities over the past three years and highlight opportunities for strengthening and refining strategic direction.

The following report is based on data provided by HATC. Through this process, IFP desires to further HATC's potential to make data-driven decisions by highlighting strategies for improving data collection and evaluation and opportunities for growth. HATC is doing important and impactful work in the community, and enhancing data collection and evaluation will help inform stakeholders of success and progress. Through this process, IFP identified five key issues that can be improved upon to enhance evaluation and community engagement, furthering the good work HATC is already accomplishing:

1. Creation of a central hub for data storage would improve the ability to rapidly analyze data without extensive effort on behalf of senior leadership to locate data, allowing data to inform real-time decision making.
2. The previous strategic plan was encumbered by too many goals which did not fully align with metrics—creating a smaller list of high impact data points (outcomes) will help HATC more meaningfully measure progress toward strategic goals.
3. Several goals and metrics within the previous strategic plan were not measurable. The development of measurable goals and corresponding metrics under HATC's new strategic plan will provide a pathway for effective and efficient data evaluation.
4. No data was collected to support many of the goals and metrics. By closely collaborating with HATC, IFP can ensure the new strategic plan's goals and metrics align with data HATC is currently collecting or could collect without undue burden on already busy staff.
5. Existing data for programs was not well defined. Developing a data management plan and systems for data collection can help ensure data points are non-duplicative and definitions of what is being measured are clearly understood. Additionally, this system should include baseline data, allowing HATC to measure progress toward goals over time.

Recommendations to address these challenges are addressed throughout this report, and future directions are proposed.

Current Landscape of Travis County

Travis County is located in central Texas (TX) and is home to Austin, TX, the fourth most populous city in the state and the thirteenth largest city in the U.S. Two Public Housing Authorities serve in Travis County: The Housing Authority of Travis County (HATC) and The Housing Authority of the City of Austin (HACA), serving all of Austin, TX. With a total population of over 1.29 million,¹ Austin has experienced significant growth over the last decade. For the 12th consecutive year, the Austin metro area has been the fastest-growing area in the U.S., with a 34% population increase since 2010.² In the most recent estimates, the Austin metro added over 50,000 residents between 2022 and 2023, growing at a rate of 2.1%.³ This growth reflects a robust economy and a vibrant community, making Austin a desirable place to live and work.

¹ 2020 Decennial Census, U.S. Census Bureau

² City Council Work Session. (2023, December 12). *Austin Population Growth and Demographic Trends*.

³ City of Austin. (2024, March 14). *New Census Data: Austin metro slips from top spot, remains one of the nation's fastest growing regions*.

Travis County had 608,921 total households in 2023, with an average household size of 2.15.⁴ In 2010, Austin, had 354,211 total housing units, which increased by 11% to 393,616 units in 2017.⁵ Compared to other housing structures, Austin has also experienced a slight increase in the number of multifamily structures with five or more units over the past several decades.

Renters in Travis County and Austin: The rent in Austin, TX has increased nearly 93% since 2010, making it the highest increase among major cities in the country.⁶ This significant rise in rent prices is attributed to various factors, including population growth, high demand, and the presence of major tech companies like Facebook and Apple in the area. Despite the high increase, the Austin rental market continues to be competitive. In 2023, the median gross rent in Travis County was \$1,770—over \$350 more per month than the median gross rent in TX (\$1,413), reflecting the city's growth and economic changes.⁷ While the poverty rate of 10.2% in Travis County is lower than the U.S. average of 13.7%, affordable housing is a significant concern for renters, who occupy 47.8% of housing units. In Travis County, 46% of renters are considered cost-burdened, spending over 30% of their household income on housing.⁸ Shockingly, 89.1% of households making between \$35,000-\$49,999 per year are cost-burdened. 74.5% of households with a household income under \$50,000 are considered severely cost-burdened—paying over half of their total household income to make rent each month. In 2012-2017, there were 47,775 renter households with an income of less than \$25,000, including 6,110 households with a senior in Austin and 10,834 households with a person with a disability.⁹

In 2017, Austin had a rental vacancy rate of just below 8%, which tends to be much lower for more affordable rental units (just 5% in early 2019).¹⁰ However, Root Policy Research states, “The most significant impact of Austin’s recent growth is a change in unit size.” Despite overall increases in the number of rental units of all sizes other than 5-bedroom units, from 2007 to 2017, the number of 2-bedroom units decreased from 39% to 37% and the number of 3-bedroom units from 16% to 15%, while 4-bedroom units have increased from 3% to 4% and studios from 2% to 7%. One-bedroom units were at 40% in 2007, fell from 2007-2012, and climbed back to 38% by 2017.

Issues in Affordable Housing and Rentals: The City of Austin’s FY 25-26 Annual Action Plan identifies affordable housing in the City of Austin as a critical priority, stating that “Housing affordability in Austin has continued to decline among many segments of the

⁴ 2023 American Community Survey 1-Year Estimates, U.S. Census Bureau

⁵ Root Policy Research. (2020). *Final Report: City of Austin Comprehensive Housing Market Analysis*.

⁶ Norwood, K. (2019, December 20). *Report: Austin rent increase highest in U.S. in the past decade*. KVUE.

⁷ 2023 American Community Survey 1-Year Estimates, U.S. Census Bureau

⁸ 2023 American Community Survey 3-Year Estimates, U.S. Census Bureau

⁹ Root Policy Research. (2020). *Final Report: City of Austin Comprehensive Housing Market Analysis*.

¹⁰ Ibid.

population but particularly among very low-income households making between 30% and 50% Medium Family Income (MFI), and extremely low-income households making between 0% and 30% MFI.”¹¹ From 2010 to 2017, Austin’s median rent increased 38%—a much larger increase compared to other major cities in Texas such as Dallas and San Antonio (17-20%).¹²

From 2012-2017, Austin saw a large decrease in renters earning less than \$25,000 (from 61,175 to 47,774; a decrease of 13,400 renter households).¹³ This decrease can indicate rising incomes and/or displacement of lower-income renters. Root Policy Research reports that, from 2010 to 2017, lower income renters in Travis County became increasingly dependent on public support for housing, despite having once been able to access “naturally occurring affordable housing” within the private market. The majority of lower-income renters and recipients of Housing Choice Vouchers (HCVs) are impacted by geographic narrowing of the rental market in Travis County, where more affordable rental options are located in southeast Austin as well as nearby Williamson County.

Importantly, Root Policy Research indicates that the City’s commitment to preserving rental opportunities for low-income households has been critical to managing the rental gap, and, without this commitment, the rental gap would be much more severe. In addition to HATC’s affordable housing effort in Travis County, in FY 2023-24, HACA had 21 Project-Based Rental Assistance properties and allocated over 7,000 Housing Choice Vouchers.¹⁴ HACA also has a nonprofit subsidiary, Austin Affordable Housing Corporation (AAHC), which provided over 16,116 affordable housing units, with 3,473 additional units under construction.

While the City continues to make strides toward affordable housing, eviction filings in Austin have seen a significant increase over the past 10 years. In 2024, the number of evictions filed by landlords in Travis County reached a record 13,210, marking a 26% increase from the previous year.¹⁵ This increase is attributed to a persistent affordability crisis for the region’s lowest-income residents, as rental costs have not decreased sufficiently to help them make ends meet, especially amid increased household costs as a result of inflation and the end of government relief programs.¹⁶ The eviction filings have continued to rise despite a slight decline in rents, indicating a broader trend of increasing evictions in the area. As evictions rise, so does homelessness. In 2023, approximately 2,400 people were found sleeping in tents, shelters, or cars on one night in January.

¹¹ City of Austin, Texas, Housing Department, Draft Fiscal Year 2025-2026 Annual Action Plan

¹² Root Policy Research. (2020). *Final Report: City of Austin Comprehensive Housing Market Analysis*.

¹³ Ibid.

¹⁴ City of Austin Fiscal Year 2023-24 CAPER

¹⁵ Cheng, P., Krieger, S., & Baqai, A. (2025, March 18). *2024 Evictions Snapshot*. Basta.

¹⁶ Gomez, E. T., (2025, March 26). *Rents in Austin are going down, so why are eviction filings up?* Austin American-Statesman.

When the count was re-done in 2025, over 3,200 people were found sleeping in tents, shelters, or cars—a 36% increase.¹⁷ Significantly, a larger percentage of homeless individuals in Austin and Travis County were sleeping in shelters in 2025 compared to 2023 (51% vs 47%).

Demographics of Travis County Residents: Residents of Travis County have a median age of 36.1 years; however, 13.8% of the population is over 65 years of age.¹⁸ The majority of the population is White (59.96%), followed by two or more races (15.72%), other (8.04%), Black or African American (7.97%), Asian (7.55%), American Indian and Alaska Native (0.70%), and Native Hawaiian and Other Pacific Islander (0.07%).¹⁹ 32.58% of the population is of Hispanic or Latino origin.

Non-White individuals are more likely to be below the poverty level. Notably, 16.1% of those of Hispanic or Latino origin and 15.5% of Black or African Americans fall below the poverty level. While making up a small proportion of the overall population (0.70%), 19.5% of American Indians and Alaska Natives are below the poverty level. Accordingly, housing market gaps have a disparate impact on certain demographics within Travis County. These disparities impact African American and Hispanic households the most, with 25% of African American and 23% of Hispanic households in Austin facing severe cost burden compared to 15% of non-Hispanic White households.²⁰

The dire housing situation in Travis County demonstrates the immense need for HATC's services, especially for non-White individuals and those of Hispanic or Latino origin. HATC's own data on participants (as described in the next section, Priority One: Affordable Housing) demonstrates that those who identify as Black/African American or of Hispanic/Latino origin make up a large portion of HATC's service population.

¹⁷ McGlinchy, A. (2025, May 2). *Roughly 3,200 people experience homelessness in Austin on any given night*. Austin Monitor.

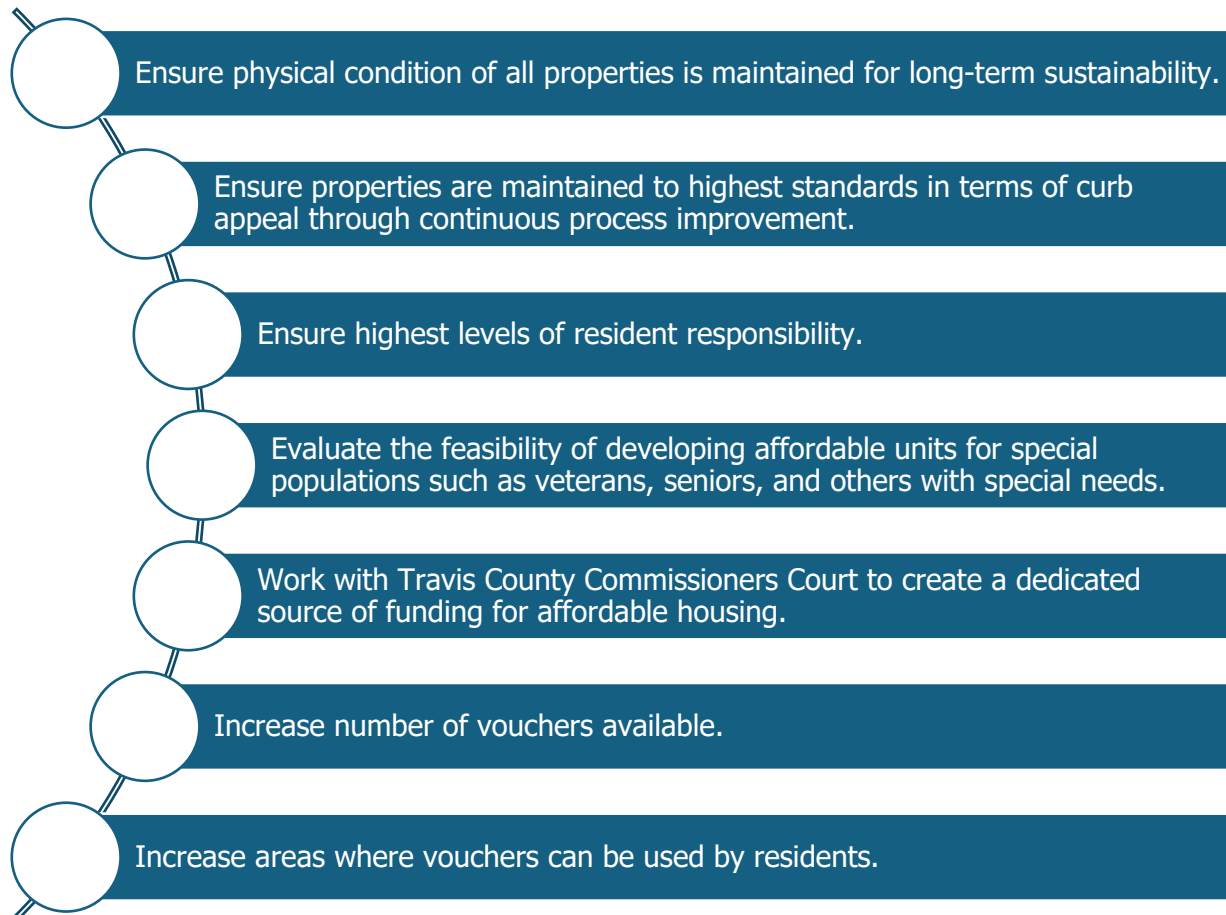
¹⁸ 2023 American Community Survey 1-Year Estimates, U.S. Census Bureau

¹⁹ 2023 American Community Survey 5-Year Estimates, U.S. Census Bureau

²⁰ Root Policy Research. (2020). *Final Report: City of Austin Comprehensive Housing Market Analysis*.

Priority One: Affordable Housing

In alignment with HATC's mission to provide stable, quality, and affordable housing opportunities for low- and moderate-income families throughout Travis County, HATC established the following goals through Priority One:



What Was Achieved

Affordable Housing Units: HATC has six properties that serve as HUD Project-Based Rental Assistance developments. In August 2024, HATC completed Manor Town II, a new complex with 20 income-restricted units for residents aged 62+. This complex made an additional 12 one-bedroom units and 8 two-bedroom units available to qualifying individuals.

HATC Affordable Housing Properties

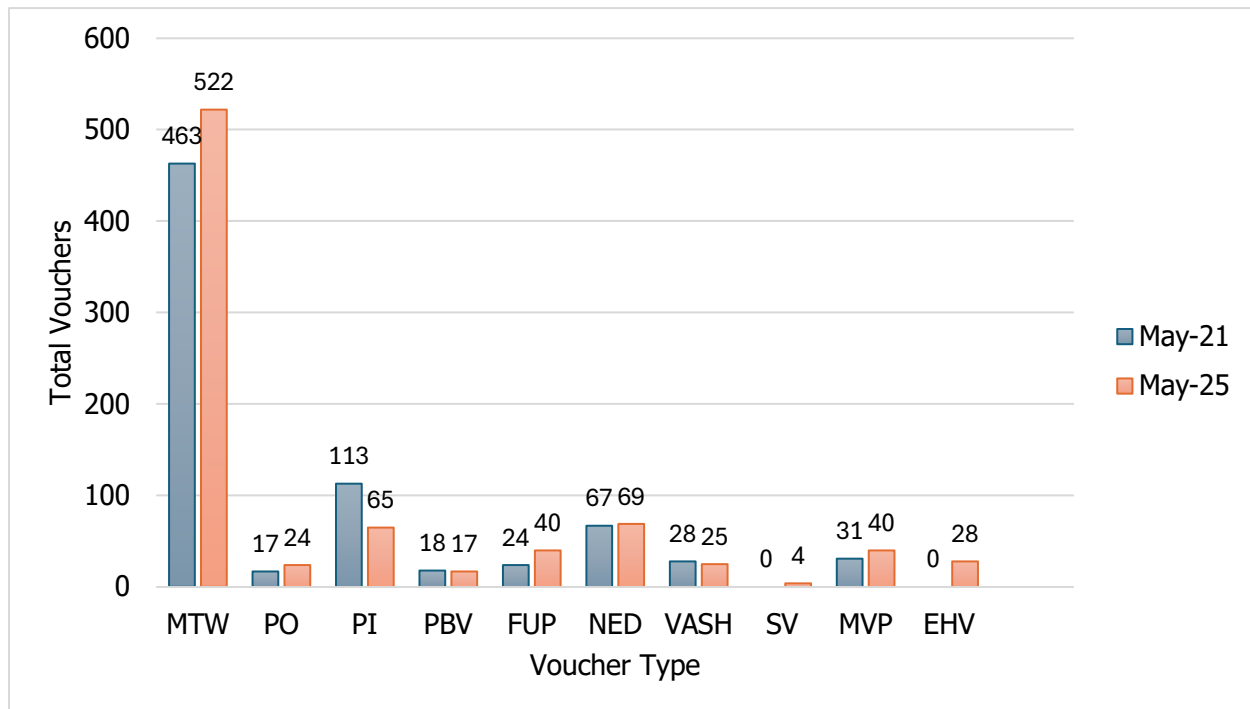
Property Name	# of Units	Project Type
Alexander Oaks	51	Project-Based Rental Assistance (PBRA)
Eastern Oaks	30	PBRA
Summit Oaks	24	PBRA
Carson Creek	16	Family Housing
Manor Town	33	Senior/Disabled (60+)
Manor Town II	20	Senior/Disabled (62+)
TOTAL	164	

Vouchers Through Housing Choice Voucher (HCV) Programs: Based on data from the voucher management system, the number of vouchers available for HATC to distribute under the Housing Choice Voucher (HCV) Programs has increased by 9.6% (73 vouchers) since the start of the 2022-2025 Strategic Plan. Funding for HCV Programs is allocated non-competitively through HUD. As such, the number of vouchers available is dependent on federal funding received in any given year for HCV Programs. These voucher types include: Moving to Work (MTW), Port Out (PO), Port In (PI), and Project Based Vouchers (PBV) as well as Special Purpose Vouchers: Family Unification Program (FUP), Non-Elderly and Disabled (NED), Veterans Assistance Supportive Housing (HUD-VASH), Stability Voucher Program (SV), Mainstream (MVP), and Emergency Housing Vouchers (EHV).

HCV Programs Voucher Counts (Voucher Management System) from Each May, 2021-2025

	<i>Date</i>				
<i>Voucher Type</i>	May 2021	May 2022	May 2023	May 2024	May 2025
<i>MTW</i>	463	530	551	530	522
<i>PO</i>	17	11	9	12	24
<i>PI</i>	113	55	28	49	65
<i>PBV</i>	18	19	19	18	17
<i>FUP</i>	24	24	24	33	40
<i>NED</i>	67	65	64	67	69
<i>VASH</i>	28	22	24	26	25
<i>SV</i>	--	--	--	2	4
<i>MVP</i>	31	32	37	39	40
<i>EHV</i>	--	5	15	31	28
TOTAL	761	763	771	807	834

HCV Program Voucher Counts, May 2021 vs. May 2025

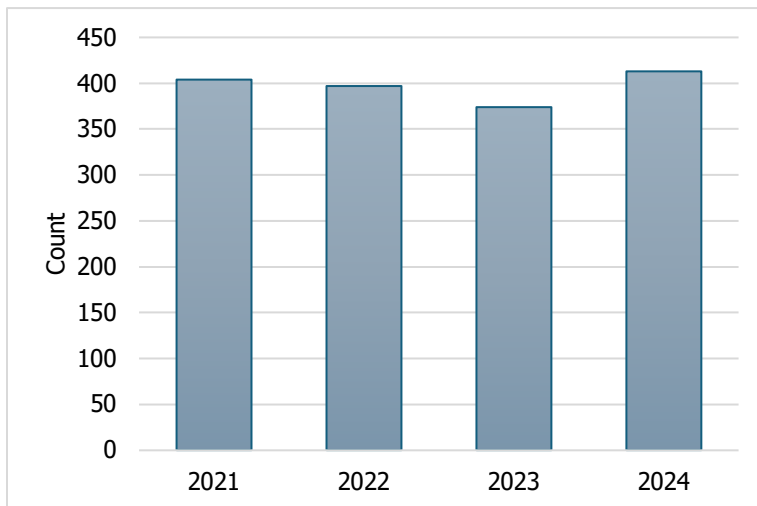


Landlords Accepting Vouchers: From 2021 to 2024, HATC recruited landlords and maintained relationships that allowed residents to continue using vouchers in areas throughout Travis County. While unable to significantly increase areas where vouchers could be used by residents, HATC maintained an average of 397 landlords who accepted vouchers annually. In 2023, only 374 landlords accepted vouchers; however, HATC was able to increase this number to a high of 413 in 2024—a 10.4% increase.

Landlord Participation

Year	Total Landlords	Total Active Tenants	Average # of Tenants Per Landlord
2021	404	840	2.08
2022	397	818	2.06
2023	374	870	2.33
2024	413	877	2.12

Total Active Landlords



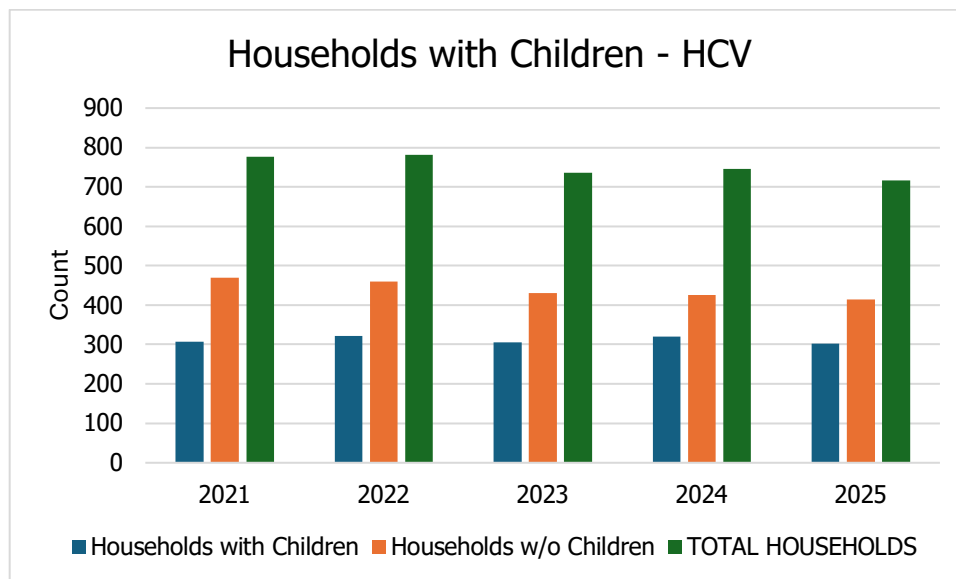
Households Served by HATC: HATC served an average of 754 households annually through HCV Programs throughout the duration of the 2022-2024 Strategic Plan. The overall number of households receiving vouchers annually through HCV Programs has decreased from 2021-2025, perhaps indicating a slight increase in the length of time households receive vouchers, given data from the Voucher Management System indicates an increase in overall vouchers administered. Data from 2021-2024 indicates a decrease in overall annual households served, dropping from a high of 782 in 2022 to 745 in 2024. Data is collected monthly for HCV Programs; thus, it is still possible for the number of households served through HCV Programs in 2025 to increase. As such, when comparing the number of participants served, this report compares 2021 data to 2024 data. However, when using percentages for certain demographic characteristics, 2021 data can be compared to 2025 data, as there is no reason to assume the demographics of those currently participating in the program will be different from those who will begin participating later in 2025.

HATC's Continuum of Care (COC) Program, funded through the HUD COC grant, serves those who are chronically homeless and have a mental illness (including addiction). From 2022-2024, HATC served an average of 87 households annually. Numbers from 2021 to 2024 have fluctuated but have remained mostly stable; however, only 80 households are being served in 2025. Data for COC is collected at one point in time throughout the year, enabling direct comparisons between 2021 and 2025. HATC is required through the COC grant to serve at least 74 households annually, a goal that was achieved in each year.

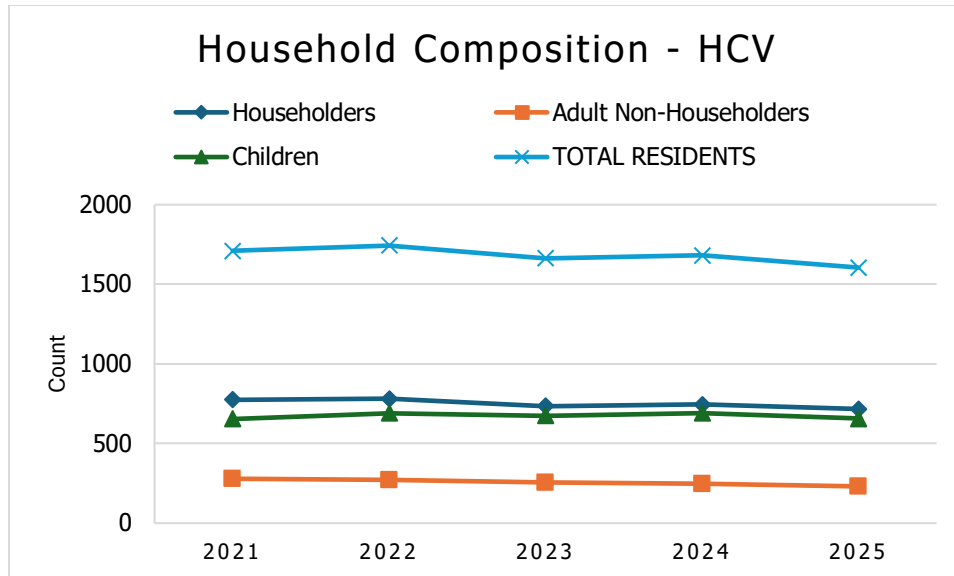
Year	Households Served Through HCV Programs	Households Served Through COC
2021	776	91
2022	782	82
2023	736	91
2024	745	88
2025	717	80
TOTAL 2022-2025	2980	341

HCV Programs: Household Composition and Demographics

- **Household Composition:** Despite overall decreases in the number of households served through HCV Programs over the past five years, the number of households with children has remained relatively steady, if not slightly increased (307 in 2021 to 320 in 2024). While the number of households with children is lower in 2025 (302), it is possible this number will continue to increase throughout the remainder of 2025.

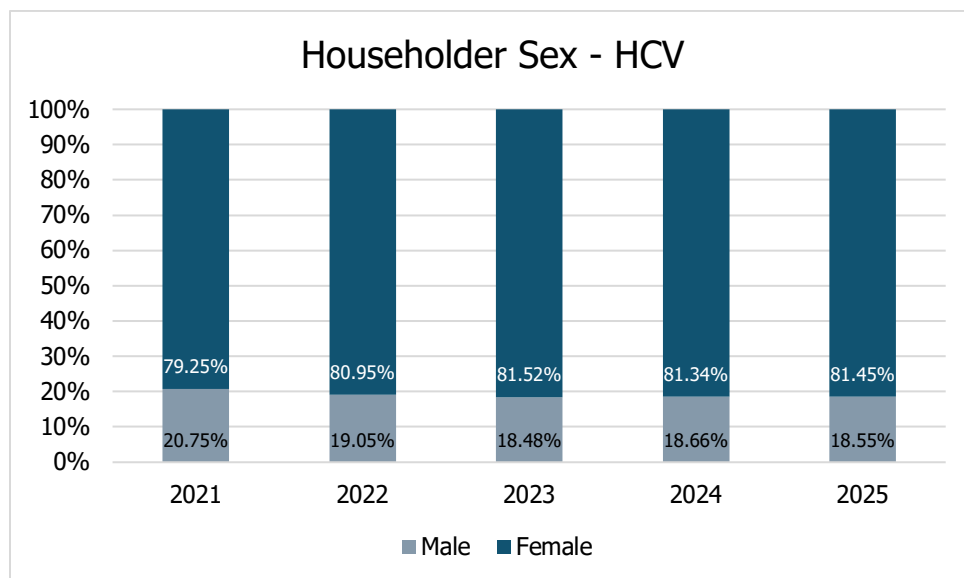


Considering household composition, the number of adult non-householders served through HCV Programs has gradually reduced each year, from 279 in 2021 to 246 in 2024, a reduction of 33. The number of householders has also trended downward, from 776 in 2021 to 745 in 2024. However, the only group to increase is the number of children, from 654 in 2021 to 691 in 2024, an increase of 37.



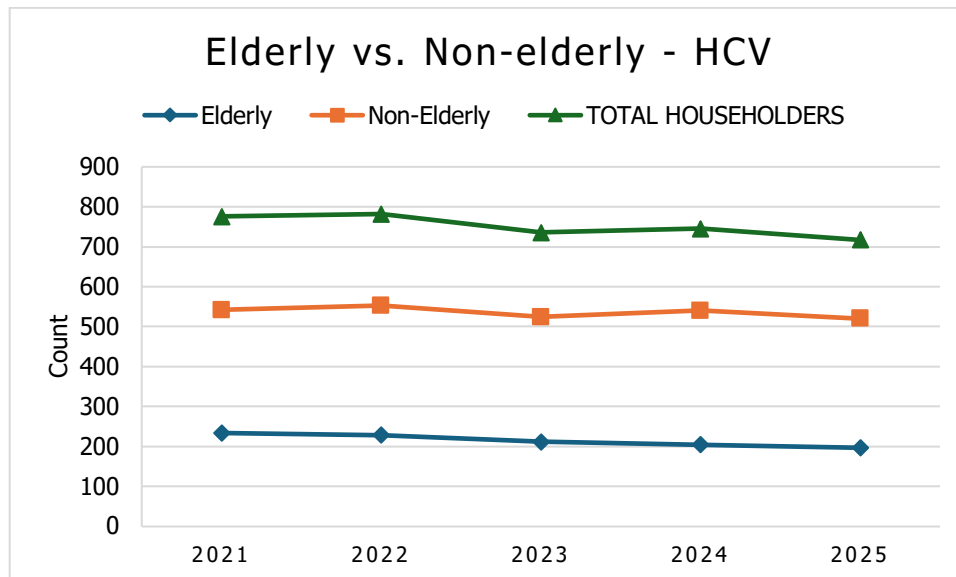
For all data related to household composition, see *Table 1: Housing Choice Voucher (HCV) Programs Participant Characteristics* in the Appendices.

- Householder Characteristics:** The majority of those participating in HCV programs are female (on average, 80.9%). Over 2021-2025, there has been a slight increase in the ratio of females to males. However, as the overall number of householders has decreased, both groups have seen decreases, with 161 males in 2021 compared to 139 in 2024 and 615 females in 2021 compared to 606 in 2024. It is recommended that future data collection efforts focus on the drivers of this disparity.

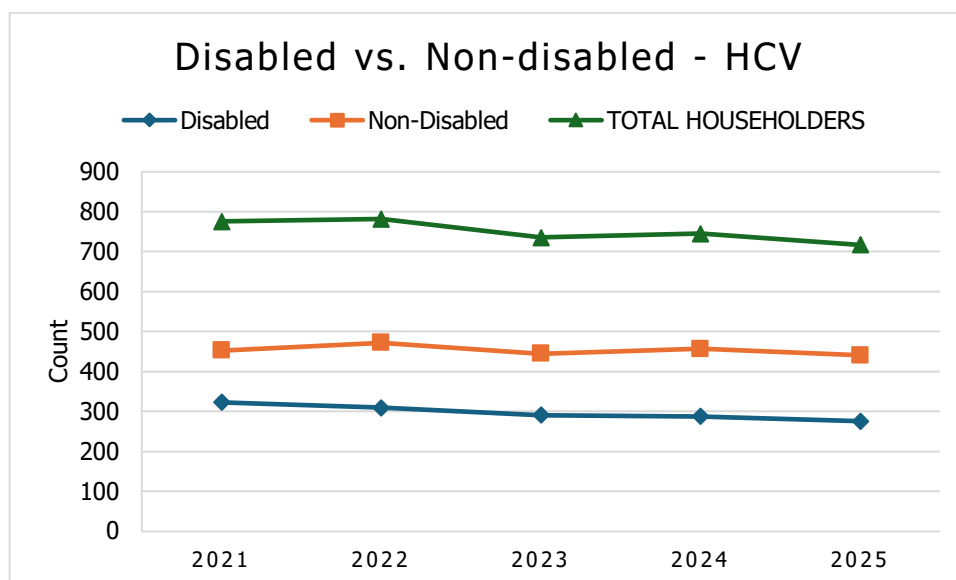


The number of non-elderly receiving support through HCV Programs has remained fairly consistent, from 542 (69.85%) in 2021 to 540 (72.48%) in 2024. However, the

number of elderly receiving support has continued on a very gradual but steady decline, from 234 in 2021 (30.15%) to 205 (27.52%) in 2024.



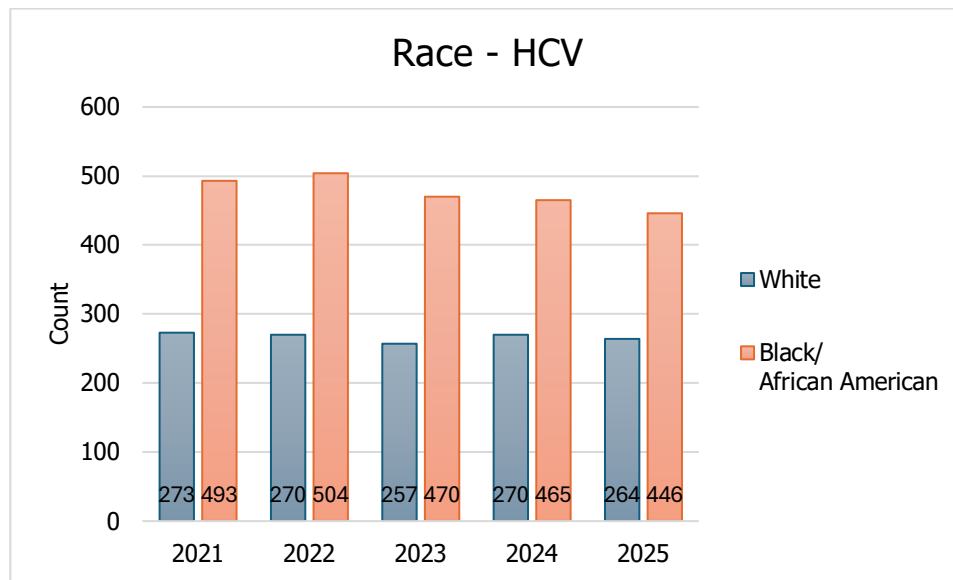
Similar to trends seen with elderly vs. non-elderly householders participating in HCV Programs, the number of non-disabled receiving support through HCV Programs has remained fairly consistent, from 453 (58.38%) in 2021 to 457 (61.34%) in 2024. However, the number of disabled receiving support has continued on a very gradual but steady decline, from 323 (41.62%) in 2021 to 288 (38.66%) in 2024. Future data evaluation would benefit from data collection that indicates type of disability.



HATC serves multiple races through the HCV Programs. Householders can select multiple races when reporting. In 2025, 446 responded they identified as

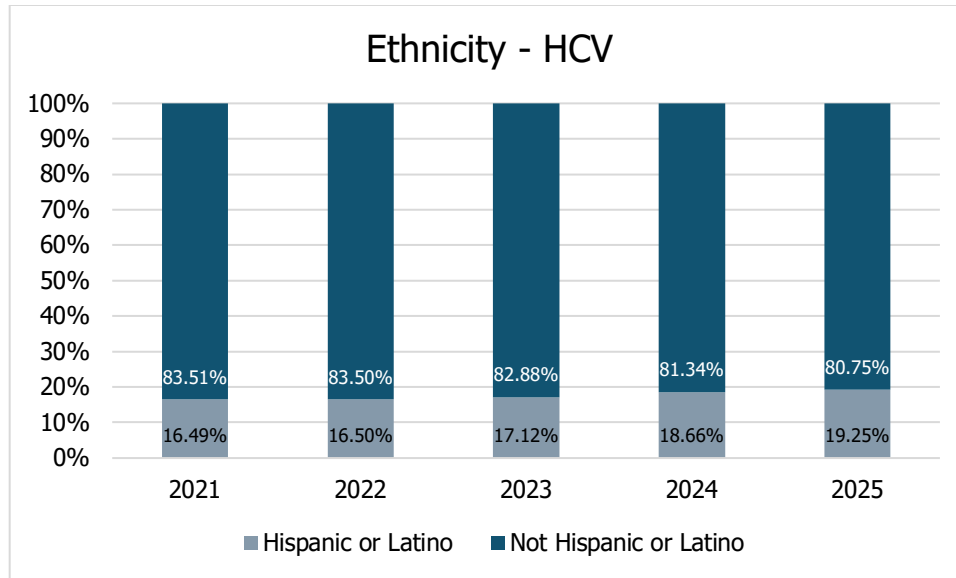
“Black/African American,” followed by 264 “White,” 4 “American Indian/Alaska Native,” 4 “Native Hawaiian/Other Pacific Islander,” and 3 “Asian.” Two householders declined to respond. The following graph includes responses for Black/African American and White as responses identifying as other races remained consistent throughout the years.

Overall, the number of those identifying as White has remained consistent from 2021 to 2024. However, the number identifying as Black/African American has decreased from 491 (63.37%) in 2021 to 465 (62%) in 2024.



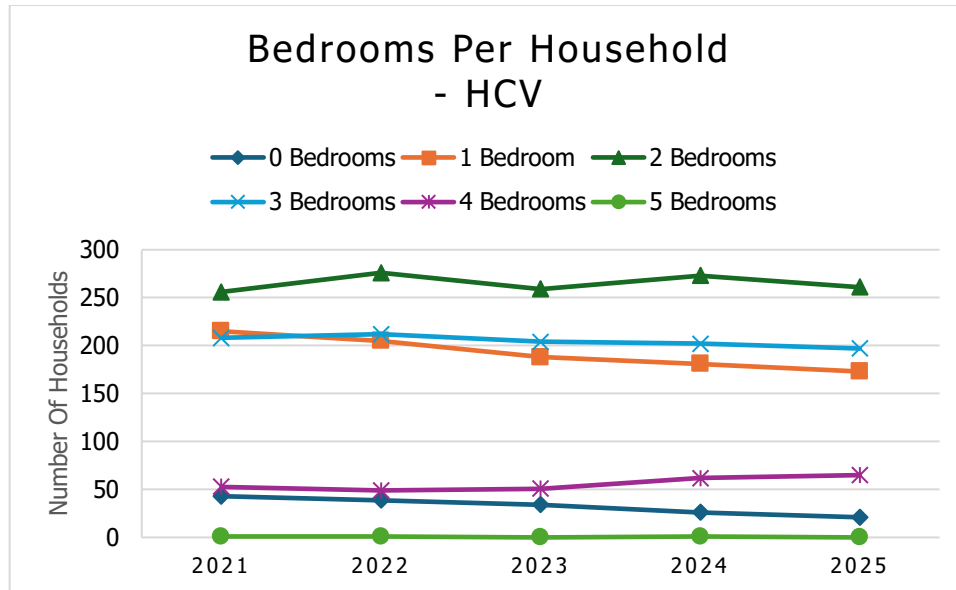
Householders utilizing vouchers through HCV Programs are increasingly identifying as Hispanic or Latino, from 128 (16.49%) in 2021 to 139 (18.66%) in 2024 (19.25% in 2025). Those identifying as Hispanic or Latino are also increasingly younger—from an average age of 53.85 in 2021 to 47.65 in 2025. In contrast, there has been a sizeable reduction in vouchers provided to those who do not identify as Hispanic or Latino, from 648 (83.51%) in 2021 to 606 (81.34%) in 2024 (80.75% in 2025). However, the average age of those who do not identify as Hispanic or Latino has not seen as great a reduction as those who do—from 53.53 in 2021 to 51.88 in 2025. Given the increase in the number of children, it is possible that HATC is seeing an increase in Hispanic or Latino mothers accessing vouchers; however, this cannot be confirmed unless individual-level data is collected and analyzed. It is also possible that decreases in reports of identifying as Black/African American directly correlate with the increase in those identifying as Hispanic or Latino, as these individuals are most likely to identify as White when race and ethnicity are asked as separate questions.²¹

²¹ Pew Research Center. (2021, November 4). 4. *Measuring the racial identity of Latinos*.



For all data related to householder characteristics, see *Table 1: Housing Choice Voucher (HCV) Programs Participant Characteristics* in the Appendices.

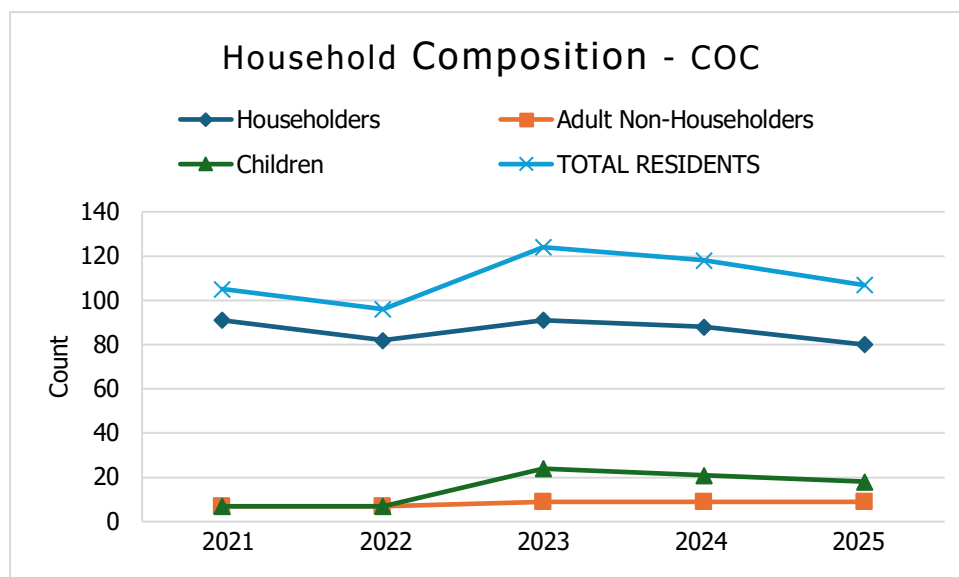
- Residence Characteristics:** The majority of participants receiving HCV support rented out 2-bedroom residences (Average: 25.58%). From 2021 to 2025, the number of 0-bedroom residences rented by participants decreased from 27.71% to 24.13% and the number of 1-bedroom residences rented by participants decreased from 27.71% to 24.13%. The number of 4-bedroom residences increased from 6.83% to 9.07%. This corresponds to an increase in the number of children in households. In 2021, 307 (39.56%) of households had children, which modestly increased to 320 (42.96%) in 2024. 654 children were in households receiving HCV support in 2021—increasing to 691 in 2024 despite an overall reduction in total households by 31.



For all data related to residence characteristics, see *Table 1: Housing Choice Voucher (HCV) Programs Participant Characteristics* in the Appendices.

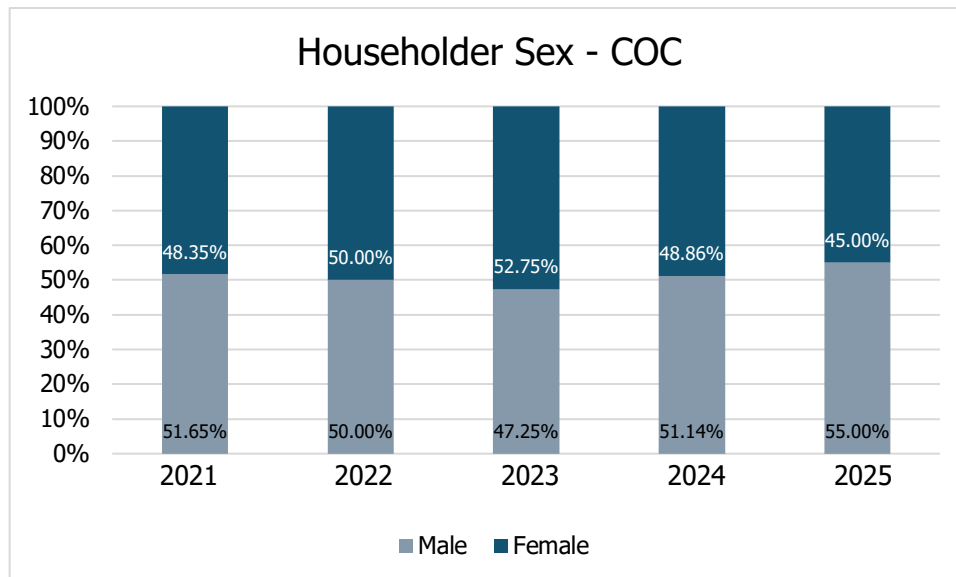
Continuum of Care (COC) Program: Household Composition and Demographics

- Household Composition:** Despite fluctuations in the number of households served through COC over the past five years, the number of households with children has grown from just three in 2021 and 2022 to an annual average of eight from 2023-2025. As expected, the number of children has also increased, from seven in 2021 and 2022 to an annual average of 21 from 2023-2025. The number of adult non-householders has remained relatively steady, from seven in 2021 to nine in 2025.

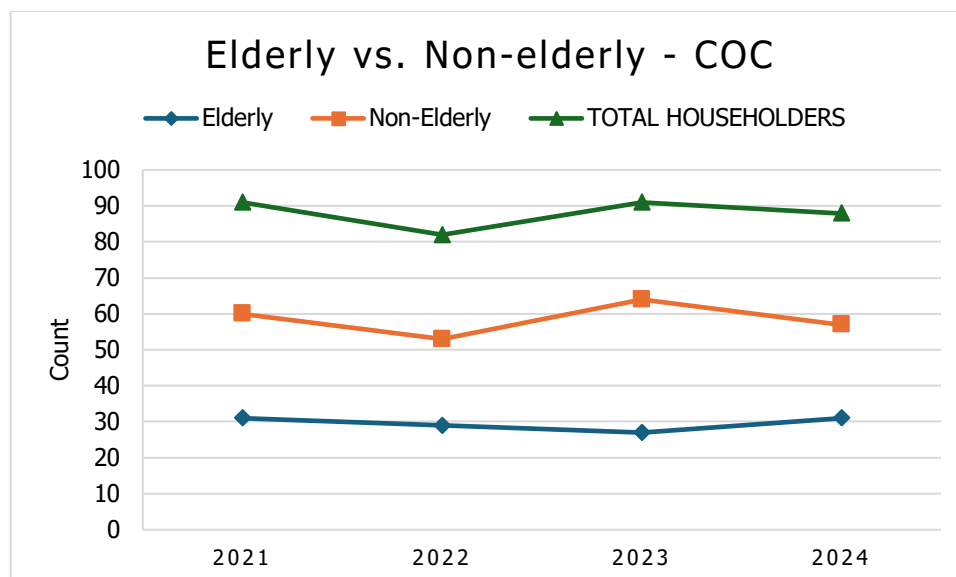


For all data related to household composition, see *Table 2: Continuum of Care (COC) Program Participant Characteristics* in the Appendices.

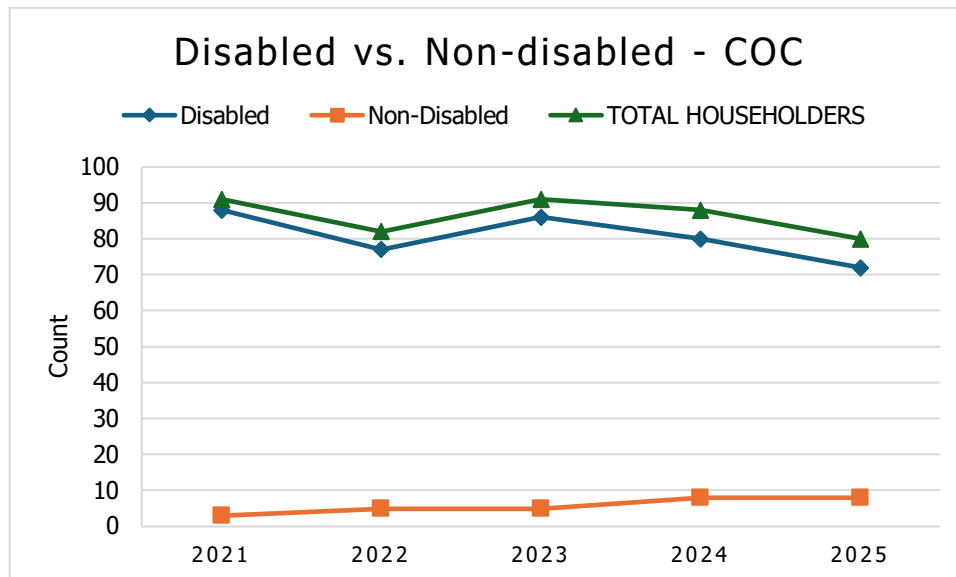
- **Householder Characteristics:** Unlike HCV programs, where the majority of those participating are female (on average, 80.9%), females on average accounted for 48.99% of COC participants from 2021-2025, while males accounted for the remaining 51.01%. In general, the ratio of females to males has remained fairly steady, with 47 males and 44 females in 2021 and 44 males and 36 females in 2025.



Despite overall fluctuations in the number served through COC, the number of elderly served has remained consistent, from 31 in 2021 to 30 in 2025.

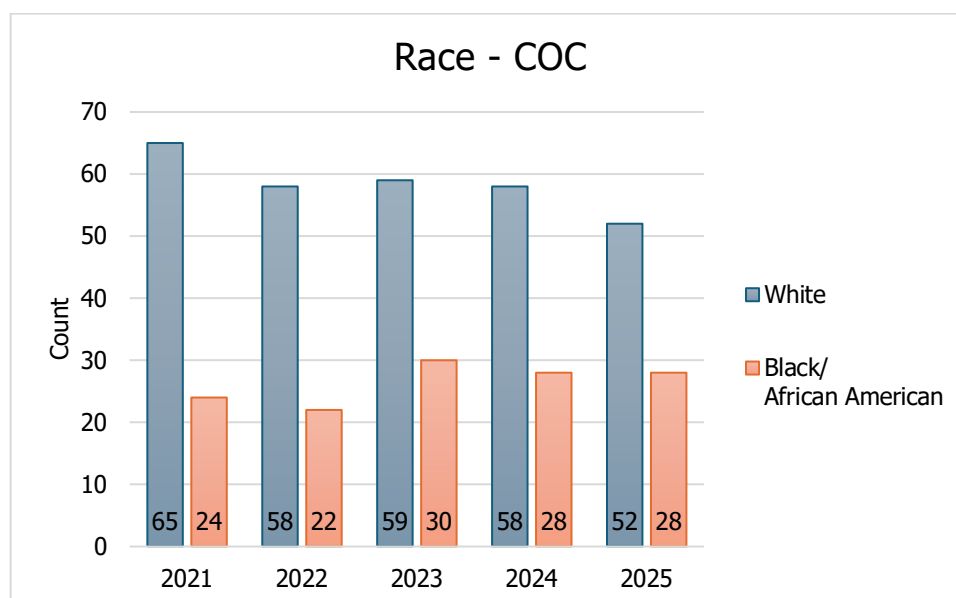


The number of people without disabilities participating in the COC program is marginal but has gradually risen from just three in 2021 to eight in 2025.

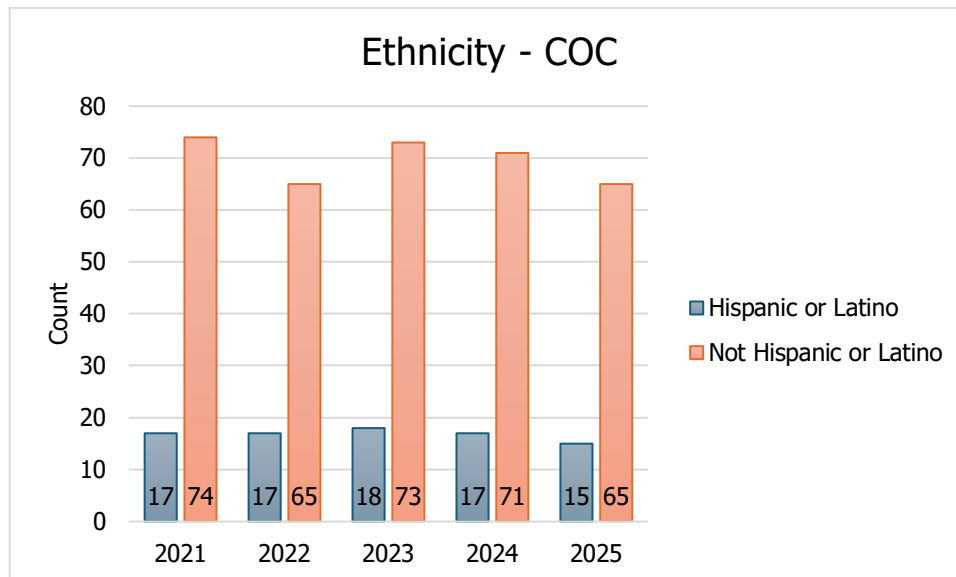


Like HCV programs, HATC serves multiple races through the COC Programs. Householders can select multiple races when reporting. In 2025, 28 responded they identified as "Black/African American" and 52 responded "White."

Overall, the number of those identifying as White has decreased from 2021 to 2025, while the number identifying as Black/African American has remained fairly consistent, from 24 (26.37%) in 2021 to 28 (35%) in 2025. Individuals identifying as other races are marginal, with only one response of "Asian" in 2021-2024, and one missing data point.

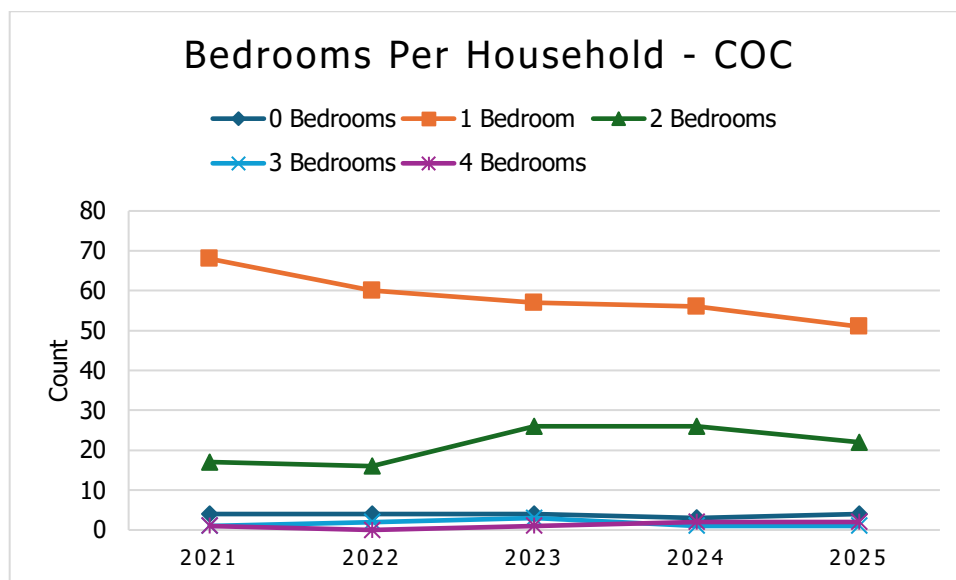


The number of those participating in COC that identified as Hispanic or Latino remained fairly consistent from 2021-2025.



For all data related to householder characteristics, see *Table 2: Continuum of Care (COC) Program Participant Characteristics* in the Appendices.

- Residence Characteristics:** Unlike the majority of participants receiving support through HCV Programs, who were more likely to rent out 2-bedroom residences, most participants receiving COC support rented out 1-bedroom residences (Average: 67.58%).



From 2022 to 2025, the number of 2-bedroom residences rented by participants increased from 19.51% to 27.50%, reflecting an increase in the number of children in households from 2023-2025.

For all data related to residence characteristics, see *Table 2: Continuum of Care (COC) Program Participant Characteristics* in the Appendices.

Progress Toward Goals:

Ensure physical condition of all properties is maintained for long-term sustainability.

- HATC has not been consistently completing housekeeping inspections, which would help indicate the physical condition of properties. HATC anticipates completing these monthly in the future.

Ensure properties are maintained to highest standards in terms of curb appeal through continuous process improvement.

- HATC has not been completing any resident satisfaction surveys to determine resident satisfaction in terms of the physical condition of the property and curb appeal. HATC should determine if this is a priority moving forward.

Ensure highest levels of resident responsibility.

- Housekeeping inspections have not been consistently completed, which would help indicate resident responsibility.

Evaluate the feasibility of developing affordable units for special populations such as veterans, seniors, and others with special needs.

- HATC did not evaluate the feasibility of developing affordable units for special populations. Moving forward, HATC should consider if this is a strategic direction they would like to continue pursuing.

Work with Travis County Commissioners Court to create a dedicated source of funding for affordable housing.

- HATC explored collaboration with the Commissioners Court to create a dedicated source of funding for affordable housing, but was unable to gain any momentum on behalf of the County to push this effort forward.

Increase number of vouchers available.

- While there are occasionally special purpose vouchers provided by HUD which are funded competitively, the majority of HUD funding received by HATC is non-competitive and is dependent on trends in the federal government. HATC data indicated that vouchers through HCV Programs increased from 761 in May 2021 to 834 in May 2025

Increase areas where vouchers can be used by residents.

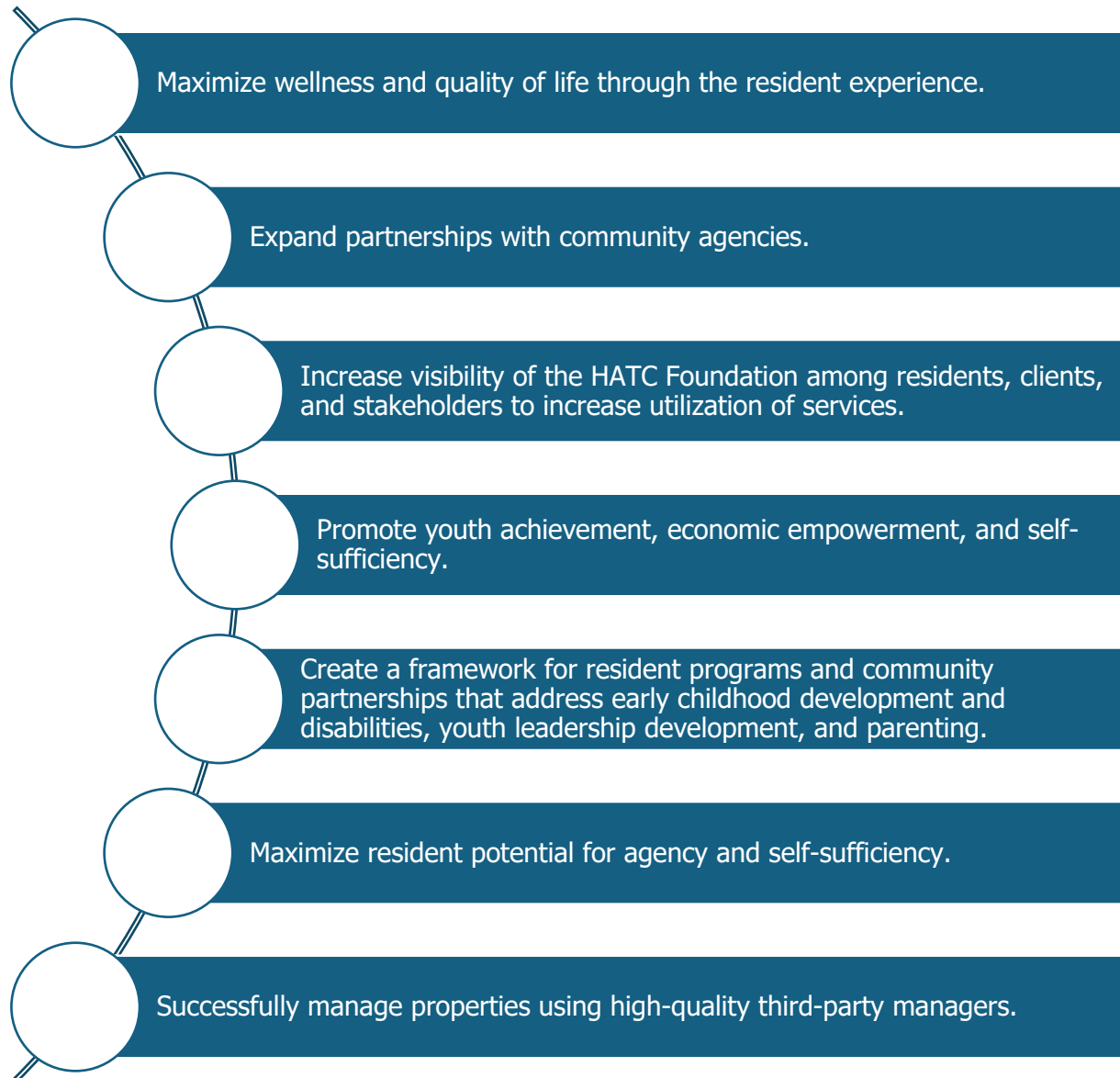
- Data on landlord participation indicates that HATC maintained an average of 397 landlords who accepted vouchers from 2021-2024. In 2021, 404 landlords participated, which slightly increased to a high of 413 in 2024. Notably, landlord participation was at a low of 374 just a year prior in 2023. HATC increased this number by 10.4% from 2023-2024.

What Can Be Improved (Data Collection and Evaluation):

- The data provided was not on the level of individual households, meaning households per month were likely duplicative of other months. Analyzing data on the level of individual households will help determine the actual number of households HATC serves per year, the average length of support received, and household characteristics, allowing for higher-level analyses (*see Appendices: Table 3: Sample Basic Tracking Sheet for HCV Programs, Affordable Housing Residents, COC, for an example of what this may look like*).
- HATC may consider how they can set up a system to collect and track residence-level data, such as number of units occupied per month, make-ready time, and physical condition of units (via housekeeping inspections). It will be important for HATC to determine how measurable data will be collected through housekeeping inspections and stored in a manner that will allow for timely evaluation.

Priority Two: Resident Experience

HATC established the following goals through Priority Two:



What Was Achieved

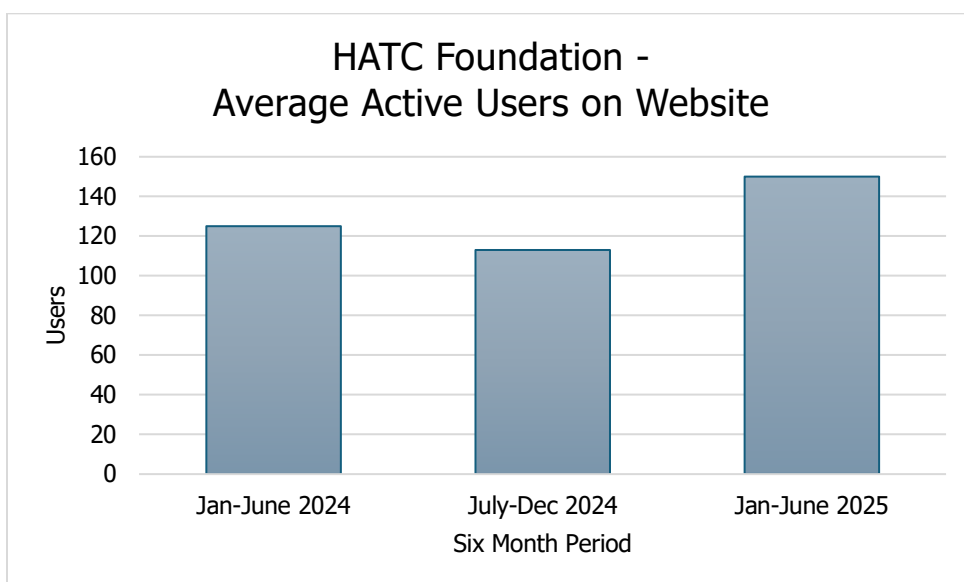
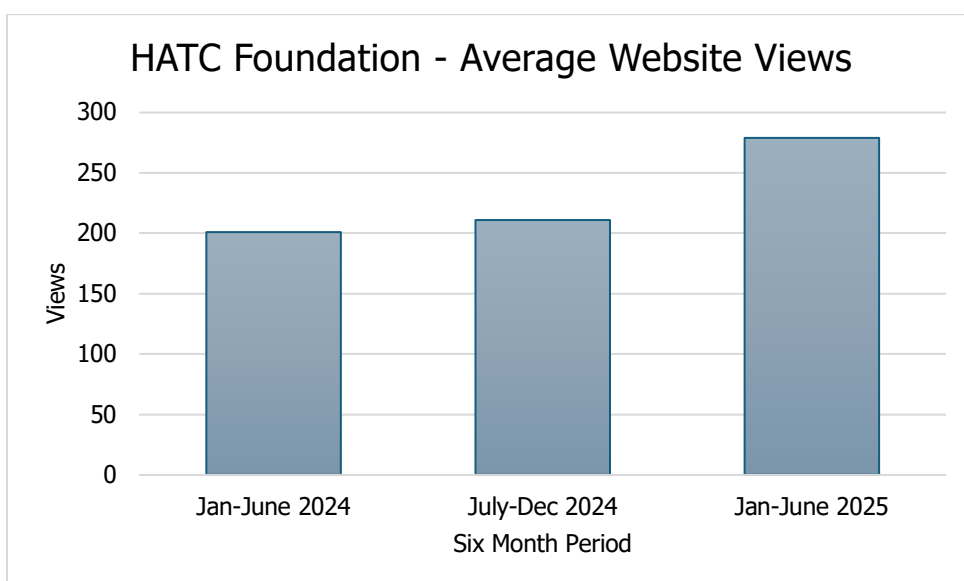
Increased Visibility: Platforms were successfully utilized to increase visibility of the HATC Foundation. Both the main HATC website and the HATC Foundation website were built on a new platform in 2023, ultimately helping to increase engagement and usability.

From January-June 2023 to July-December 2024, the HATC Foundation website had a 4.6% increase in viewership. Importantly, from July-December 2024 to January-June

2025, the Foundation website experienced a 32.5% increase in viewership. Similarly, from January-June 2023 to July-December 2024, the Foundation website experienced a 9.7% increase in active users—growing to a 32.6% increase from July-December 2024 to January-June 2025.

Visibility of HATC Foundation Website, July-Dec 2023 to Jan-June 2025

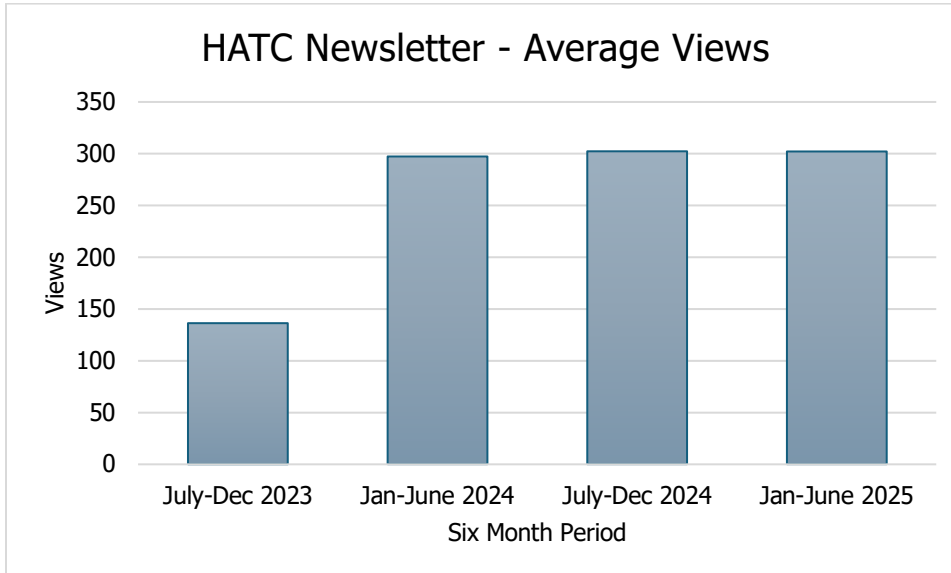
Six Month Period	Average Views	Average Active Users
Jan-June 2024	201.33	125.00
July-Dec 2024	210.50	112.83
Jan-June 2025	278.83	149.67

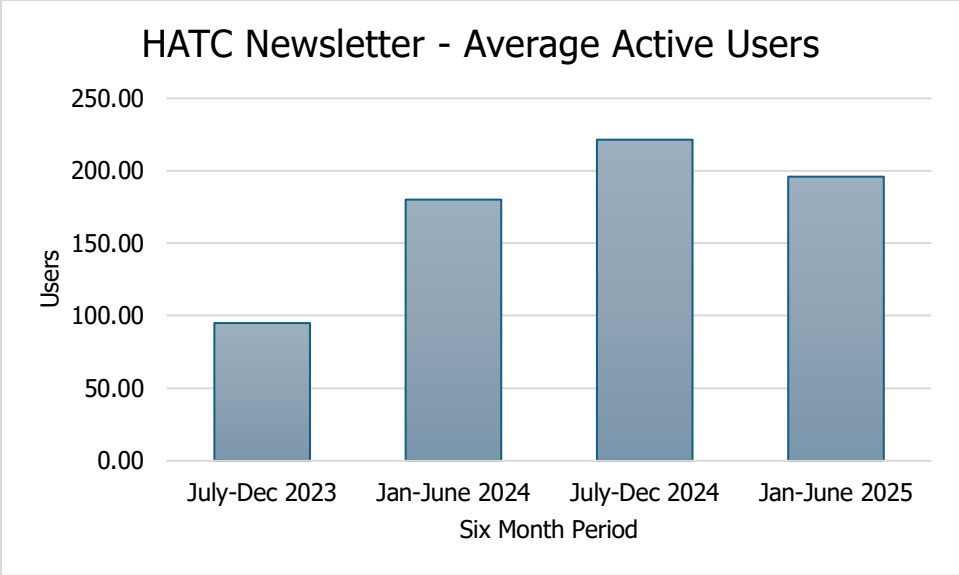


The HATC Newsletter also experienced growth in both average views and average active users from the second half of 2023. From July-December 2023 to January-June 2025, the newsletter experienced a 121.64% increase in viewership. Similarly, from July-December 2023 to January-June 2025, the newsletter experienced a 106.32% increase in active users.

Visibility of HATC Newsletter, July-Dec 2023 to Jan-June 2025

Six Month Period	Average Views	Average Active Users
July-Dec 2023	136.33	95.00
Jan-June 2024	297.33	180.17
July-Dec 2024	302.33	221.50
Jan-June 2025	302.17	196.00

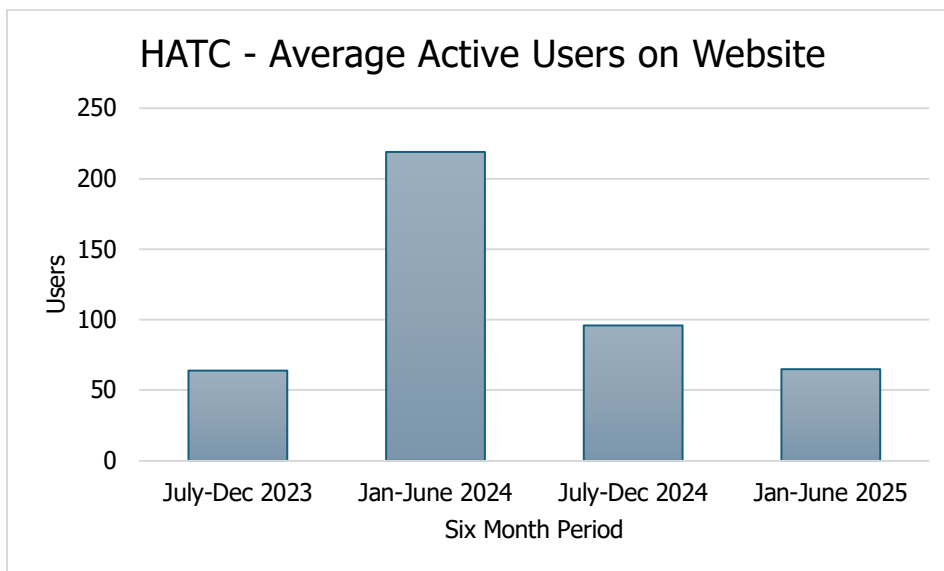
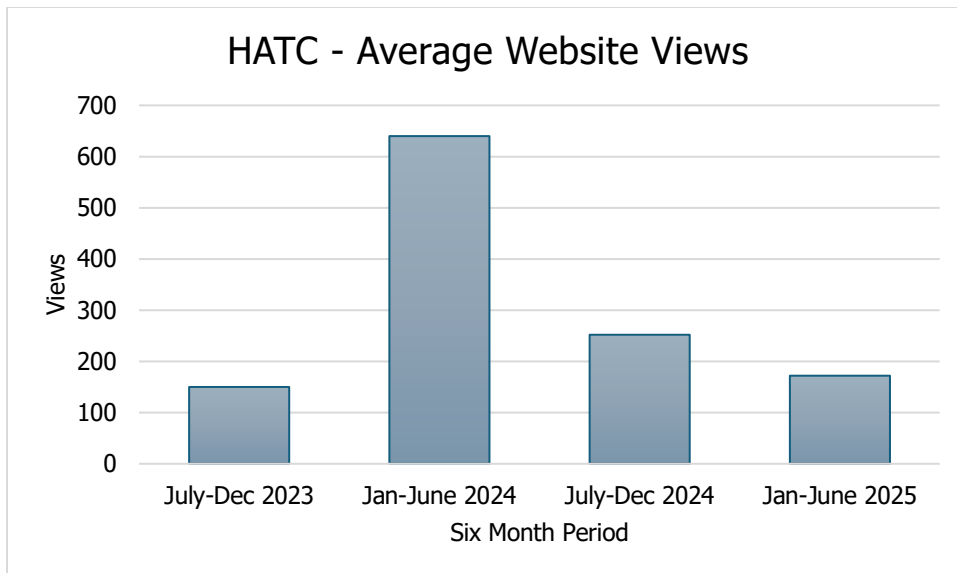




The main HATC website had much more variable traffic. From July-December 2023 to January-June 2025, the website experienced a 14.78% increase in viewership. The website experienced a high in viewership in January-June 2024 (average of 640.17 views)—a 326.78% increase from July-December 2023. Viewership decreased to 172.17 views in January-June 2025. Trends in active users followed trends in viewership. It appears this increase in January-June 2024 is due to increased engagement with the “housing-waitlist” website page. While this webpage was the most heavily trafficked in all months, it was more heavily trafficked from January-June 2024 than any other months—with 608 views in January 2024 and 539 in June 2024.

Visibility of HATC Website, July-Dec 2023 to Jan-June 2025

Six Month Period	Average Views	Average Active Users
July-Dec 2023	150.00	64.17
Jan-June 2024	640.17	218.50
July-Dec 2024	252.33	95.50
Jan-June 2025	172.17	64.83



Annual analytics were provided for HATC’s social media accounts on Facebook and Instagram for 2023-2025. Reach (total number of unique users who have seen/interacted with content) on Facebook continued to increase from 2023 to 2025, from 190 to 2,300, while reach increased from 2023 to 2024 on Instagram (32 to 770) and decreased from 2024 to 2025 (770 to 175). Overall, while HATC’s Instagram has more total lifetime followers (531) than its Facebook (466), Facebook appears to have garnered more followers from 2023-2025, with followers from 2023-2025 making up 41.42% of lifetime followers. However, data on follows was unavailable from Instagram in 2023. Recent trends in followers on both accounts from 2024-2025 indicate Instagram may garner more followers than Facebook in future years. Meta has recently shifted to views from impressions, as such, data on views was only available in 2025. HATC’s Instagram garnered 964 views in 2025, while Facebook garnered 2,300 views.

Year	Reach		Follows	
	Facebook	Instagram	Facebook	Instagram
2023	190	32	86	<i>data unavailable</i>
2024	1800	770	73	18
2025	2300	175	34	41
TOTAL	4290	977	193	59
<i>Total Lifetime Followers</i>			466	531
Percentage of Total Lifetime Followers (2023-2025)			41.42%	11.11%

Hiring of Family Self Sufficiency Coordinator: HATC took a significant step toward its goal of “maximizing resident potential for agency and self-sufficiency” by utilizing HUD grant funding to hire a full-time Family Self Sufficiency Coordinator in April 2025. The Family Self-Sufficiency Coordinator will work with Housing Choice Voucher Program participants and tenants residing in Project-Based Rental Assistance (PBRA) properties, delivering a broad range of counseling and referral services for residents of all ages and conditions within HATC’s Family Self-Sufficiency (FSS) program.

Progress Toward Goals:

Maximize wellness and quality of life through the resident experience.

- HATC did not administer any surveys to residents to gauge wellness and quality of life based on resident experience. HATC will need to determine an appropriate measure to gauge these variables moving forward, as well as a plan to collect and track data.

Expand partnerships with community agencies.

- HATC expanded partnerships throughout 2022-2025; however, this data was not systematically tracked, limiting evaluation.

Increase visibility of the HATC Foundation among residents, clients, and stakeholders to increase utilization of services.

- Data from the viewership of HATC Foundation's website, the HATC Newsletter, and social media accounts indicate visibility has increased. However, no data was collected that indicates increases in visibility resulted in greater utilization of services.

Promote youth achievement, economic empowerment, and self-sufficiency.

- HATC was unable to obtain data from third-party services provider that would indicate increases in youth achievement, economic empowerment, and self-sufficiency.

Create a framework for resident programs and community partnerships that address early childhood development and disabilities, youth leadership development, and parenting.

- HATC created a framework; however, no data was provided on activities and participation under this framework that would contribute to this analysis.

Maximize resident potential for agency and self-sufficiency.

- HATC hired a Family Self Sufficiency Coordinator in April 2025. This position will work toward increasing resident potential for agency and self-sufficiency.

Successfully manage properties using high-quality third-party managers.

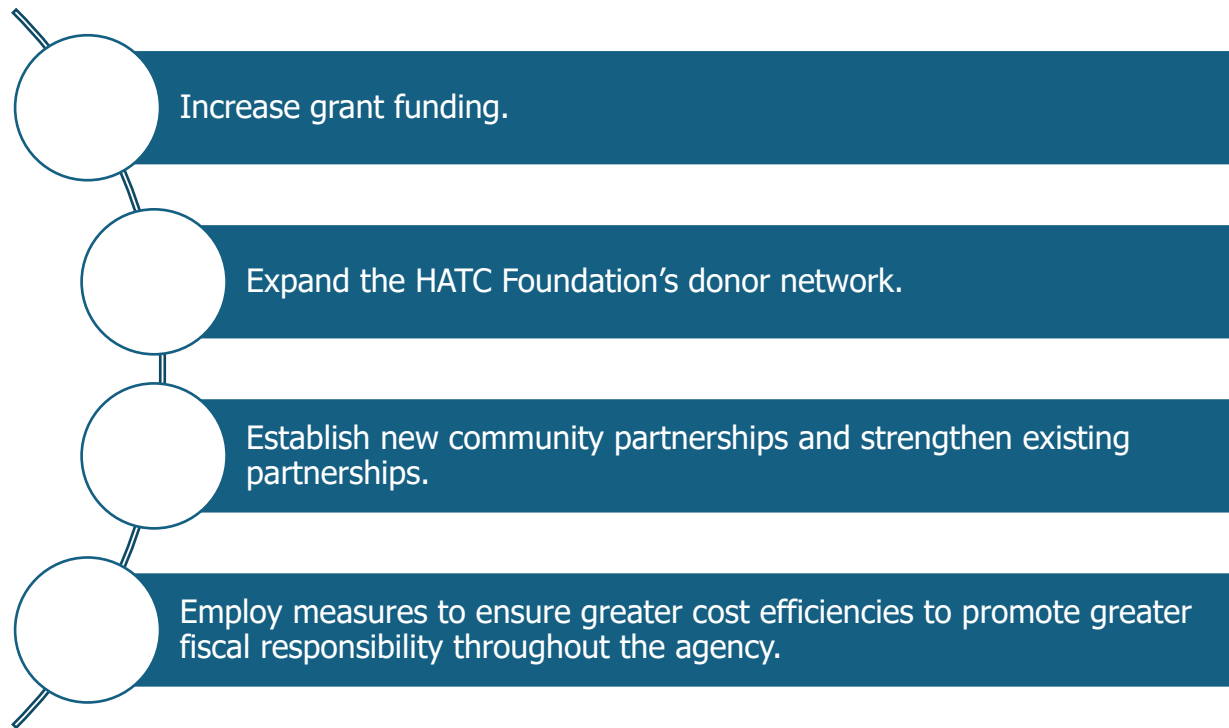
- HATC did not contract with third-party managers to manage properties.

What Can Be Improved (Data Collection and Evaluation):

- Resident wellness and quality of life cannot be evaluated, as quality of life assessments were not administered. HATC should consider moving forward if utilizing an annual survey is the best strategy to capture resident experience or if there are other measurable indicators, ensuring that future goals consider staff capacity and expertise for collecting measurable data.
- Implementing a system to track community partnerships will be helpful. This may be as simple as an Excel document listing the name of the partner agency, primary contact information, sector, date partnership was formed, date partnership ended, and key accomplishments under the partnership (preferably metrics such as # served). HATC may also consider surveying partners to determine their needs and their experience working with HATC. This data could be tracked in the same system.
- Moving forward, HATC will want to carefully consider metrics that can be collected and tracked to indicate how the Family Self Sufficiency Coordinator maximizes resident potential for agency and self-sufficiency. HATC may consider a pre/post test survey design to collect this data.

Priority Three: Resource Development

HATC established the following goals through Priority Three:



What Was Achieved

HATC's organizational revenue has continued to increase from 2021 to 2024. In 2021, HATC's total revenue was \$11,073,748, 78.3% of which was from federal sources (HUD). In 2024, HATC's revenue was \$17,513,729—a 58.16% increase. Revenue from federal sources had dropped to 72.5% of overall organizational revenue mainly due to an increase in funds received from Developer Fees from the Travis County Facilities Corporation.

Notably, administrative fees as a percentage of total program budget for the HCV Program, Mainstream Program, and Emergency Housing Voucher (EHV) Program decreased from 2021 to 2024—indicating that a larger proportion of the overall program budget is going directly to making payments to program participants.

HATC Revenue 2021-2024: Federal and Non-Federal Sources

Federal Funds									
Year	HCV Program Housing Assistance Payments (HAP)	HCV Administrative Fees	% HCV Budget Admin Fees	Mainstream Program HAP	Mainstream Administrative Fees	% HCV Budget Admin Fees	Emergency Housing Voucher (EHV) Program HAP	EHV Administrative Fees	% HCV Budget Admin Fees
2021	6,599,158	672,541	9.25%	236,311	23,515	9.05%	102,927	17,667	14.65%
2022	7,303,029	666,260	8.36%	344,084	56,343	14.07%	-	15,077	-
2023	8,395,065	765,068	8.35%	450,191	39,687	8.10%	206,507	37,715	15.44%
2024	9,536,937	738,447	7.19%	548,840	41,172	6.98%	439,870	42,898	8.89%
Average 2022-2024	8,411,677	723,258	7.97%	447,705	45,734	9.72%	323,189	31,897	12.16%
Difference 2021 to 2024	2,937,779	65,906	-2.06%	312,529	17,657	-2.07%	336,943	25,231	-5.76%

Federal Funds (continued)						Non-Federal Funds		
Year	Contium of Care Grant	Resident Opportunity and Self-Sufficiency Program	Eastern Oaks Apartments HUD Rental Assistance Subsidy	Alexander & Summit Oaks HUD Rental Assistance Subsidy	TOTAL FEDERAL FUNDS	Travis Co Facilities Corporation Developer Fees	HATC Foundation	TOTAL NON- FEDERAL FUNDS
2021	994,176	-	24,303	-	8,670,598	2,359,817	43,333	2,403,150
2022	930,439	-	117,883	123,344	9,556,459	2,521,982	200	2,522,182
2023	1,299,278	-	84,622	107,549	11,385,682	2,447,196	922	2,448,118
2024	1,011,093	6,290	115,455	215,793	12,696,795	4,814,870	2,064	4,816,934
Average 2022-2024	1,080,270	6,290	105,987	148,895	11,212,979	3,261,349	1,062	3,262,411
Difference 2021 to 2024	16,917	-	91,152	-	4,026,197	2,455,053	-41,269	2,413,784

HATC Revenue 2021-2024: Total Budget with Federal vs. Non-Federal

Year	TOTAL REVENUE	% FEDERAL FUNDS	% NON-FEDERAL FUNDS
2021	11,073,748	78.30%	21.70%
2022	12,078,641	79.12%	20.88%
2023	13,833,800	82.30%	17.70%
2024	17,513,729	72.50%	27.50%

Progress Toward Goals:

Increase grant funding.

- Federal funding from HUD is mainly received through non-competitive funding. While funding from the County has increased, funding from the HATC Foundation and from other non-governmental sources has not increased.

Expand the HATC Foundation's donor network.

Although HATC was unable to significantly expand its donor network, the Foundation participated in Amplify Austin Day on March 2024.

Establish new community partnerships and strengthen existing partnerships.

- HATC expanded partnerships throughout 2022-2025; however, this data was not systematically tracked, limiting evaluation.

Employ measures to ensure greater cost efficiencies to promote greater fiscal responsibility throughout the agency.

- No data was tracked to indicate progress toward this goal.

What Can Be Improved (Data Collection and Evaluation):

- HATC did not establish and track any measures to determine increases in cost efficiency. Moving forward, it will be important to establish S.M.A.R.T.E.R. objectives for increasing cost efficiency and fiscal responsibility.
- If HATC intends to continue focusing on the goals established under Priority #3, metrics will need to be carefully selected and tracked to indicate progress.

Priority Four: Organizational Development

HATC established the following goals through Priority Four:



What Was Achieved

HATC has operated with an average of 15 employees over the past five years. HATC's average retention rate for 2022-2025 is 79.62% (compared to 72.22% in 2021), and the average turnover rate for 2022-2025 is 28% (compared to 28.57% in 2021). Other than 2022, 2025 has seen the most new hires. The highest number of employees separated in 2023, which saw the lowest retention rate of 61.11%.

HATC Staff Turnover and Retention, 2020-2025

Year	# Seperated	Beginning # of Employees	Ending # of Employees	# of Hires	Turnover Rate	Retention Rate
2020	6	17	18	7	34.29%	76.47%
2021	5	18	17	4	28.57%	72.22%
2022	4	17	18	5	22.86%	82.35%
2023	7	18	12	1	46.67%	61.11%
2024	4	12	11	3	34.78%	75.00%
2025	1	11	15	5	7.69%	100.00%

The majority of HATC employees identify as White/Hispanic (40%), followed by African American (33.33%). While percentages have slightly varied over the course of the previous 2022-2025 Strategic Plan, general composition has remained the same.

HATC Staff Race/Ethnicity Demographics, 2022 vs. Current

Staff Demographics	Start of 2022	Percent	Current	Percent
White	4	23.53%	2	13.33%
African American	5	29.41%	5	33.33%
Indian/Malaysian	1	5.88%	1	6.67%
White/Hispanic	7	41.18%	6	40.00%
White/Native American	0	0.00%	1	6.67%
TOTAL	17		15	

Progress Toward Goals:

Employ a high-performing, professional, competent, and accountable staff at HATC.

- Employee turnover rates and retention rates demonstrate that, while 2023 was a year with a large number of separations, an increasing number of staff have remained with HATC throughout 2024 and into 2025.

Leverage technology to increase the total effectiveness of all internal functions at HATC.

- No data was tracked and provided to indicate progress toward this goal.

Identify and implement industry best practices within all HATC functional areas.

- While HATC has made reforms and worked to identify and implement industry best practices, they have not identified and tracked data which could be used to evaluate progress toward this goal.

Enhance and maximize marketing, public relations, and external communication impact.

- HATC's expanded visibility via their website, newsletter, and social media accounts as presented in Priority #2 has indicated HATC has made progress in increasing external communications. HATC also participates in an annual expo to recruit additional landlords and increase their profile. Additionally, HATC is starting a podcast, launched July 2025, which will help further this goal.

What Can Be Improved (Data Collection and Evaluation):

- HATC should consider systematically collecting data on why employees separate from the organization (e.g., exit interviews). While turnover and retention rates can provide

some idea of general trends, collecting qualitative data of this nature may help indicate why rates are higher in some years than others and what can be done to reduce rates and increase retention. Data indicating employee engagement (sick days, vacation days, unpaid days off) and employee performance (supervisor/employee reviews) should also be collected and analyzed as these may be important precursors to separation.

- If HATC intends to continue focusing on the goals established under Priority #4, metrics will need to be carefully selected and tracked to indicate progress.

Best Practices in Data Analysis

As HATC seeks to improve data-driven decision making and convey positive impact to its community, it is important to model other entities in affordable housing and ensure data collection and evaluation adhere to industry standards and best practices.

A starting place in this effort is to consider the type of data the City of Austin and HACA report to HUD in their annual CAPER report. HACA collects and reports to the City of Austin:²²

1. Total number of people served (non-duplicative)
2. Total number of PBRA properties
3. Total number of allocated Housing Choice Vouchers
4. Average search time to find an affordable housing unit for voucher recipients
5. % of vouchers issued that are returned by those unable to find a unit
6. Average number of families served per month through HCV program
7. % of people served who are children, seniors, persons with disabilities
8. Average annual income for families in HCV program
9. Number of affordable housing units provided by AAHC, HACA's nonprofit subsidiary
10. Number of AAHC affordable housing units under construction
11. % expended of funds provided by HUD for HCV program

Charlotte, NC, is one of the fastest-growing cities on the East Coast, facing many of the same housing affordability issues as Travis County. The 2021-2025 Charlotte Mecklenburg Consolidated Plan provides a solid outline for basic data that conveys the number and characteristics of those served.²³ They track and report on the following metrics individually for each of their programs (public housing, project-based vouchers, tenant-based vouchers, VASH, FUP, etc.)

1. Average annual income
2. Average length of stay
3. Average household size
4. Number homeless at admission
5. Number of elderly program participants (defined as over 62 years of age)
6. Number of disabled families
7. Number of families requesting accessibility features
8. Number of HIV/AIDS program participants
9. Number of domestic violence victims
10. Race of residents

²² City of Austin Fiscal Year 2023-24 CAPER

²³ 2021-2025 Charlotte Mecklenburg Consolidated Plan

11. Ethnicity of residents
12. Number of families on waitlist
13. Number of children on waitlist
14. Number of years average waitlist per applicant family
15. Average search time with a voucher
16. % issued a voucher and able to enter into a lease agreement
17. Number of heads of household that are mothers
18. % of heads of household that are Black female mothers
19. Census tract where HCV households live (and corresponding poverty rate of census tract)
20. % of HCV total households/households with children that live in a very low opportunity neighborhood

In a brief from the Urban Institute, the importance of rigorous, focused data collection by Public Housing Authorities (PHAs) for service management and tracking of service outcomes is stressed as a best practice for all PHAs.²⁴ Housing and quality of life are closely tied, and service coordination provided for those accessing housing can impact mental and physical health and financial stability/employment, decreasing evictions and damages to units and resulting in improvements to property management.

Urban Institute worked with HUD to conduct the demonstration project, Housing Opportunity and Services Together (HOST). Importantly, Urban Institute stresses monitoring provider performance and service outcomes as one of three key types of activities. Urban Institute describes how most PHAs do not go beyond collecting basic, required eligibility data, which has serious limitations for determining the need for services and impact. Urban Institute states, “While coordinating services for residents, PHAs should seek data to understand resident participation and outcomes and have a practical system or process for collecting and using that data to inform program planning and partnership managing. Managing the performance of service providers and tracking outcomes using a shared data system is a big capacity gap for many PHAs.” In turn, this data can help attract additional partners and funders.

“PHAs should also prepare their staff and partners for the culture change it requires, a change that requires moving from a culture of contract compliance to a culture of continuous improvement monitored by a real-time feedback loop of data on service provision and resident outcomes.”

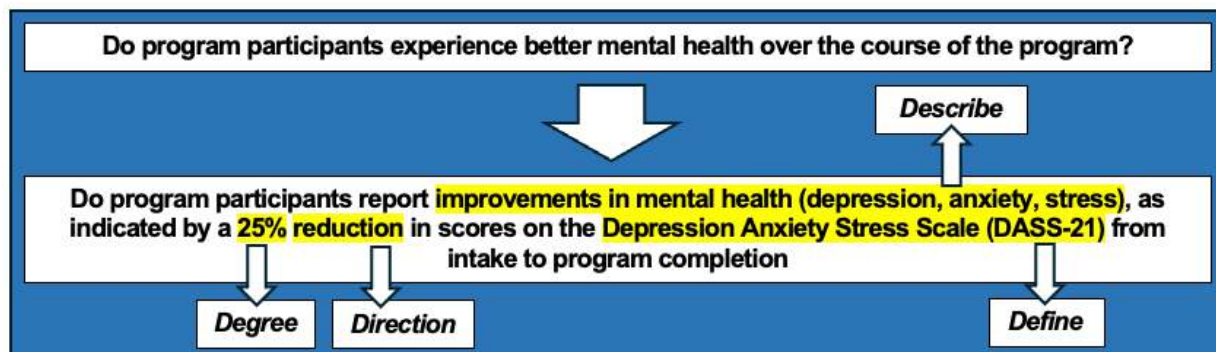
-Urban Institute

²⁴ Gillespie, S. & Popkin, S. J. (2025). *Building Public Housing Authority Capacity for Better Resident Services*. Urban Institute.

Future Directions

Based on this comprehensive data analysis of HATC's existing data and the level of achievement of the 2022-2025 Strategic Plan goals, IFP has provided the following top five recommendations to help strengthen HATC's future strategic direction and help HATC make data-driven decisions. The goal in this is to strengthen data collection and evaluation to support decision making and increase HATC's ability to garner funding, while also considering what HATC can realistically do and develop a plan for evaluation moving forward.

1. Establishing fewer strategic goals and outcomes can help narrow focus and improve the ability to collect and regularly analyze high-impact data. For each priority, it is recommended that HATC determine three high-quality data points/outcomes in coordination with IFP that are currently being tracked or could be tracked to demonstrate success. HATC should ensure that each of these data points follow the "4Ds of Data Collection & Evaluation." The 4D's include: (1) Define, (2) Describe, (3) Direction, and (4) Degree. These are best illustrated using the following example:



2. HATC should consider how systems can be set up to collect and track participant-level, residence-level, organizational-level, and partnership-level data in a format that lends itself to evaluation. Contracting with a firm that specializes in data and evaluation, such as Innovative Funding Partners, to put systems in place that are not only usable but also produce meaningful data that aligns with strategic goals and drives decision-making can help prevent errors that result in missing data and lost time.
3. HATC should consider instruments/surveys to measure social determinants of health, resident wellness and quality of life, and agency/self-sufficiency. These should be tracked on the same data sheet/system where other participant-level data is collected. Whenever possible, HATC should consider a pre/post-test design for data collection.

4. HATC does not receive significant grant funding outside of its usual HUD funding. HATC's new strategic planning effort should consider a plan for diversifying funding, especially given changing priorities at the federal level. Submitting competitive applications to foundations and corporations and establishing a major donor base is key to expanding HATC's programming to meet the significant needs for affordable housing in Travis County.
5. Moving forward, HATC should consider how to make data evaluation a routine organizational practice. While annual evaluation is good, quarterly is better—providing information that can rapidly inform decisions and lend itself to a cycle of continuous quality improvement. Having a data evaluation plan that connects goals and objectives to meaningful data points helps decrease the burden of evaluation and make the process more straightforward.

Appendices

Table 1: Housing Choice Voucher (HCV) Programs Participant Characteristics

Year		2021		2022		2023		2024		2025	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Total Households		776		782		736		745		717	
Household Composition	Households with Children	307	39.56%	322	41.18%	306	41.58%	320	42.95%	302	42.12%
	Households w/o Children	469	60.44%	460	58.82%	430	58.42%	425	57.05%	415	57.88%
	Householders	776	45.41%	782	44.87%	736	44.23%	745	44.29%	717	44.67%
	Adult Non-Householders	279	16.33%	271	15.55%	254	15.26%	246	14.63%	231	14.39%
	Children	654	38.27%	690	39.59%	674	40.50%	691	41.08%	657	40.93%
	TOTAL RESIDENTS	1709		1743		1664		1682		1605	
	Avg Household Size	2.20		2.23		2.26		2.26		2.24	

Year		2021			2022			2023			2024			2025		
		Count	Percentage	Avg Age	Count	Percentage	Avg Age	Count	Percentage	Avg Age	Count	Percentage	Avg Age	Count	Percentage	Avg Age
Householder Demographics	Male	161	20.75%	58.25	149	19.05%	58.82	136	18.48%	58.88	139	18.66%	58.06	133	18.55%	57.26
	Female	615	79.25%	52.37	633	80.95%	51.61	600	81.52%	51.24	606	81.34%	49.95	584	81.45%	49.66
	Elderly	234	30.15%	72.11	229	29.28%	71.76	212	28.80%	71.34	205	27.52%	71.10	197	27.48%	70.94
	Non-Elderly	542	69.85%	45.59	553	70.72%	45.21	524	71.20%	45.09	540	72.48%	44.01	520	72.52%	43.54
	Disabled	323	41.62%	61.16	310	39.64%	60.87	291	39.54%	60.45	288	38.66%	60.11	276	38.49%	60.08
	Non-Disabled	453	58.38%	48.18	472	60.36%	47.80	445	60.46%	47.55	457	61.34%	46.02	441	61.51%	45.43
	Race *Householders may select multiple															
	White	273	35.09%		270	34.35%		257	34.64%		270	36.00%		264	36.51%	
	Black/African American	493	63.37%		504	64.12%		470	63.34%		465	62.00%		446	61.69%	
	American Indian/Alaska Native	4	0.51%		4	0.51%		5	0.67%		5	0.67%		4	0.55%	
	Asian	5	0.64%		4	0.51%		4	0.54%		4	0.53%		3	0.41%	
	Native Hawaiian/Other Pacific Islander	2	0.26%		3	0.38%		4	0.54%		4	0.53%		4	0.55%	
	Other	0	0.00%		0	0.00%		0	0.00%		0	0.00%		0	0.00%	
	Declined	1	0.13%		1	0.13%		2	0.27%		2	0.27%		2	0.28%	
	Missing	0	0.00%		0	0.00%		0	0.00%		0	0.00%		0	0.00%	
	TOTAL RESPONSE	778			786			742			750			723		
	Ethnicity															
	Hispanic or Latino	128	16.49%	53.85	129	16.50%	52.75	126	17.12%	51.50	139	18.66%	48.66	138	19.25%	47.65
	Not Hispanic or Latino	648	83.51%	53.53	653	83.50%	53.03	610	82.88%	52.89	606	81.34%	52.11	579	80.75%	51.88

Year		2021		2022		2023		2024		2025	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Citizenship Codes	EC - EL. Citizen	770	99.23%	777	99.36%	733	99.59%	741	99.46%	712	99.30%
	EN - El. Noncitizen	4	0.52%	3	0.38%	2	0.27%	3	0.40%	3	0.42%
	IN - Ineligible Noncitizen	2	0.26%	2	0.26%	1	0.14%	1	0.13%	1	0.14%
	Missing	0	0.00%	0	0.00%	0	0.00%	0	0.00%	1	0.14%
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Bedrooms Per Household	0 Bedrooms	43	5.54%	39	4.99%	34	4.62%	26	3.49%	21	2.93%
	1 Bedroom	215	27.71%	205	26.21%	188	25.54%	181	24.30%	173	24.13%
	2 Bedrooms	256	32.99%	276	35.29%	259	35.19%	273	36.64%	261	36.40%
	3 Bedrooms	208	26.80%	212	27.11%	204	27.72%	202	27.11%	197	27.48%
	4 Bedrooms	53	6.83%	49	6.27%	51	6.93%	62	8.32%	65	9.07%
	5 Bedrooms	1	0.13%	1	0.13%	0	0.00%	1	0.13%	0	0.00%

Note: Data from Tenant Statistical Reporting, criteria: 'Cambridge','FUP','HP','NED','Port Out','S8 Vouchers','Stability Voucher','VASH'

Table 2: Continuum of Care (COC) Program Participant Characteristics

Year		2021		2022		2023		2024		2025	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Total Households		91		82		91		88		80	
Household Composition	Households with Children	3	3.30%	3	3.66%	9	9.89%	8	9.09%	7	8.75%
	Households w/o Children	88	96.70%	79	96.34%	82	90.11%	80	90.91%	73	91.25%
	Householders	91	86.67%	82	85.42%	91	73.39%	88	74.58%	80	74.77%
	Adult Non-Householders	7	6.67%	7	7.29%	9	7.26%	9	7.63%	9	8.41%
	Children	7	6.67%	7	7.29%	24	19.35%	21	17.80%	18	16.82%
	TOTAL RESIDENTS	105		96		124		118		107	
	Avg Household Size	1.15		1.17		1.36		1.34		1.34	

Year		2021			2022			2023			2024			2025		
		Count	Percentage	Avg Age	Count	Percentage	Avg Age	Count	Percentage	Avg Age	Count	Percentage	Avg Age	Count	Percentage	Avg Age
Householder Demographics	Male	47	51.65%	59.26	41	50.00%	60.17	43	47.25%	57.56	45	51.14%	58.22	44	55.00%	58.16
	Female	44	48.35%	55.91	41	50.00%	54.98	48	52.75%	51.50	43	48.86%	52.00	36	45.00%	51.47
	Elderly	31	34.07%	68.29	29	35.37%	68.59	27	29.67%	67.85	31	35.23%	67.55	30	37.50%	67.53
	Non-Elderly	60	65.93%	52.13	53	64.63%	51.55	64	70.33%	48.67	57	64.77%	48.46	50	62.50%	47.72
	Disabled	88	96.70%	57.72	77	93.90%	57.75	86	94.51%	55.12	80	90.91%	55.63	72	90.00%	55.60
	Non-Disabled	3	3.30%	55.33	5	6.10%	54.80	5	5.49%	41.40	8	9.09%	50.75	8	10.00%	51.13
	Race *Householders may select multiple															
	White	65	71.43%		58	70.73%		59	64.84%		58	65.91%		52	65.00%	
	Black/African American	24	26.37%		22	26.83%		30	32.97%		28	31.82%		28	35.00%	
	American Indian/Alaska Native	0	0.00%		0	0.00%		0	0.00%		0	0.00%		0	0.00%	
	Asian	1	1.10%		1	1.22%		1	1.10%		1	1.14%		0	0.00%	
	Native Hawaiian/Other Pacific Islander	0	0.00%		0	0.00%		0	0.00%		0	0.00%		0	0.00%	
	Other	0	0.00%		0	0.00%		0	0.00%		0	0.00%		0	0.00%	
	Declined	0	0.00%		0	0.00%		0	0.00%		0	0.00%		0	0.00%	
	Missing	1	1.10%		1	1.22%		1	1.10%		1	1.14%		0	0.00%	
	TOTAL RESPON	91			82			91			88			80		
	Ethnicity															
	Hispanic or Latino	17	18.68%	52.24	17	20.73%	51.76	18	19.78%	49.67	17	19.32%	50.96	15	18.75%	49.53
	Not Hispanic or Latino	74	81.32%	58.88	65	79.27%	59.09	73	80.22%	55.52	71	80.68%	56.20	65	81.25%	56.45

Year		2021		2022		2023		2024		2025	
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Bedrooms Per Household	0 Bedrooms	4	4.40%	4	4.88%	4	4.40%	3	3.41%	4	5.00%
	1 Bedroom	68	74.73%	60	73.17%	57	62.64%	56	63.64%	51	63.75%
	2 Bedrooms	17	18.68%	16	19.51%	26	28.57%	26	29.55%	22	27.50%
	3 Bedrooms	1	1.10%	2	2.44%	3	3.30%	1	1.14%	1	1.25%
	4 Bedrooms	1	1.10%	0	0.00%	1	1.10%	2	2.27%	2	2.50%

Note: Data from Tenant Statistical Reporting, criteria: 'Upward'

Table 3: Sample Basic Tracking Sheet for HCV Programs, Affordable Housing Residents, COC

Household ID #	Service Received	Start Date	End Date	Reason for Voucher	Reason for Exit	Time on Waitlist	Household Income	Householder Characteristics									
								Sex	Age	Disability	Race	Ethnicity	Marital Status	Education Level	Chronically Homeless	Mental Illness	Citizenship Code
Household A																	
Household B																	
Household C																	

Household ID #	Household Composition					Residence Characteristics	
	# of Adult Non-householders	Relation to Adult Non-householders	# of Children	Relation to Children	Ages of Children	Location	# of Bedrooms
Household A (continued)							
Household B (continued)							
Household C (continued)							

Note: This is solely provided as an example of what could be used—each column would need to be carefully thought through and designed to capture the most helpful data in a way that would lend itself to effective analysis. This table does not capture all pertinent data, which would require more extensive conversations with HATC subject matter experts. Additionally, IFP recommends that HATC collect survey data from participants to capture important variables such as resident responsibility, property physical condition, wellness and quality of life, economic empowerment, self-sufficiency, and/or resident agency, etc. These should connect with the new strategic plan.

Housing Authority of Travis County: Community Engagement Report

Perceptions, Participation,
and Priorities for the Future

Prepared by Innovative Funding Partners
September 2025



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COMMUNITY ENGAGEMENT REPORT

To assess effectiveness and identify strategic directions, HATC gathered feedback from residents, voucher holders, staff, community partners, and governance affiliates through online and in-person surveys and focus groups. This report synthesizes those inputs into a detailed overview of how the community perceives and engages with HATC, and what they want HATC to do next.

SNAPSHOT: MISSION FULFILLED

85%

of the 230 survey responses collected were from individuals receiving services from HATC.



53% of respondents are HCV recipients and 32% live in HATC developments.

60%

Of survey respondents reported that HATC is fulfilling its mission "Well" to "Very Well"



Themes for improvement focused on improved communication and staffing.

"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."

Housing Resident

Communication: a mixed response

35

Residents said their voice mattered to HATC compared to just 27 for CMG.

14

Residents said their voice did **NOT** matter to CMG.

HATC Frontline Staff were mentioned positively more than

50

times throughout all surveys and focus groups.

Suggestions



Increase outreach and awareness. Including more community engagement, advertising, and involvement to help the community learn more about HATC and the services it provides.



Prioritize and expedite maintenance and property modernization across all HATC housing sites to address the most frequent resident pain points



Implement a comprehensive communication strategy, especially for CMG, ensuring proactive, timely, and transparent updates through multiple channels, including increased on-site staff presence and posted contact info.



Expand supportive services and programs, with a particular focus on developing homeownership pathways, job training, and comprehensive family support services.



Strengthen internal operations by increasing staffing levels, particularly for social workers, and establishing a formal HR function with clear standard operating procedures and consistent accountability.



Build community trust by fostering authentic resident engagement structures and demonstrating visible follow-through on feedback.

Purpose & Scope

The Housing Authority of Travis County (HATC) is dedicated to providing safe, decent, and affordable housing for low-income families and supporting self-sufficiency through programs and services. To assess effectiveness and identify strategic directions, HATC gathered open-ended feedback from residents, voucher holders, staff, community partners, and governance affiliates through online and in-person surveys and focus groups. This report summarizes the key findings from this engagement and proposes actionable steps to enhance HATC's impact.

Our process revealed a community that deeply values HATC's commitment to providing safe, stable, and affordable housing. This analysis is structured around the voice of the community, framing their concerns as a clear roadmap for strategic action.

Engagement Summary

We received 230 survey responses (including digital and printed versions), with ***more than 85% of responses from those directly served by HATC***. Resident voices came from every development, with the greatest representation from Manor I and Manor II. The majority of survey respondents (53%) were Housing Choice Voucher recipients.

Overall, respondents indicated that HATC is fulfilling its core purpose: most rated performance "Well" or "Very Well" or expressed satisfaction with having a stable place to live. The community consistently values affordability, safety, and stability; compassionate and responsive staff; and rental assistance that "changes lives." At the same time, stakeholders clearly articulated five priority areas for improvement:

1. **Unit & Property Condition:** Address maintenance delays, common-area cleanliness, modernization, accessibility, and safety/security.
2. **Communication & Responsiveness:** Provide proactive, timely, and transparent communication across multiple channels; post staff contacts; and improve Carlton Management Group responsiveness.
3. **Supportive Services & Pathways:** Expand job training, financial literacy, healthcare, transportation, childcare, and homeownership pathways (including deposit assistance and voucher flexibility).
4. **Internal Operations:** Standardize processes/SOPs, add staffing (including HR and social work capacity), provide consistent accountability, and invest in IT/digital tools.
5. **Community Engagement & Reputation:** Increase visibility, clarify HATC's identity (distinct from HACA), strengthen outreach beyond the urban core, and build genuine resident-driven advisory structures.

Focus groups reinforced these themes and added specificity: staff emphasized confusion in the community between HATC and HACA and called for marketing, social media, and HR/IT

capacity; partners highlighted strong relationships with frontline staff but frustration with cancellations and unclear strategy; leaders pointed to capital improvements, FSS expansion, and fair/consistent systems; residents praised case workers and online paperwork while requesting more food help, mental health supports, and monthly texts/flyers with clear resource calendars.

Key Findings: A Thematic Breakdown

Responses often fell into five primary themes, each with a corresponding sentiment.

Theme	Overall Sentiment	Key Takeaway
Mission Fulfillment	Positive	Core mission is a lifeline: affordability, safety, stability; frontline staff praised for compassion and responsiveness.
Unit & Property Condition	Negative	Most frequent pain point: faster maintenance, consistent work-order completion, modernization, accessibility, and security are needed.
Communication & Responsiveness	Negative	Proactive, timely, multi-channel updates (including posted staff contacts) and improved CMG follow-through are essential.
Needed Services & Programs	Neutral / Anticipatory	Strong demand for homeownership pathways, job training, financial literacy, healthcare, transportation, and childcare; deposit assistance and voucher flexibility unlock access.
Feeling Heard	Mixed / Negative	People can give feedback, but want visible action and follow-through to build trust.

Theme 1: Mission Fulfillment (Strengths)

The most significant positive feedback is a direct endorsement of HATC's fundamental purpose: providing safe, decent, and affordable housing. Across surveys and focus groups, stakeholders praised the organization's ability to create stability and opportunity.

Affordability & Stability:

The core mission of providing affordable housing is widely seen as a lifeline. Residents expressed immense gratitude for the stability and security this housing provides, enabling them to focus on families, employment, and long-term goals.

- *"HATC does a great job of providing safe, affordable housing options for low-income families in a time where housing prices are exorbitant." - Resident*
- *"HATC has kept me from being homeless for almost 15 years. Case workers have helped me with food and dentist bills." - Resident*

Professionalism & Compassion:

Many highlighted positive personal interactions with HATC staff, describing them as helpful, compassionate, and professional. These one-on-one relationships are a strength.

- *"Their communication and compassion for the residents has been great." - Resident*

Customer Service & Responsiveness:

Survey respondents repeatedly praised "timely responses" and updates on voucher requirements. Voucher holders described staff as "beyond supportive" and "life-changing." Staff themselves emphasized that they see their roles as adjusting to people's needs and connecting them to resources.

Support for Self-Sufficiency:

Programs such as the Family Self-Sufficiency (FSS) program empower residents, helping them achieve long-term stability. Case workers were especially praised in resident focus groups for helping clients navigate paperwork, access bus passes, and secure groceries. Leadership emphasized expanding FSS as a priority.

Communication Satisfaction (with frontline staff):

While communication is often noted as a weakness, many survey respondents and residents also reported satisfaction when requests were addressed quickly and information was clear, mostly when discussing interactions with staff who directly communicate with residents. It should be noted that the most positive communication feedback was received from Housing Choice Voucher Recipients, while other stakeholders had less positive feedback regarding communications.

Focus Group Additions:

- **Staff:** Want HATC to be seen as trusted, visible, and more than just housing: offering school supplies, health clinics, utilities support, and financial literacy.

- **Partners:** Praised strong relationships with frontline staff, who provide consistency and care.
- **Leadership:** Affirmed the importance of being viewed as supportive, engaging, and fair.
- **Residents:** Shared that HATC housing allowed them to move from homelessness to stability.

Themes 2 & 3: Opportunities for Improvement

The most common frustrations concern the physical living environment, communication, and management practices.

Sub-theme A: Unit & Property Condition

This was the most frequently mentioned area for improvement, with a strong negative sentiment. Residents are frustrated with the slow and inconsistent nature of maintenance and property upkeep.

- **Maintenance Delays:** The single most common complaint was the unresponsiveness of maintenance. Residents consistently reported slow responses, incomplete work orders, and needing to repeat requests. Respondents repeatedly mentioned having to submit multiple requests for the same issue, leading to a feeling of neglect.
 - Quote: *“Maintenance takes forever, and you have to report things multiple times before it’s taken seriously.”*
- **Modernization & Upkeep:** Feedback also pointed to a need for general property beautification and modernization, including landscaping, common area cleanliness, and unit upgrades like new appliances, flooring, and ADA accessibility features.
 - Quote: *“Upgrade the properties. New appliances, new floors, and fixtures.”*
- **Safety & Amenities:** Calls for improved pest control, fencing, better parking, washer/dryer access, and security presence.

Focus Group Additions:

- **Leadership:** Prioritizing capital improvements is seen as crucial for addressing these frustrations.
- **Residents:** Pointed to ongoing concerns with property upkeep and noted the need for stronger landlord communication around rent timing.

Sub-theme B: Communication and Responsiveness

A recurring theme was the desire for proactive, consistent, and transparent communication. This was especially true with Carlton Management Group (CMG) and organization leadership. Residents, staff, and partners want to feel more connected and informed.

- **Desire for Proactive Communication:** The community wants to be notified of issues, policy changes, and maintenance schedules without having to actively seek out the information.
- **Improving CMG's Communication:** Multiple responses specifically called out CMG for slow or nonexistent communication, particularly in response to requests.
 - Quote: *"CMG could do better with communication. We've put in requests that go unanswered."*
- **Channels:** Requests for texts, emails, newsletters, and easier online systems.

Focus Group Additions:

- **Staff:** Stressed the need for centralized marketing/social media, ADA-accessible multilingual content, and mass texts/newsletters.
- **Partners:** Noted cancellations and unclear strategies from leadership; suggested annual surveys and clearer newsletters.
 - *"Meetings being canceled without notice creates a sense of indifference from senior leadership and disrespect toward tenants."*
- **Residents:** Asked for monthly texts/flyers with resource calendars.
- **Leadership:** Called for structured staff meetings and improved board-staff communication.

Several respondents repeatedly noted very recent improvements in this area, attributing them to the addition of new staff, especially the new Chief Operating Officer, Cora Thomas, and the Director of Affordable Housing, Carlos Guzman, both of whom they viewed as competent and responsive.

Theme 4: Needed Services and Programs

The survey reveals a community ready for HATC to expand its role from simply a housing provider to a comprehensive support system.

Youth and Family Programs: There is a clear and strong demand for after-school activities, tutoring, mentorship programs, and childcare services to support the youngest members of the community and their working families.

Financial and Job Training: A significant number of respondents requested services that promote self-sufficiency, such as job placement assistance, career counseling, and access to training and licenses.

- *"More help for those that want to work at a higher paying job but need child care or aftercare, also paying for licenses for higher paying jobs and gas cards."*
- *"Digital literacy is required for workforce development and should be a focus."*

Health and Wellness: Mental health support, addiction counseling, telehealth access, and nutritional education are consistently mentioned. Residents noted rising food and transportation costs as major barriers.

Homeownership Pathways:

The most frequently requested new program: a Self-Help Ownership Opportunity Program to help families transition from rental assistance to ownership. Staff and leadership echoed this as a transformative next step.

Voucher Flexibility & Landlord Engagement:

Respondents suggested expanding payment standards and approving more “exception rents” to increase access to safer, higher-opportunity neighborhoods, while also recruiting more landlords and strengthening landlord communication.

Deposit & Utility Assistance:

Many cited upfront costs as the biggest barrier to using vouchers, calling for grants or short-term loans.

Focus Group Additions:

- **Partners:** Urged digital inclusion and workforce development as foundational services.
- **Residents:** Requested stronger partnerships with Integral Care, churches, and nonprofits for food, healthcare, and mentorship.
- **Leadership:** Identified adding social workers (particularly for HCV) as key to connecting residents with these supports.

Sub-theme C: Internal Operations & Staffing Supports

In addition to external services for residents, stakeholders emphasized that HATC must strengthen its *internal capacity* to deliver on its mission. Many concerns focused on staffing levels, training, accountability, and the absence of a formal HR function.

Staffing & Training Needs

- Staff and residents both pointed to short-staffing, particularly the need for more case workers.
 - *“HATC should add more case workers.”* - Resident
- Stakeholders identified the importance of adding social workers within the Housing Choice Voucher program to provide holistic support.
- Ongoing training is needed on HUD requirements, compliance, and de-escalation skills.

Consistency & Accountability

- Survey feedback cited a lack of consistency in internal processes and accountability for unprofessional behavior. Staff and leadership echoed this.

- *“Organization needs HR or a mediator to advocate for staff, set boundaries, and reduce conflicts caused by inappropriate communication or lack of accountability.”*
- Staff described a need for clear standard operating procedures (SOPs) to guide daily work and reduce confusion.

HR & IT Infrastructure

- Staff and leadership highlighted the absence of a professional HR function as a significant gap.
- IT capacity was flagged as inadequate, with staff calling for improved systems, digitized forms, and on-site support.

Leadership Engagement & Culture

- Focus group participants stressed the importance of transparent, fair leadership that consistently enforces rules and reduces perceptions of favoritism.

Theme 5: Feeling Heard & Building Trust

While many respondents said they feel able to share opinions, a recurring concern is whether that input leads to action.

Survey Feedback:

- Some residents and staff explicitly said “No” when asked if their voice matters.
- Staff member: *“Yes, and no? The words and actions sometimes don’t match.”*

Resident Perceptions:

Even when residents can provide feedback, they often feel requests (especially maintenance-related) go unaddressed, creating disempowerment.

Focus Group Additions:

- **Partners:** Criticized advisory structures as “performative” and called for safer, more authentic spaces for tenant voice.
 - *“The advisory council seems performative, and most residents do not know about it.”*
- **Staff:** Suggested annual surveys tied to recertification as a systematic way to gather and use feedback.
- **Residents:** Emphasized the need for visible “you said > we did” follow-through.

Conclusion: A Plan for Action

The clearest message across surveys and focus groups is that the community wants to feel heard and see action. While many respondents indicated they feel they *can* share their opinions, the frustrations expressed with slow maintenance and poor communication suggest a disconnect between the act of providing feedback and seeing meaningful action. HATC's core mission of affordable housing is deeply valued, but frustrations with slow maintenance, poor communication, and limited support programs risk eroding trust.

By addressing specific concerns such as improving property management, upgrading communication systems, and expanding self-sufficiency programs, HATC can not only improve day-to-day living conditions but also demonstrate responsiveness and strengthen community trust. Focus groups further stress the importance of HR and IT infrastructure, SOPs, and authentic resident engagement.

Appendix

- I. Summaries of each focus group, including quotes and more details.
- II. Survey Summaries
- III. Copies of the Survey Graphs
- IV. Online Survey Responses
- V. In-person Resident Survey Responses

Appendix I

Focus Group Summaries

Staff Focus Group

Summary:

During this focus group, staff reflected on how HATC is perceived in the community and how they want to shape its future. Many noted that HATC is often confused with HACA, and few people know the difference between Section 8 and rental assistance programs, pointing out that the HCV team is not well recognized. Staff expressed the hope that in five years, HATC will be known as a trusted, visible partner that goes beyond housing to provide utility help, school supplies, health clinics, backpack giveaways, and financial literacy programs.

Staff emphasized that their work extends well beyond job titles. Housing specialists guide clients to extra resources, administrative staff adapt to diverse needs at the front desk, and foundation and events staff connect residents to programs such as bus passes and community gatherings. Staff shared challenges supporting elderly, disabled, and justice-involved clients, noting the limits of current social work capacity.

Improving marketing, communication, and outreach was a consistent theme. Staff suggested a central role for social media and website updates, mass texts, and newsletters to better highlight HATC's impact and reduce in-person traffic. They also discussed stronger education for community partners about housing programs. Internally, staff praised new trainings and teamwork but raised concerns about the lack of HR support. They agreed that designated HR and IT resources would improve stability and allow them to focus more fully on serving residents.

Specific Responses

1. **How do you *think* HATC is perceived or described by the community?**
 - Not many people know about HATC.
 - People often assume staff work for the Austin Housing Authority (HACA), and they frequently have to tell people who HATC is and that the agency has been around for a long time. People confuse HATC with HACA, which is much larger and often overshadows HATC.
 - Many people also do not understand the difference between Section 8 and rental assistance.
2. **How *would you like* HATC to be described (by the community, by our partners, and by our staff) five years from now? What do you want HATC to be known for?**
 - It would be great if HATC were known simply as the housing authority that helps residents with extra support, such as utility bills or school supplies for children.
 - More than 600 families: there's a lot of need
 - Would like to see more public services and community outreach about different programs.

- It would be great if the community could trust HATC and see the agency as visible and responsive to community needs, which was echoed by Alicia, Itzel, and Brittany.
- HATC should be known as “the HATC family,” present in the community with programs such as cooking classes and financial literacy.
- The community needs to know HATC does more than just housing.

3. How does your specific role help HATC achieve its mission and goals?

- Guide clients by giving them lists of places for assistance beyond landlords and property managers.
- Administrative services involve more than filing papers.
- Front desk needs to know about all divisions and adjust to each person’s needs.
- HATC Foundation liaison gathers data, learns about who is living in communities, and creates surveys. Also helps link residents to resources, such as back-to-school bashes resource flyer, which she hopes to continue monthly and, the approval of a bus pass discount program at three affordable housing sites.
- Events manager brings participants together and gets them involved in programs.

4. How do you (or your responsibilities) affect clients and the people HATC serves?

- Housing specialist partners with Integral Care to support clients with some of the biggest struggles. Those clients often get lost in the shuffle and need new resources, so she has to stay aware of what can help them.
- Administration helps as much as possible with documentation. Emphasized the importance of knowing exactly what each person will need and how to guide them through it.

5. What challenges do you face in your role, and how could HATC leadership support you better?

- It can be difficult to work with elderly and disabled clients who struggle to provide information, fill out paperwork, or understand the process. Leadership could help by finding a way for all clients to have phones or other tools for communication.
- The social worker has been a big help (serving 1 or 2 people per month), but HATC needs another position to assist as the agency grows.
- Clients with the biggest issues need more high-touch resources, and more support is needed for HCV voucher holders, since most focus now is on housing development residents.

6. As an expert in your role, how could you help advance HATC’s goals?

- Staff agreed that participating more in community events would help HATC build visibility and relationships.
- Being more involved would allow people to get to know staff and the agency. This includes volunteering at events as an agency as well.
- Brenda, who worked at HACA before, said she uses her community connections to support residents at HATC.
- Joanne said letting Alecia and Itzel know about upcoming events or trade shows would allow more participation, and several other staff members agreed.
- Brittany said she keeps in contact with apartment managers and encourages them to list vacancies because affordable housing is in high demand.
- HATC should also partner with different agencies and volunteer groups
- Educating community partners about the process, waiting lists, and HUD regulations could prevent people from being turned away. Community partners need to understand the difference between Section 8 and affordable housing so they aren't referring clients to the wrong places, unknowingly creating fear and frustration. Some HUD regulations prevent staff from being able to do things, and partners need to know that.
- Staff also mentioned ECHO and Sunrise, which do entry assessments that often lead people directly to HATC.
- The website and social media could be used more to share resources, celebrate wins, and improve accessibility. The website needs updating and correction of errors. Needs resource lists and contact forms. Making it more ADA accessible and available in multiple languages.

7. Do you have skills that aren't currently being used in your work, but could benefit HATC?

- Experience working with older adults with Alzheimer's and dementia, and would like to do presentations for senior living communities to encourage education about the disease.
- Could work to recruit more landlords.

8. Are there new skills you'd like to develop that could help us reach our mission? Any gaps in resources or training that would improve your ability to deliver services?

- Marketing was mentioned by several staff members: how do we make sure we're reaching everyone?
- Someone needs to be hired for social media and outreach - it is its own job. But without it, HATC needs someone dedicated to social media or training for staff to create a stronger presence.
- Staff discussed the lack of a central person or process for marketing and outreach.
- A central hub for posting procedures, mass texts, and newsletters would be helpful.

- A newsletter was started and posted to the website/community, but it needs to be more regular

9. What INTERNAL changes could be made?

- Recent staff changes and monthly trainings have created a stronger family feeling and more unity - the agency is on a good path.
- The lack of an impartial HR department (or contractor) is an extreme need: conflicts, extended leave (maternity, FMLA, etc), policies around behavior and performance
- Super strange that there is no one trained in HR with a staff this size
- HATC staff wear many hats and often pick up tasks outside their roles.
- Suggested a meeting where staff share what they do so everyone understands how to support each other.
- On-site IT support would be helpful.
- Several people noted that Cora has recently stepped into a big role and has been a huge help with stability and positive energy.

Leadership Summary:

Members of HATC's leadership reflected on the organization's current reputation and their vision for the future. They noted that HATC is often misunderstood or confused with larger housing authorities, and that its community role is not well recognized. Looking ahead, they want HATC to be described as supportive, engaging, fair, and trusted. They envision the agency being known not only for housing but also for building community, creating connections, and helping families move beyond rental assistance toward long-term stability.

Leaders emphasized priorities such as finishing capital improvement projects, maximizing federal funding, and partnering with private developers. They also stressed the importance of providing staff with the right tools, ensuring accountability, and expanding programs like Family Self-Sufficiency that help residents achieve upward mobility. Structurally, they pointed to the value of new administrative leadership and suggested restructuring positions, adding dedicated social workers for HCV clients, and establishing HR or mediation support to set boundaries and reduce internal conflicts.

Examples of impact included helping resolve resident disputes about rent increases, fully utilizing program funding for rental assistance, and supporting families with groceries and basic needs. Leaders said staff need more digital tools, fair accountability across the board, and continuous training in compliance, mental health, and conflict resolution. They also emphasized the importance of financial planning, building reserves, upgrading IT systems, and creating more structured communication with the board and staff. Overall, they agreed the agency is moving forward, with recent changes signaling growth and renewed focus on the mission.

Specific Responses:

1. **How would you like HATC to be described (by the community, by our partners, and by our staff) in the next five years?**
 - As progressing, making adjustments and improvements, and being recognized for those improvements.
 - Want HATC to be seen as a resource for housing, continuing to do the work they are doing now.
 - Would like HATC to be known as supportive, engaging, and fair (not currently described as that)
 - Engagement has been a long time coming, but this year is the first time they have really seen it.
 - Emphasized the importance of getting out of the paperwork and remembering that there are real people being helped. "You don't have to love everything, but love something about it."

2. What should HATC's top priorities be to serve the community most effectively?

- Property management company should focus on meeting goals and ensuring residents are properly served.
- Capital improvement projects have been a top priority, but once they are finished, the focus should shift to management and properties so there is more time to serve residents holistically, build trust, and create better connections.
- Maximize federal funding and create housing with private developers when possible so that no opportunities are left on the table.
- Stressed the need to ensure staff have the resources and tools they need, hire the right people, and create systems that are fair and accountable.
- Highlighted the importance of programs like Family Self-Sufficiency and others that can help clients achieve upward mobility, moving beyond rental assistance to transformation.
- Have been some issues with wrong fits for positions, and a new position has been made for them instead of finding a better fit. There is a culture where there is constant tension because things may be perceived as unfair and personal.
- Need a system that's equal across the board so that everyone is treated fairly

3. Structurally, what would be ideal to move the organization forward? (think about staffing, roles, systems, processes). *OR If you could make one structural or operational change to help your department succeed, what would it be and why?*

- The addition of new administrative support (Cora) has been a huge help, taking tasks off their plates and bringing strategic thinking that speeds up resolutions.
- The agency is small and doesn't need changes in some areas like finance right now, but as growth happens, there may be a need for more.
- Noted problems with new hires who were not the right fit, causing disruption and lack of accountability.
- Suggested restructuring positions, such as combining the foundation liaison and events coordinator into roles targeting specific communities, like PBRA properties and HCV, similar to the FSS model.
- Emphasized the need for social workers or community outreach positions for HCV clients, similar to the COC position funded through grants, to bridge service gaps.
- Organization needs HR or a mediator to advocate for staff, set boundaries, and reduce conflicts caused by inappropriate communication or lack of accountability.

4. How do you help your team understand their role in achieving organizational goals?

- Try to teach patiently, breaking down tasks step by step and inviting questions.
- Encourage open communication and help staff repeat back instructions to ensure understanding.

- Some leaders said they sit with staff to make sure they fully understand their responsibilities, and they can step into any of those roles if needed.
- Weekly staff meetings are used to share what is going well and what is not; these have been helpful, but need more structure
- Standard operating procedures are important to guide work.

5. Can you share an example of when your department's work created a meaningful impact for clients or the community?

- One leader described helping a resident who disputed a rent increase after income was miscalculated. By mediating between the resident and compliance team, they were able to translate the situation so both sides understood, preventing further issues. Understanding residents' positions is key.
- Another leader said they fully utilized funding last year to maximize rental assistance and COC services, leaving little unspent and helping secure more allocations in the future.
- Another leader praised staff members who serve clients tirelessly, citing examples of providing groceries to dozens of families multiple times a year, showing real dedication to clients' lives.
- Dynamics in staff meetings have changed because these staff members really love what they do.

6. What do you see as the greatest needs of your staff to perform their roles effectively?

- Leadership said staff need stronger support and leadership, and that sometimes property management leaders don't work well with HATC staff.
- Others said their departments feel well-supported and open.
- They identified the need for more digital processes, such as electronic forms and documents, instead of relying on paper. And there needs to be one person in charge of all forms.
- People are paid well, and processes have been created for efficiency and self-sufficiency.
- Internal tensions, not the work itself, are the main reason staff leave.
- They stressed the importance of fair systems, accountability, and resolving conflicts to improve staff retention.

7. Are there training, tools, or resources that would significantly improve your team's ability to deliver services?

- HUD training, legal training, compliance updates, and monthly housing program updates would improve staff performance, and that these trainings should be continuous.

Carleton Management should provide this, but do not, maybe HATC could provide it to their staff.

- Suggested mental health training for staff, Integral Care provides a certification that would be great. Can learn conflict resolution and how to de-escalate situations with clients.
- Called for new software, more structured systems
- Training in people skills
- Training in real estate development - these are available, staff just needs to pursue.

8. Are there skills, experiences, or perspectives you have that aren't currently being used in your leadership work but could benefit HATC?

- Leaders said they already wear many hats and are at capacity.
- They noted that some of their skills in group relations, communications, and conflict resolution could benefit HATC, but they lack the time to use them.
- They emphasized that staff voices should be listened to when deciding who to bring in for support and services.

Other Items:

- Leaders said all-hands support is needed for upcoming projects.
- They called for stronger communication with the board, including helping the board understand day-to-day realities.
- They noted the importance of building reserves, ideally two years' worth, to prepare for funding cutbacks or emergencies. Need to have a plan if something catastrophic happens.
- They also emphasized the need for IT upgrades which will affect everyone, need to have training and be prepared
- Better accountability across the organization. Currently, everyone is treated differently. There are policies, they're just not followed. Hard for Directors to enforce things when the top leadership is not, and that affects everyone's work.
- Stronger staff meetings led with structure and used as a way for top leadership to connect with staff
- They said the addition of new administrative leadership has been a positive step, bringing accountability, energy, and focus on the mission. Cora is communicative, able to self-regulate, and helpful, and leadership feels supported.
- They acknowledged that while the agency has been "stuck for a while," it now seems to be growing.
- Wants a strategic plan that is usable and **will** be used.

Resident Focus Group Summary:

Our focus group with HATC clients included three housing voucher residents who shared open and honest thoughts about their experiences. Overall, participants said HATC has been a lifeline in helping them move from homelessness to stability. They felt supported by case workers who understand their needs, provide practical help with housing, and assist with daily struggles like food, transportation, and medical bills. The online system for paperwork and programs was also seen as a positive change that made processes easier to manage.

Yet residents also described many ongoing challenges. Rising food and transportation costs make it hard to stretch benefits each month, and the end of the HEB grocery program has left a gap in food support. Participants suggested a new food assistance model that allows more choice and flexibility. They also named mental health services, addiction support, and help for people with criminal records as areas where HATC could expand its reach.

Communication and outreach were repeated themes. While case workers are praised, residents felt more could be done to make programs widely known. Suggestions included monthly texts, flyers with clear calendars of resources, and stronger partnerships with groups like Integral Care, churches, and nonprofits.

Looking to the future, participants want HATC to continue seeing them as people first and to expand staff capacity. They hope for more case workers, better food programs, and stronger mental health support. Residents agreed that these changes would not only help them but also open doors for many others in the community.

Specific Responses:

1. What stands out the most about your interactions with HATC?

- Understanding from staff: The case worker understands that I need a place to live.
- Moving to an online system with paperwork has been much easier.
- The case worker has been very helpful. I appreciated the gift card. Rising prices for food and transportation are a challenge, and the case worker has helped with that, too.
- It has become increasingly challenging to stretch the benefits each month due to rising food prices
- Participants highlighted the importance of the bus pass program, which helped one person attend medical appointments and physical therapy sessions.

2. What challenges did you face before engaging with HATC, and how have their programs helped address those challenges?

- I was homeless before HATC. LifeWorks helped me get into the HATC program.
- HATC found me when I was homeless and helped me build a life. They still help me with surgery and reconstruction.

- They have helped with money and groceries, even though the HEB program ended.
- They always show up when I need them.
- HATC has kept me from being homeless for almost 15 years. Case workers (Garcia) have helped me with food and dentist bills.

3. *For Housing Voucher residents: Describe your experience with your landlord and rental property. What feedback do you want to share with HATC?*

- The landlords are not always kind. They often have an attitude until rent is paid. It would help if we knew when the rent will be paid so everyone is informed.
- Neighborhoods are overall peaceful. But lawn care and home repairs could be better. Specific examples: a flickering LED light issue in the fridge, which affects the ability to use a Brita water filter, and ongoing problems with poison oak in the yard that management has not addressed despite multiple contacts.

4. *Can you share a specific time when HATC's services had a meaningful impact on you or someone you know?*

- Getting into the program and having an understanding case worker made a big difference. They try to help in any way possible.
- When I was homeless, they helped me get housing. Now they help me with basic needs.
- Very complimentary of case worker

5. *In your opinion, are there specific people or areas in the community that HATC is not reaching effectively?*

- There should be more chances for people with a prison record, especially if they were not convicted. More leniency from landlords and advocacy from HATC.
- They need more support and room to change.
- The homeless population also needs help, especially people with mental health needs and addiction. There are many stigmas about addiction, but people still need support.

6. *Are there any unmet needs or gaps in HATC's services that you think should be addressed?*

- There should be more mental health services like Integral Care, more check-ins, and telehealth.
- People need more money for food and other help.
- Proposed a structured food assistance program similar to the Central Texas Food Bank, suggesting a middle ground between the previous unlimited grocery shopping (HEB) and pre-made food boxes that would better accommodate those with specific needs.
- Churches and food banks should give out meals, not just ingredients.
- It is scary to feel like you could lose everything.

- Some resources only go to people who ask, but they should be easier to get.
- Food and health insurance are big fears, especially for people who make too much for help but not enough to pay on their own. Especially with recent political changes
- HATC should work with churches, nonprofits, and advocacy groups.

7. How do you perceive HATC's reputation within the community?

- Many people do not know about HATC. They need better outreach.
- HATC should work more with Integral Care - they often connect patients with HATC
- In my experience, case workers are the ones who connect people with HATC.

8. How effective is HATC in communicating its goals, activities, and impact?

- Before I worked with Victoria and Jackie, I did not feel like it was effective.
- I always had to ask for information. People should be given the information without asking.
- A newsletter or reminder would help.
- Many people do not know HATC could help them.

9. What could be done to improve outreach or engagement with the community?

- HATC should put more people out in the community and be more proactive. More visibility in the community.
- Case workers should tell people about resources right away.
- Monthly texts or flyers would help.
- Flyers could list all resources and include a calendar of when and where they are available. This would help lower stress because people would know what they can get.
- Local resources need to be better utilized, but they cannot be because maybe people do not know about them.
- The group discussed the importance of cooperation between different agencies to better serve the community.

10. What new programs, services, or partnerships do you think HATC should explore in the next 5 years, and why should this be a priority?

- HATC should add more case workers.
- Budget cuts make it hard for people to feel hopeful.
- They should give more food help and more understanding. Understand that there needs to be a balance of available resources and responsible use by residents. More resources for mental health services are also important.
- Create more flyers to put in unhoused service areas, mental health facilities, and other areas of need.
- HATC sees me as a person first, and I hope that continues.

HATC Focus Group Summary: Community Partners

We brought together community partners, service providers, and advocates who shared candid feedback about their experiences with HATC. Participants highlighted both strong individual relationships and broader structural concerns. Several praised staff members, such as Christina, Tiffany, Victoria, and Brenda, for their responsiveness, hands-on support, and ability to build trust. At the same time, others pointed to frustrations with meetings canceled without notice, a lack of transparency from senior leadership, and advisory councils that felt performative rather than genuinely resident-driven.

HATC's programs, including the Family Self-Sufficiency Program, vouchers, and collaborations with Integral Care, were noted as impactful. Case management and rental assistance have been especially meaningful in stabilizing families and supporting individuals with disabilities. However, stakeholders also cited negative impacts, such as failures to follow HUD requirements, insufficient tenant protections, displacement, and fear of retaliation when problems are reported.

Key areas for improvement include expanding outreach beyond Austin's urban core, clarifying strategy and priorities, and creating safer, more accessible ways for tenants and partners to provide feedback. Suggestions included annual surveys, text-based communication, and events tied to recertification, and clearer newsletters for the public.

Stakeholders encouraged HATC to pursue digital inclusion and workforce development initiatives, project-based vouchers for people with disabilities, and more strategic partnerships with housing authorities, nonprofits, and advocacy groups. They stressed that HATC's smaller size could be a strength if paired with stronger collaboration, transparency, and genuine engagement with residents and partners.

Specific responses:

1. What stands out the most about your interactions with HATC?

- Participants noted both positive and negative experiences.
- Some mentioned responsiveness and the use of FUP vouchers, which only LifeWorks seems to use.
- Others expressed frustration with meetings being canceled without notice, creating a sense of indifference from senior leadership and disrespect toward tenants. These concerns were echoed by another partner, who said she did not feel there was a clear understanding of the target and their partnership.
- One partner said he has had very good experiences with staff members Christina and Tiffany, describing their work as very personal and hands-on. And another confirmed these experiences.
- Overall: interactions with HATC staff were good, but interactions with leadership have been more difficult.

2. Can you share a specific instance where HATC's services had a meaningful impact on you or someone you know?

- The COC program, in partnership with Integral Care, was highlighted as meaningful because it supports families, provides rental assistance, and guides them through the administrative process.
- All clients in this program have disabilities, and Victoria was named as especially helpful in mitigating landlord issues, which can make or break relationships with property managers.
- Participants also shared negative impacts, including concerns that HATC consistently does not follow HUD requirements and tenant protections. They cited examples such as the Eastern Oaks displacement, fear of eviction, and fear of retaliation.
- They noted that managers who fail to comply do not seem to face disciplinary action, even after reports are made.
- Dialogue and communication were mentioned multiple times as areas needing improvement.

3. In your opinion, are there specific populations or areas in the community that HATC is not reaching effectively?

- Participants noted that strategic (HATC-owned) projects should be affordable, but new projects are often rented at market rate and not tied to vouchers or public support.
- They also referenced a UT Law report on private tax-exempt housing.
- Several people said the number of housing authorities in the area is confusing and that many do not know about HATC-managed or owned properties.
- Vouchers were described as very good, but outreach is limited, especially outside of the Austin urban area.
- They said newsletters and public communication could improve awareness.

4. Are there other organizations or groups you believe HATC should collaborate with more closely?

- HACA and other housing providers: everyone currently works in silos.
- Brenda from the FSS program was praised for onboarding a new partner and showing how collaboration can work well.

5. Are there ways HATC could better collaborate with your organization to expand its impact? Context: are there any programs or any upcoming goals we can help you meet?

- More programs related to training and communication - hopefully this strategic planning process is a good beginning to more relationships
- HATC needs to evaluate what they really want to accomplish. They have said they want to find out what residents really want in programming and how to enrich that, such as whether they need a light meal at events.

- While HATC has mentioned doing more resident-support programs in the past, they have not yet been incorporated, even though there are multiple services from partners that could be used if requested.
- If HATC was more project based, vouchers for people with disabilities, would help HATC get more units on the ground and ease relationships with property managers, which appears to be a challenge.

6. Are there any unmet needs or gaps in HATC's services that you think should be addressed?

- There should be stronger prevention plans in public housing projects.
- How does HATC ensure support services such as lease violations, landlord/tenant meetings and housing stability efforts are in place?
- Emphasized the need for better strategies that are innovative and formalized into policy.

7. How can HATC create better opportunities for stakeholder involvement and feedback?

- Time issues: would rather fill out a survey than attend a meeting.
- Participants asked for more clarity on HATC's strategy, priorities, and reasoning.
- They also said safer environments for giving feedback are needed, as the way the board treats tenants can create discomfort. Public meetings should happen, but not with such distinct power dynamics.
- BASTA shared that they give tenant surveys, but after a situation at Alexander Oaks, tenants had negative reactions to working with BASTA.
- Another partner mentioned that resident focus groups and advisory councils have given recommendations on meeting resident needs, but she was not sure if those were received or invented.
- The advisory council seems performative, and most residents do not know about it.
- Participants recommended annual surveys, text messaging, and a mass communication system tied to recertification, events, or milestones, possibly with incentives.
- Emails don't work well, but in-person events and text messages do.

8. How do you perceive HATC's reputation within the community?

- One partner, who works with voucher holders, says the reputation is very good, and clients seem happy.
- Integral Care sees HATC as a "silent partner" compared to other housing authorities that have more resources and engagement.
- They felt HATC's smaller size could be an opportunity to partner more strategically.
- HATC is either seen as bad or unknown in housing policy spaces and not the first place people go.
- After HACA, people often turn to Foundation Communities before HATC.

9. What changes have you noticed in the community as a result of HATC's work?

- Several participants mentioned the Family Self-Sufficiency Program

- There is more competent in-house property management staff
- The hiring of a case manager, which has helped partners reengage with support to HATC residents.

10. What new programs, services, or partnerships do you think HATC should explore in the next 5 years, and why should this be a priority?

- Participants asked if there is currently a digital inclusion program for residents.
- They said digital literacy is required for workforce development and should be a focus.
- While many people look for school and higher education support from one partner, there is less interest in digital literacy. And that is required for any upward mobility.
- They also mentioned project-based solicitations
- Some believe that expansion will require new leadership
- Public funding challenges remain – but public trust has been harmed by perceived poor leadership

Other Notes:

The strategic plan should include an organizational chart showing how each role contributes to the mission. It should include the board and residents to demonstrate how engagement matters and how government policies affect them. The public and partners should see this to understand who would be best to collaborate with.

Appendix I

Summaries

Survey Summary

Across both online and in-person surveys, respondents strongly agree that HATC is largely fulfilling its purpose of providing safe, decent, and affordable housing. Stakeholders consistently highlight HATC's positive customer service, timely responses, and life-changing rental assistance programs. Yet, several recurring themes for improvement also emerged: communication, expansion of support services (particularly homeownership and job training), physical property improvements, and stronger internal organizational practices. Respondents also recognize that external challenges (shifting political landscapes, economic downturns, and funding reductions) shape HATC's strategic direction.

I. Fulfillment of HATC's Purpose

Overall Positive Perception

- **General Consensus:** A majority of respondents across residents, voucher holders, staff, and community partners believe HATC is fulfilling its purpose.
- **Voucher Holders:** Many describe HATC as providing "safe, decent, and affordable housing," calling the program a "true blessing in disguise" that "helps build stability."
- **Residents:** Residents emphasize HATC's role in helping "low-income families" and delivering "rental assistance programs."
- **Staff:** Staff strongly align their work with HATC's mission: "Provides families and individuals affordable housing" and "Empowers residents to achieve long-term goals."
- **Community Partners:** Partners value HATC's unique programs and dedicated staff, with one stating, "HATC's programs are unique and valuable; the staff is great."

Areas of Concern

Despite broad support, some respondents express dissatisfaction:

- A **Community Partner** rated HATC a "1," urging HATC to "respect tenants, respond to community inquiries, and care about tenants they serve."
- A **Governance/Oversight respondent** rated HATC a "2," citing "poor handling of Rosemont, more deeply affordable housing, and better client services."
- A portion of residents rated HATC "1 – Not Well," primarily due to property management responsiveness and unit conditions.

II. HATC's Strengths and Best Practices

Customer Service and Responsiveness from Direct Staff

- This is the most consistently praised area across all groups.
- **Voucher Holders:** Highlight “timely responses” and “helpful staff who changed their lives.”
- **Staff:** Recognize customer service and referrals to other resources as central strengths.
- **Community Partners:** Praise staff, naming individuals as “knowledgeable, insightful, and always available for thought partnership.”

Affordable Housing Provision

- Seen as HATC’s core contribution:
 - “Provides safe, decent, and affordable housing” (voucher holder).
 - “Helps low-income Section 8 and VA retirees” (landlord).

Programs and Events

- Some respondents value HATC’s “programs and events,” which foster community and connection.

III. Areas for Improvement and Strategic Focus

Communication and Transparency

- **Feedback:** Respondents cite “answer the phones,” “return calls,” “make staff contact information more widely available,” and “communicate proactively.”
- **Issues Raised:** Overreliance on email, lack of proactive updates, and difficulty reaching staff.
- **Suggested Actions:** Expand communication channels (texts, online portals, town halls), ensure timely follow-up, provide clear information on vouchers, and improve accessibility to staff contact info.

Property Conditions and Management

- **Resident Concerns:**
 - Maintenance delays and incomplete work orders.

- Unit upgrades (appliances, flooring, accessibility).
- Safety/security needs (fencing, policing, bugs/infestations).
- Amenities (washer/dryer access, cleaner common spaces).
- **Actions Suggested:** Prioritize property upkeep, faster work order completion, and improved CMG responsiveness and customer service.

Expansion of Programs and Support Services

- **Homeownership Programs:** The most frequently requested expansion, with strong support from both staff and residents for a Self-Help Ownership Opportunity Program.
- **Self-Sufficiency Services:** Job training, healthcare access, transportation, childcare, financial literacy, and professional development.
- **Rental Deposit Assistance:** Calls for grants or short-term loans to overcome entry barriers.
- **Voucher Improvements:** Adjust payment standards in high-rent areas, encourage landlord participation, and produce a short, engaging tenant guide video.

Internal Operations and Staffing

- **Staff Concerns:**
 - Short-staffing.
 - Lack of consistent processes or written SOPs.
 - Inconsistent accountability for unprofessional behavior.
 - Perceived favoritism and inequity in policies.
- **Recommendations:** Hire additional staff, create clear process guides, enforce consistent disciplinary policies, establish employee recognition efforts, and consider an independent HR department.

Community Engagement and Perception

- **External Perception:** Some governance members note HATC's reputation is negatively affected by affiliations.

- **Recommendations:**

- Increase outreach and visibility.
- Build more affordable housing.
- Host community events and forums.
- Enhance public communication around client needs and successes.

IV. External Trends and Best Practices

External Trends

- Key challenges identified: shifting political environments, economic downturns, reduction of funding, and local/state policy barriers.
- One partner noted: “Austin rents have dropped 16% in the past year, making deals harder to finance.”

Best Practices

- Community partners cite **Housing First**, **Trauma-Informed Care**, **Harm Reduction**, and **Motivational Interviewing** as models to emulate.
- Other authorities (e.g., AHFC and Strategic Housing Finance Corp.) are praised for equitable policies, robust loan guidelines, and responsiveness to low-income communities.

V. Stakeholder Feedback on Voice and Communication

- **Feeling Heard:** Mixed. While many voucher holders feel their opinions matter, some residents and staff explicitly said “No.” One staff member noted, “Yes, but words and actions don’t always match.”
- **Preferred Channels:** Phone, in-person, email, and town halls were most common. Complaint letters and online platforms were also mentioned.
- **Suggestions:**
 - Post staff phone numbers in visible areas.
 - Increase town hall meetings.

- Expand outreach to youth.
- Make meetings more open and transparent.

VI. Specific Recommendations Highlighted

- Develop a **Tenant Guide Video** explaining the voucher program, inspections, and tenant rights/responsibilities.
- Enable **online document uploads** with e-signatures and reminders.
- Expand voucher payment standards and allow exception rents.
- Provide **rental deposit assistance** grants/loans or partnerships.
- Establish a **Community Advisory Board** modeled after HACA.
- Consider an independent **HR department** for fair conflict resolution.

VII. Resident Perspectives

Resident Demographics and Tenure

Residents live across properties like Summit Oaks, Manor I & II, Alexander Oaks, Eastern Oaks, and Carson Creek. Tenure ranges from less than a year (often due to sudden life changes) to over five years (valued for stability and affordability).

Perceptions of Mission

Most residents say HATC fulfills its purpose “Very Well” or “Well,” citing stability, safety, and affordability. Dissatisfaction centers on property management and unit conditions.

What HATC Does Best

- Safe, affordable housing.
- Compassionate staff.
- Rental assistance programs.
- Community events.
- Upgrades were completed.

Desired Improvements

- Faster maintenance and better property upkeep.
- Modernized units and more amenities.
- Stronger safety measures.
- Improved parking and grounds.

Support Services Needed

- Services for seniors: healthcare, transportation, enrichment.
- Services for youth: after-school programs, childcare, tutoring.
- Employment support: job training, mentorship, and financial literacy.
- Holistic supports: healthcare, childcare, transportation.

Resident Satisfaction with CMG

Mixed. Some residents are “very happy,” while others cite a lack of responsiveness, slow work orders, limited staff presence, and a need for bilingual support.

VIII. Key Takeaways

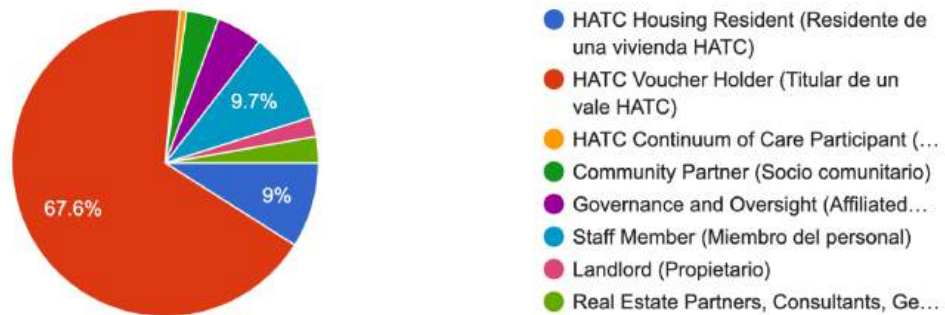
1. **Core Strength:** HATC is delivering on its mission of affordable housing, providing stability and safety to many.
2. **Critical Areas:** Communication, property management, and responsiveness are the most urgent improvement needs.
3. **Services Expansion:** Strong demand exists for homeownership pathways, job training, and holistic family supports.
4. **Resident Voice:** While many feel heard, there is skepticism about whether feedback leads to action.
5. **Internal Operations:** Staff desire clearer processes, stronger accountability, and equitable treatment.
6. **Community Engagement:** HATC should work to improve its public image, increase outreach, and highlight successes.

Appendix I

Appendix III Survey Graphs

Affiliation with HATC:

145 responses



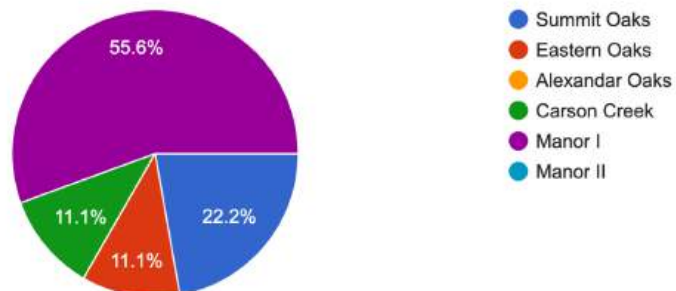
Housing Residents

I kept online surveys and in-person surveys separate due to some differences in responses. Warning: handwritten responses included several options causing some confusing tables. Please refer to the spreadsheet for more clarification.

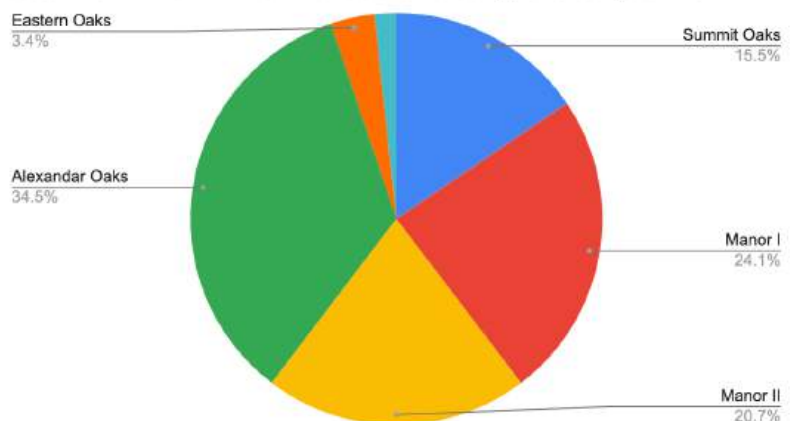
Which HATC Affordable Housing site do you live in?

9 responses

All online survey graphs look like this:



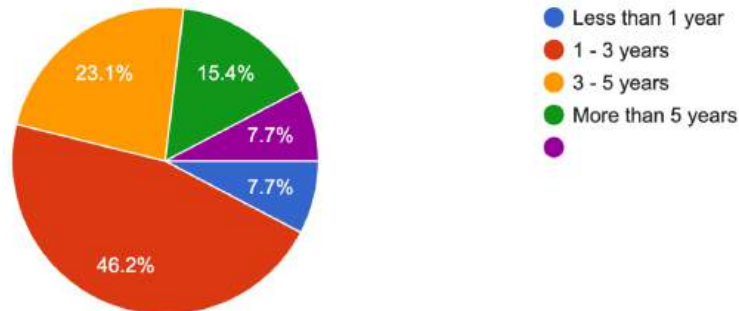
Count of Which HATC Affordable Housing site do you live in?



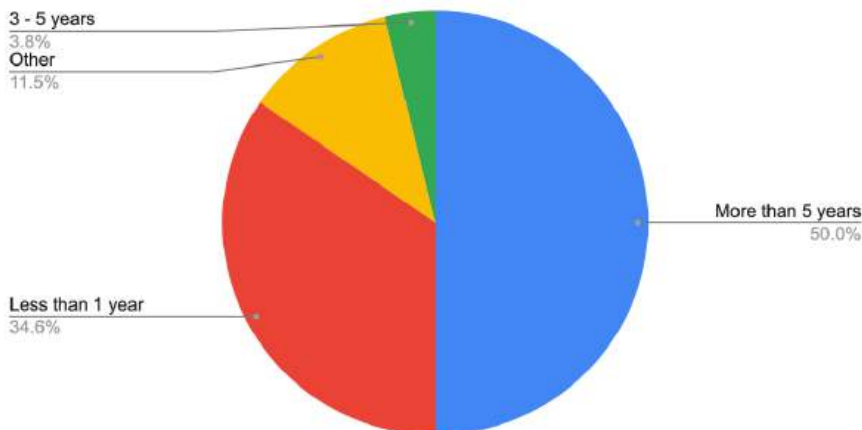
While in-person survey graphs look like this:

How long have you been living in a HATC Affordable Housing?

13 responses

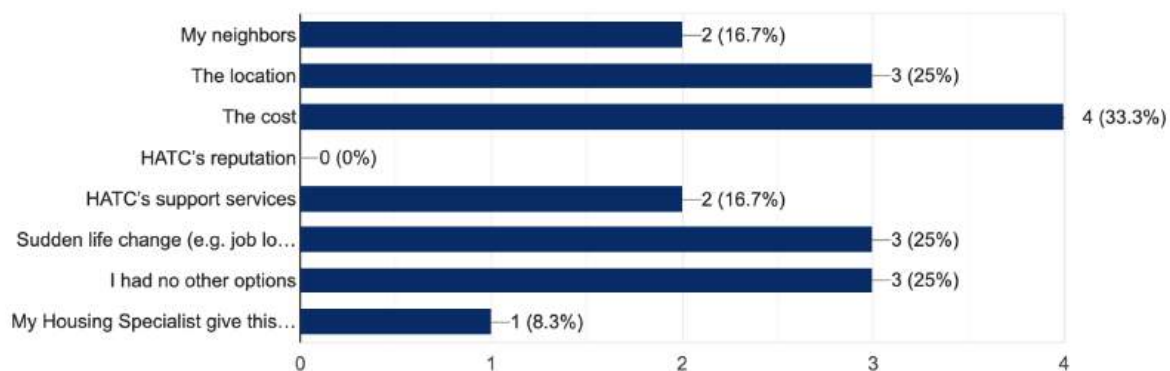


Count of How long have you been living in a HATC Affordable Housing?

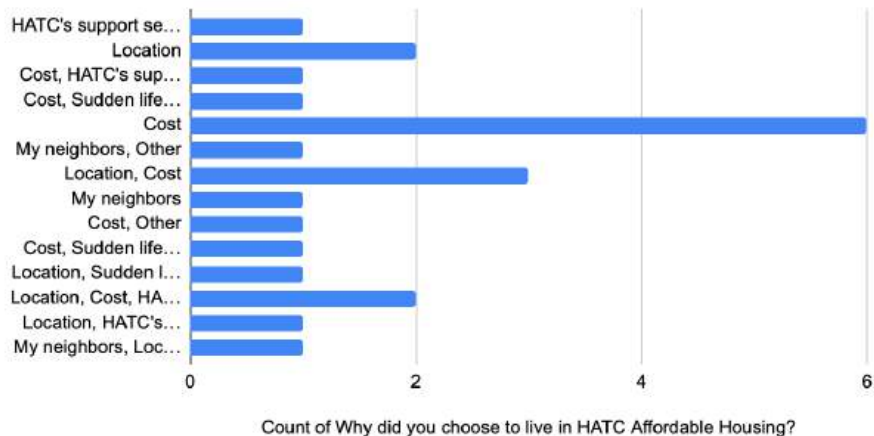


Why did you choose to live in HATC Affordable Housing? Please check all that apply.

12 responses



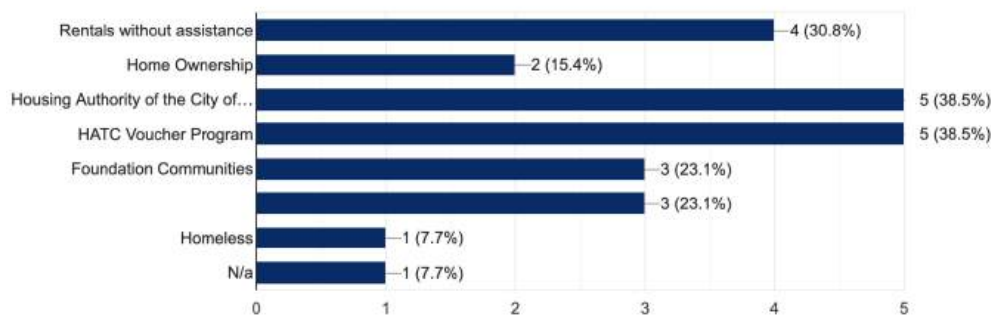
Count of Why did you choose to live in HATC Affordable Housing?



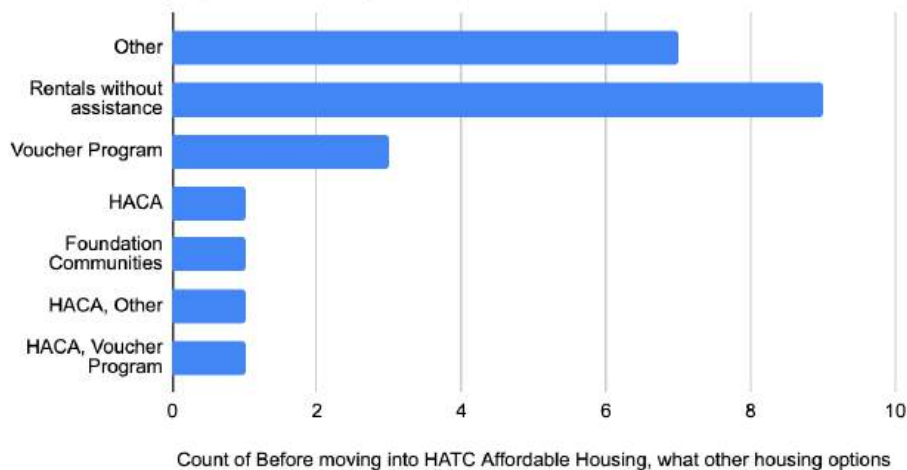
Before moving into HATC Affordable Housing, what other housing options had you explored?

Please check all that apply.

13 responses

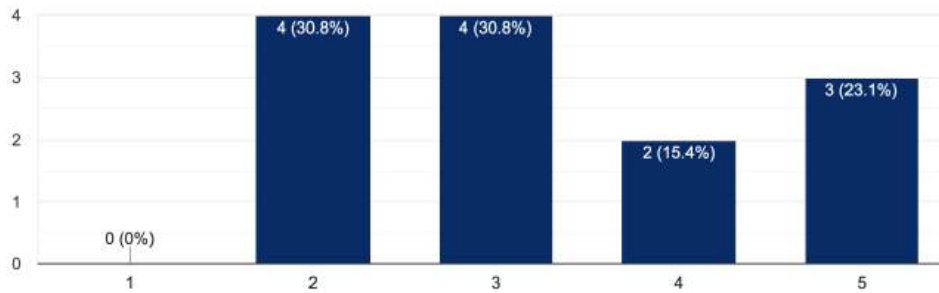


Count of Before moving into HATC Affordable Housing, what other housing options had you explored?

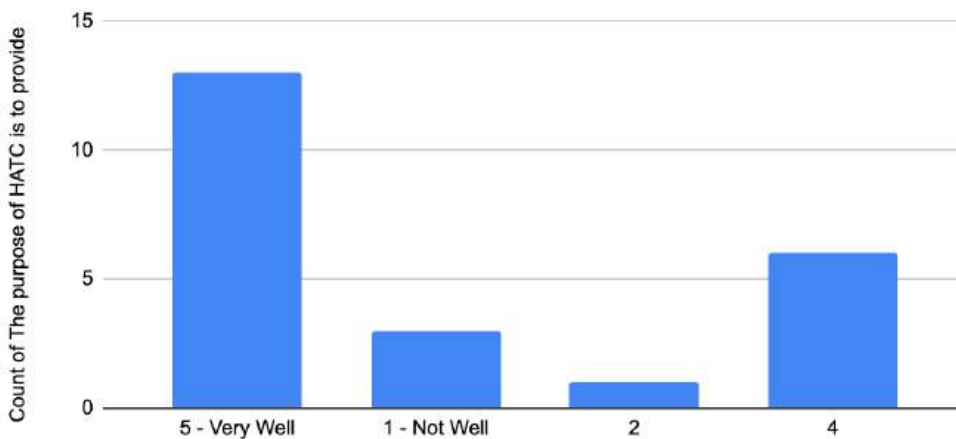


The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?

13 responses



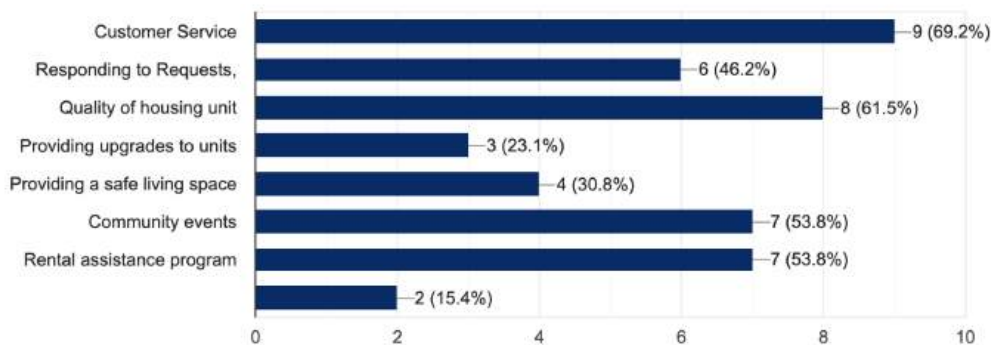
Count of The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community.



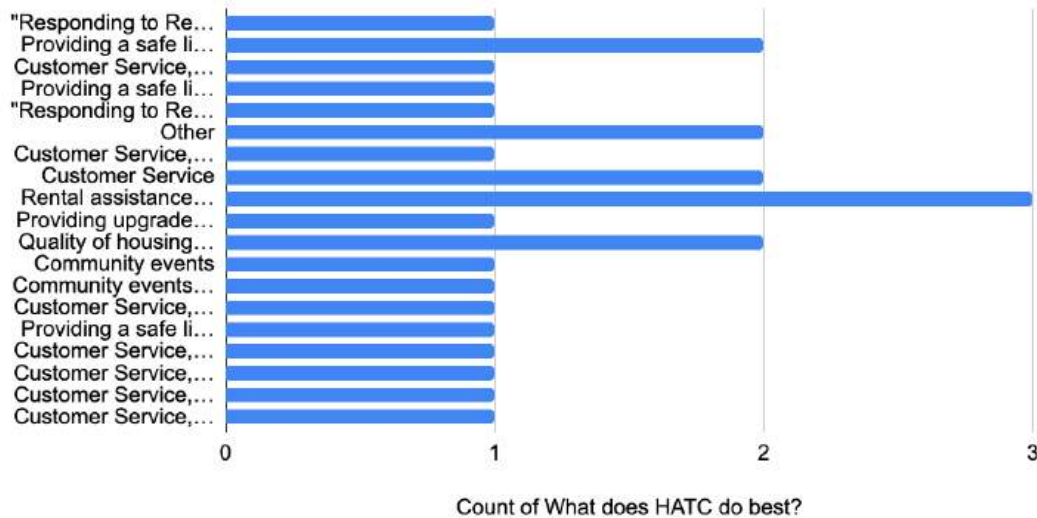
The purpose of HATC is to provide safe, decent, and affordable housing for low-income families

What does HATC do best? Please choose your top three.

13 responses

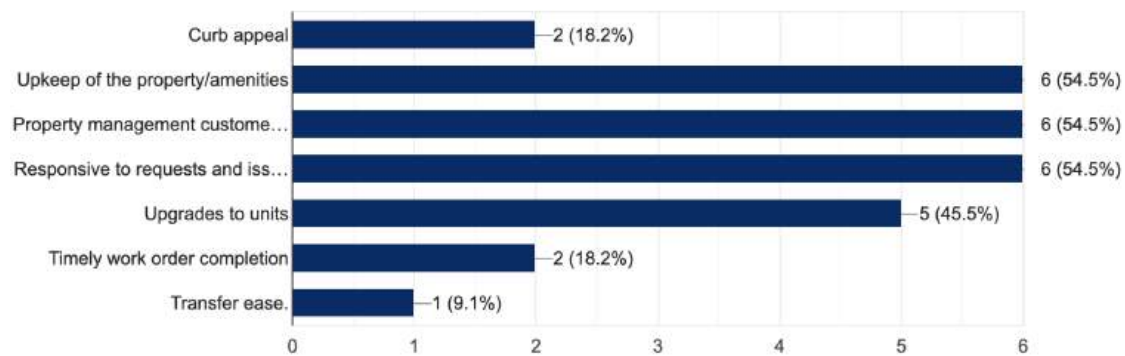


Count of What does HATC do best? Please choose your top three.

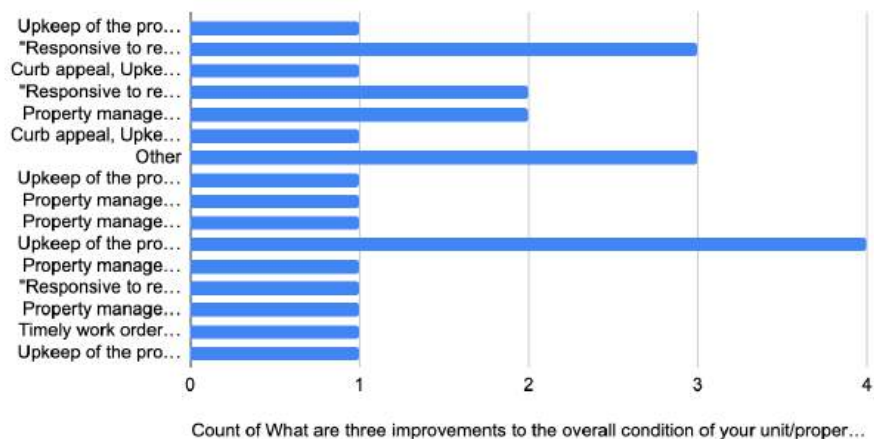


What are three improvements to the overall condition of your unit/property that you would like to see added in the next five years?

11 responses

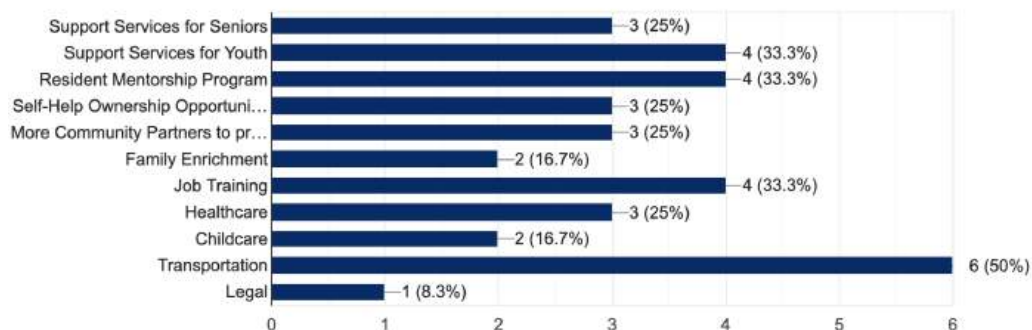


Count of What are three improvements to the overall condition of your unit/property that you would like to see added in the n...

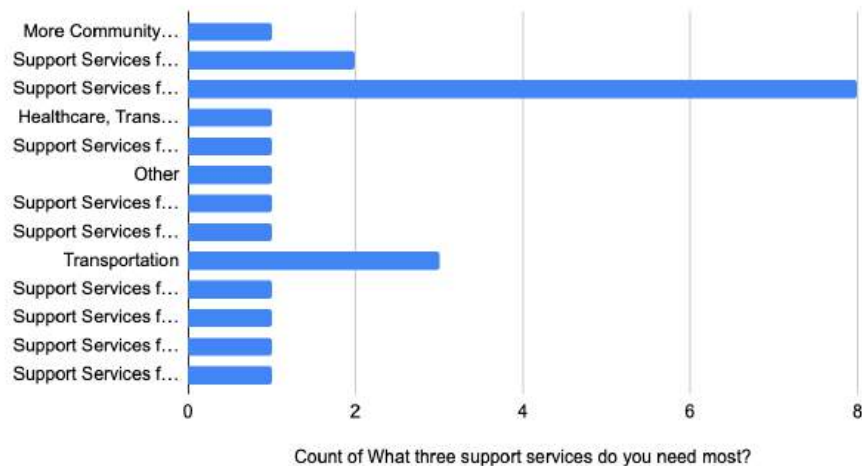


What three support services do you need most?

12 responses

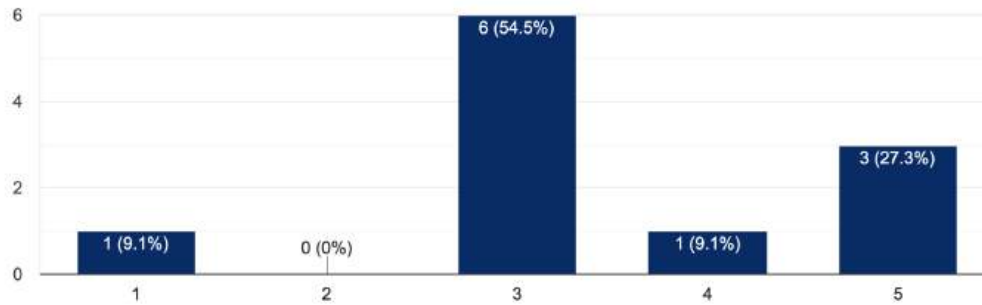


Count of What three support services do you need most?

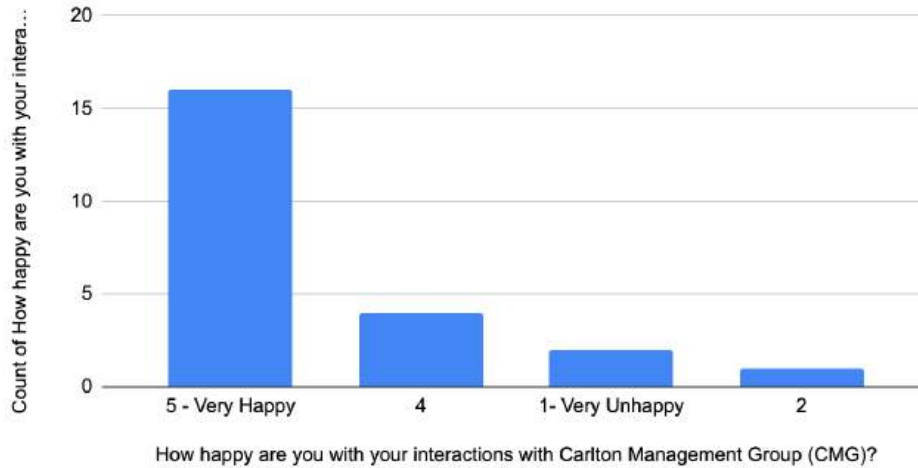


How happy are you with your interactions with Carlton Management Group (CMG)?

11 responses

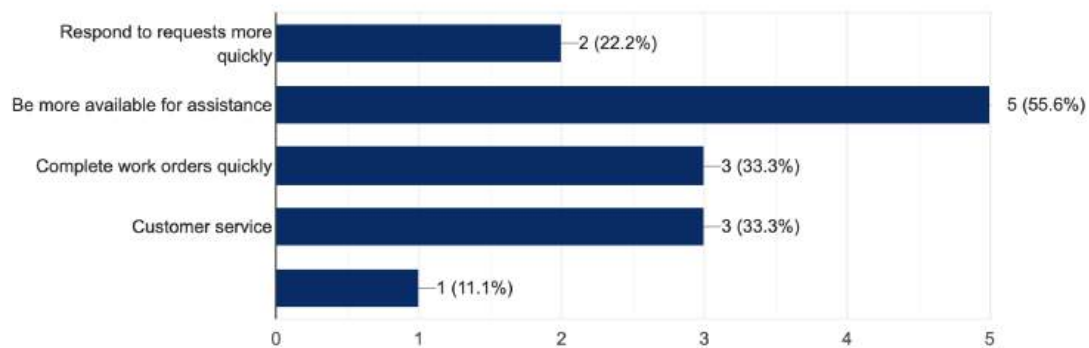


Count of How happy are you with your interactions with Carlton Management Group (CMG)?

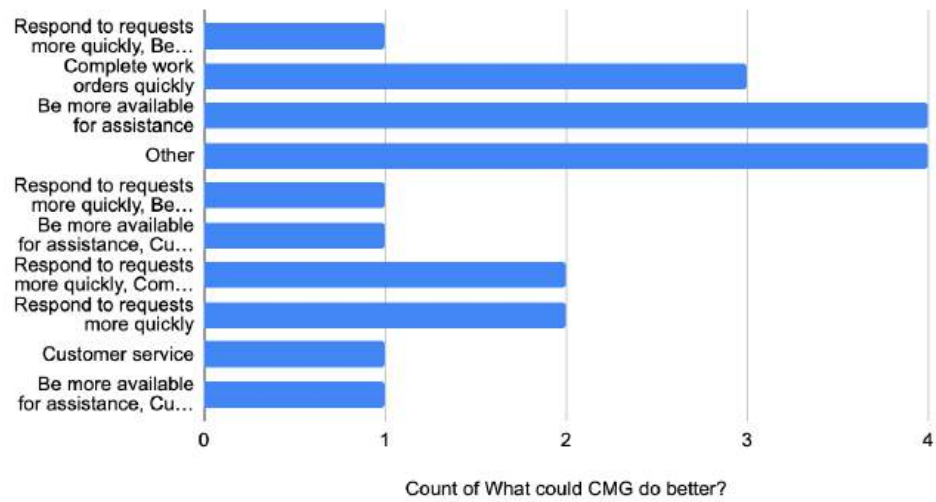


What could CMG do better?

9 responses

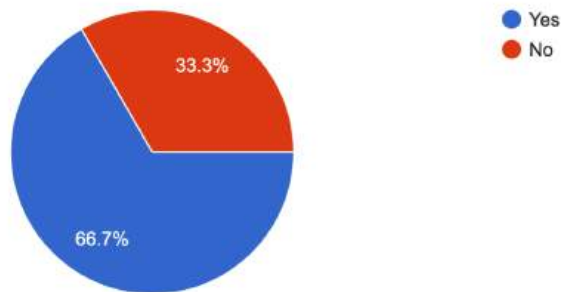


Count of What could CMG do better?

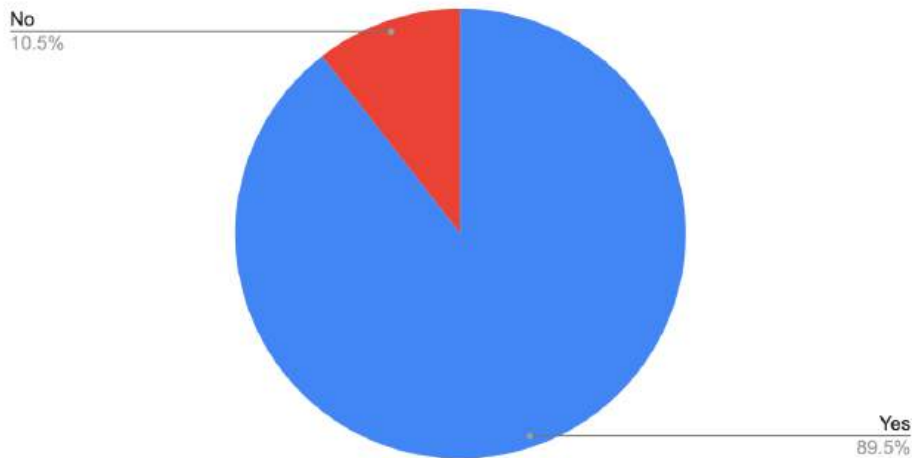


Do you feel like your opinion or voice matters to HATC or CMG?

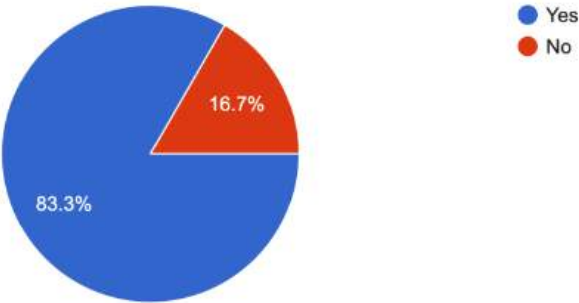
12 responses



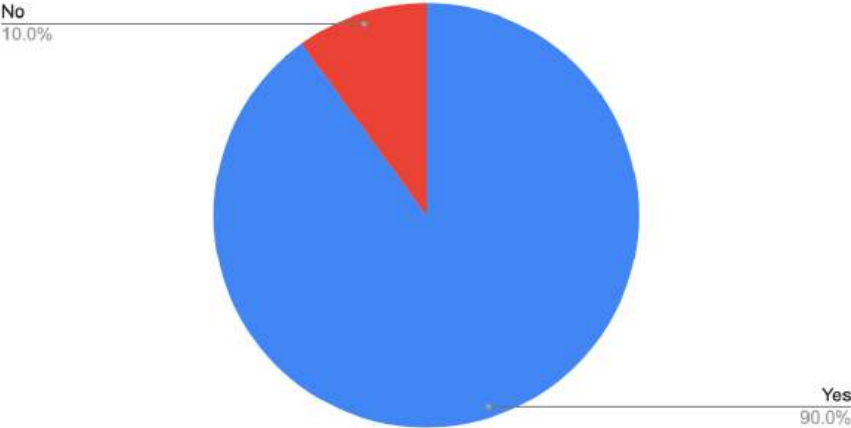
Count of Do you feel like your opinion or voice matters to HATC or CMG?



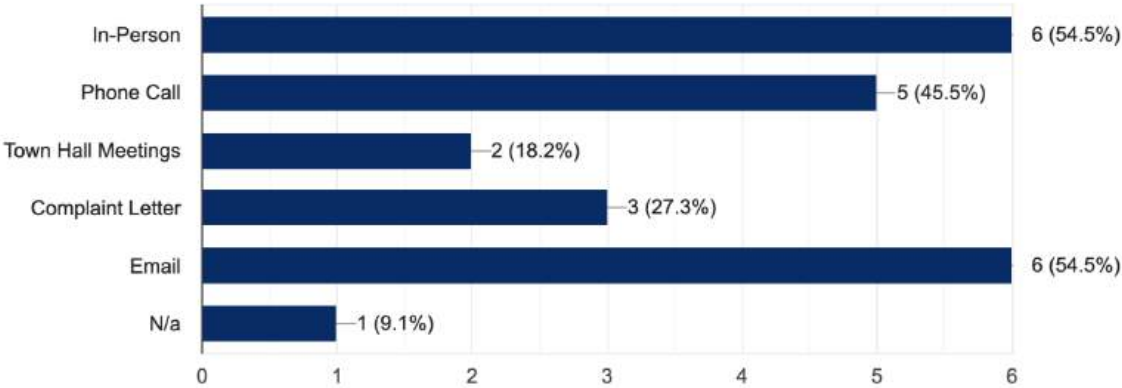
If you wanted to share something with HATC staff, do you think you could?
12 responses



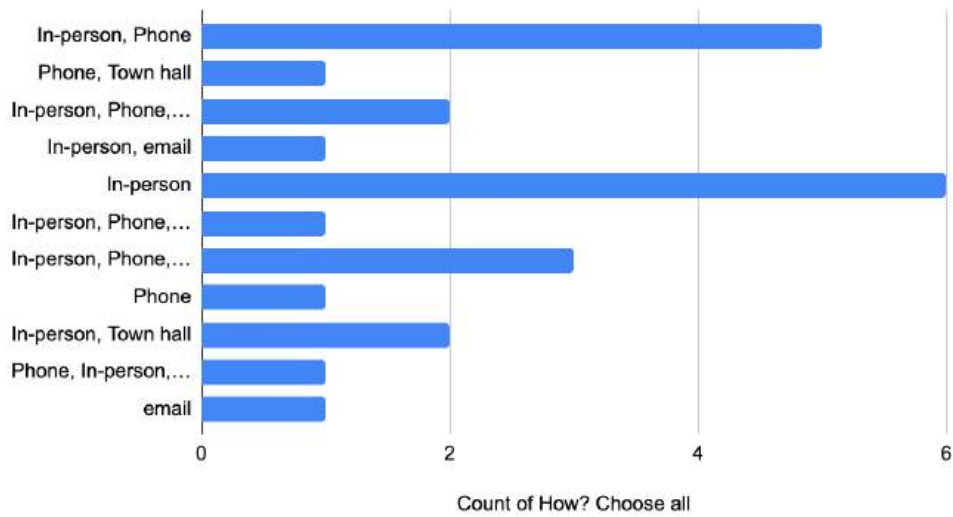
Count of If you wanted to share something with HATC staff, do you think you could?



How? Choose all that apply.
11 responses

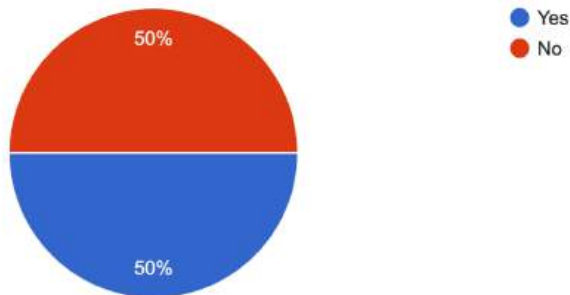


Count of How? Choose all

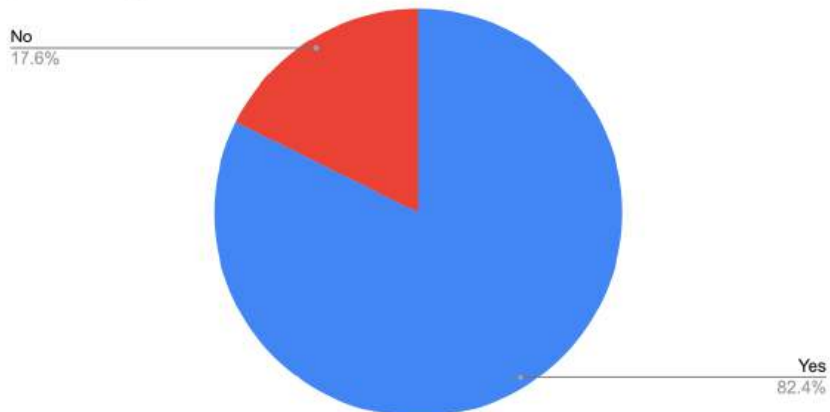


If you wanted to share something with CMG staff, do you think you could?

12 responses

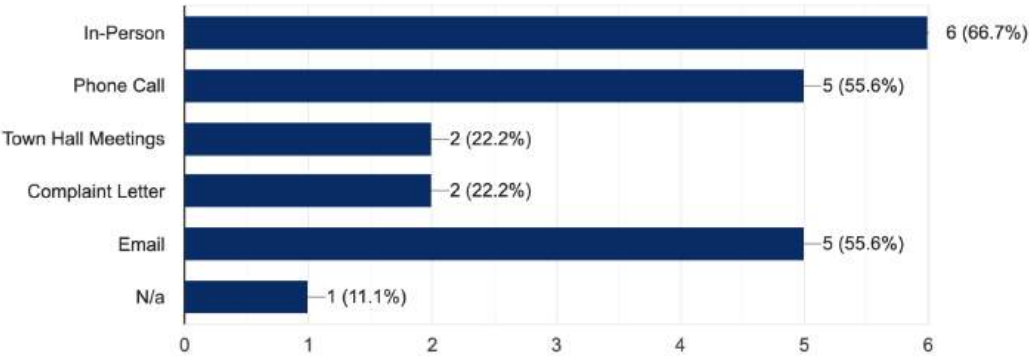


Count of If you wanted to share something with CMG staff, do you think you could?

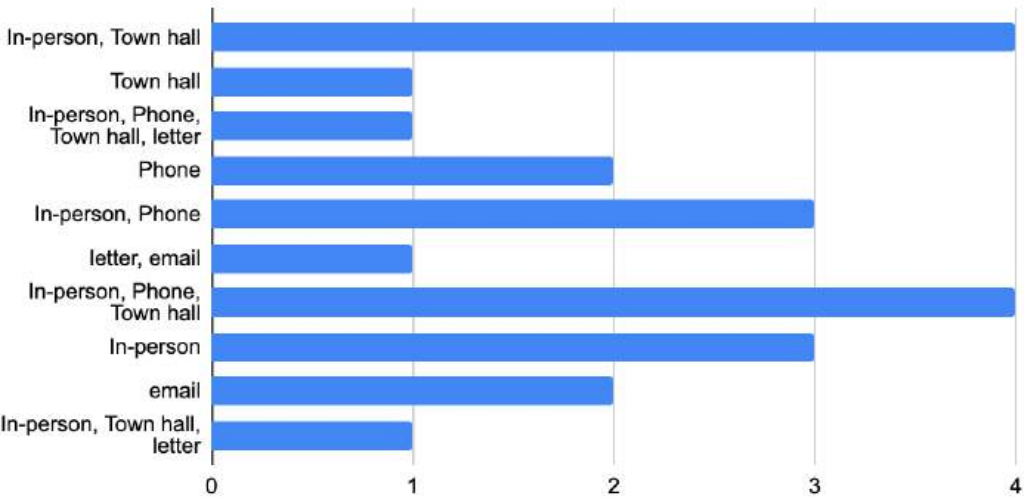


How? Choose all that apply.

9 responses



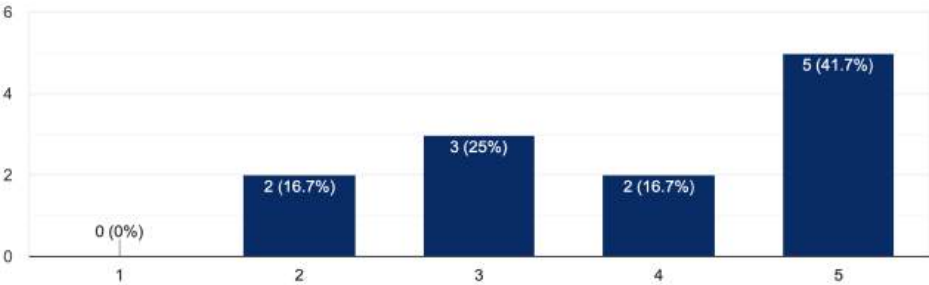
Count of How? Choose all that apply.



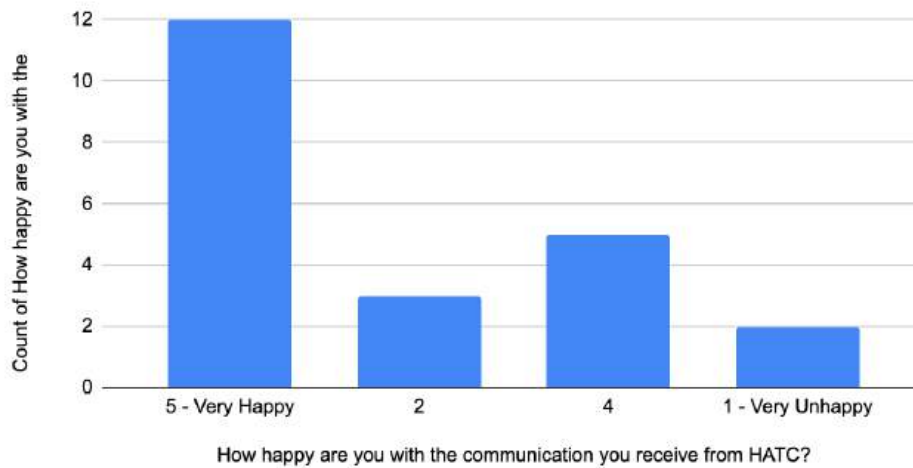
Count of How? Choose all that apply.

How happy are you with the communication you receive from HATC?

12 responses

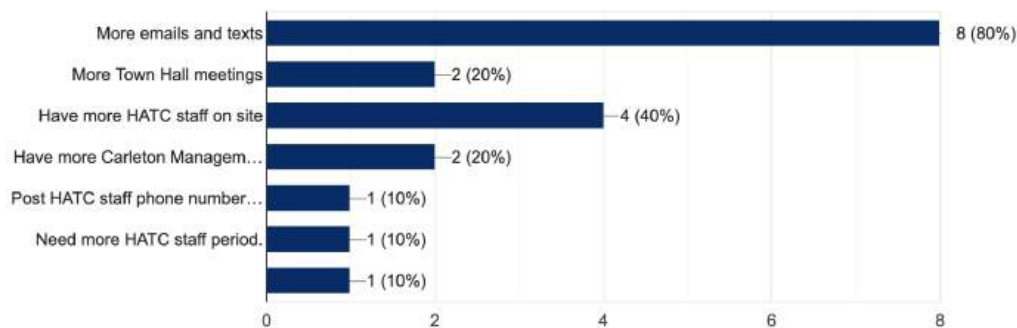


Count of How happy are you with the communication you receive from HATC?

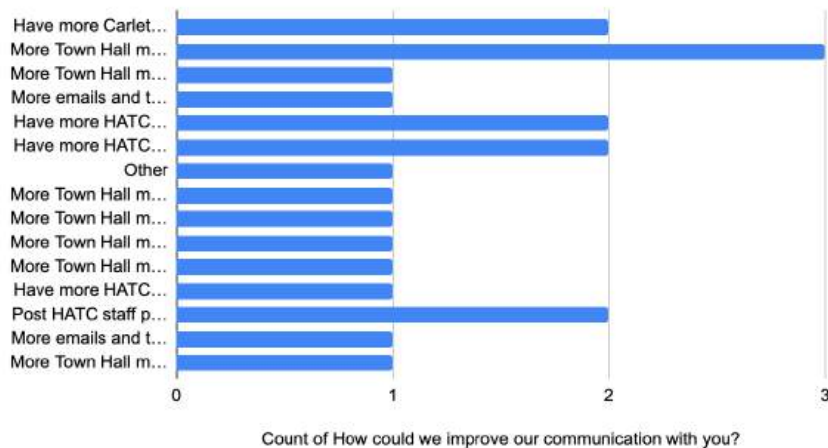


How could we improve our communication with you?

10 responses



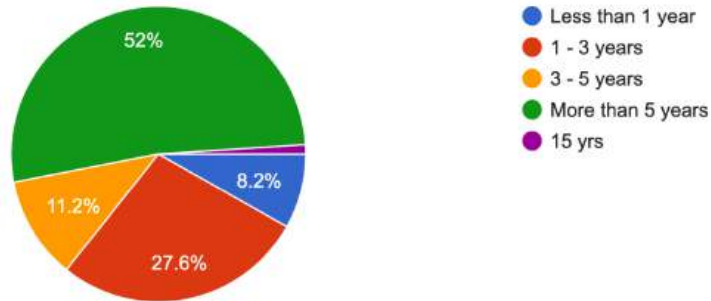
Count of How could we improve our communication with you?



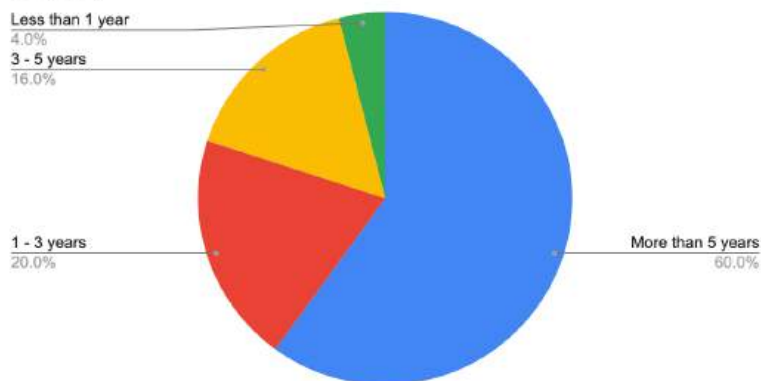
Housing Choice Voucher Recipients

How long have you been receiving a HATC housing voucher?

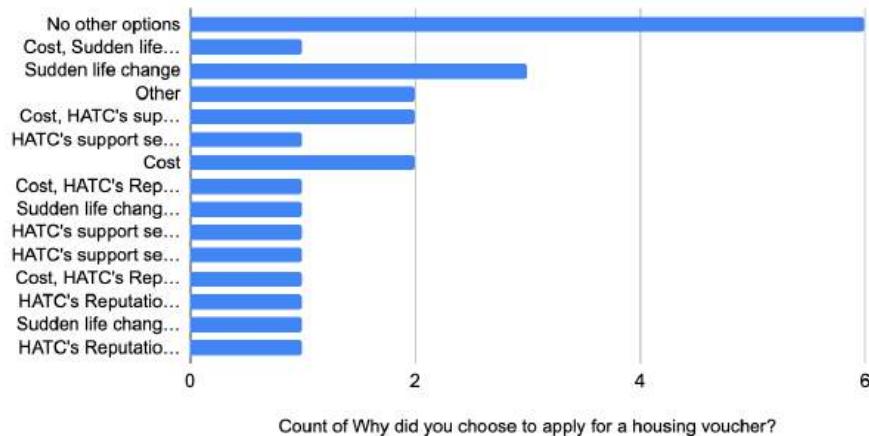
98 responses



Count of How long have you been receiving a HATC housing voucher

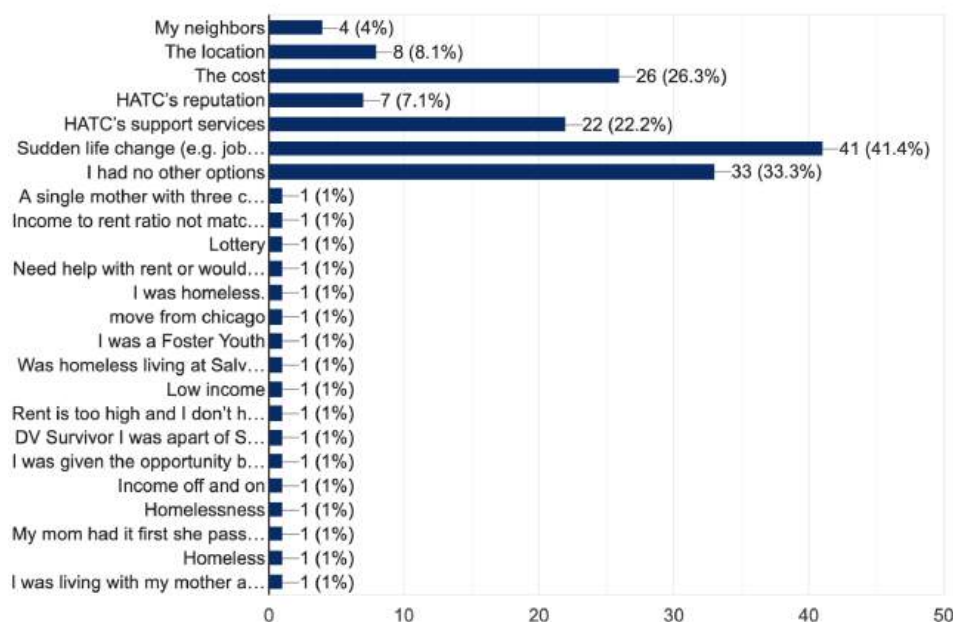


Count of Why did you choose to apply for a housing voucher?
Please check all that apply.



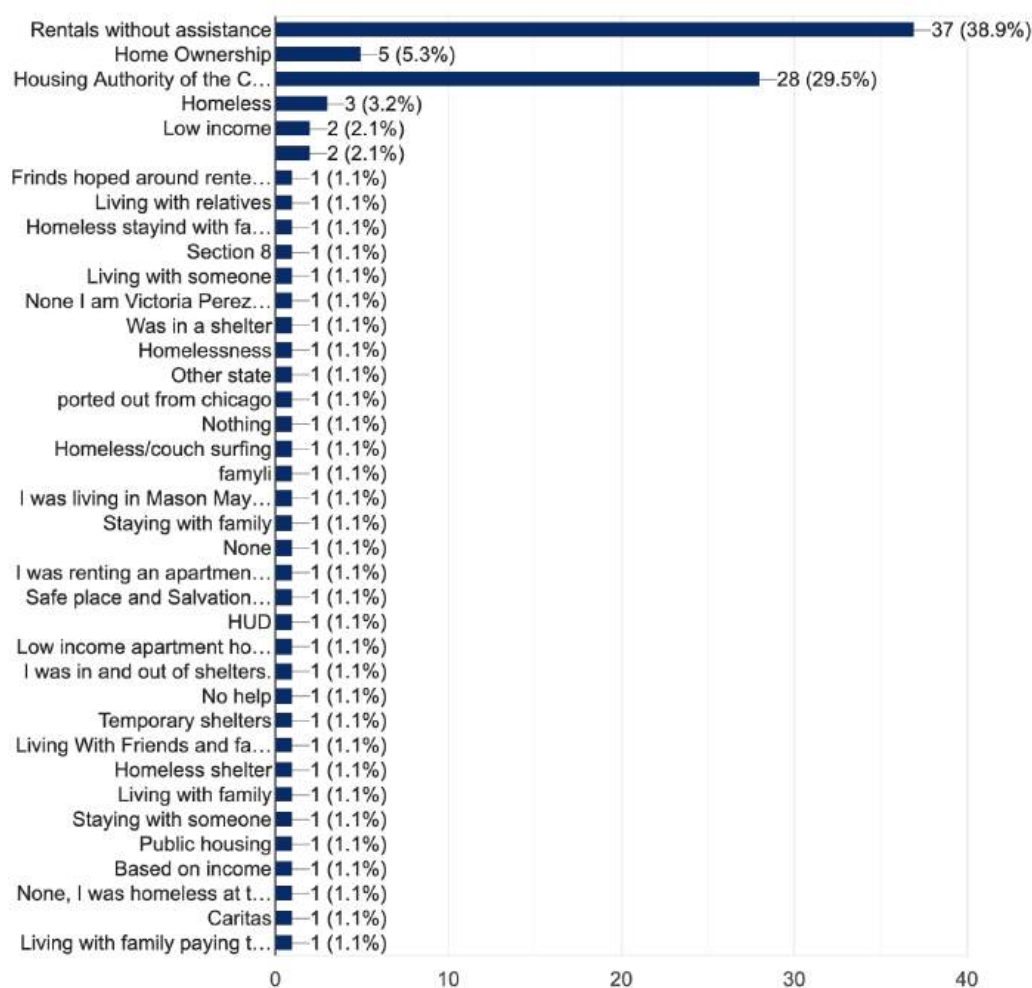
Why did you choose to apply for a housing voucher? Please check all that apply.

99 responses

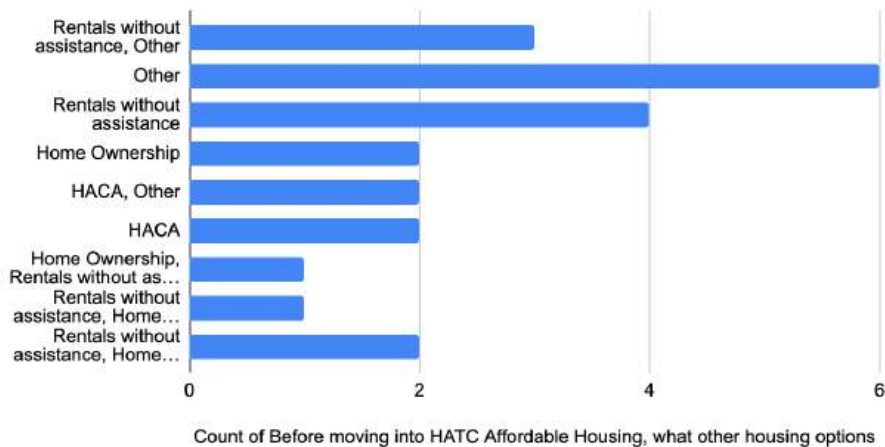


Before enrolling in the HATC Housing Voucher Program, what other housing options had you explored? Please check all that apply.

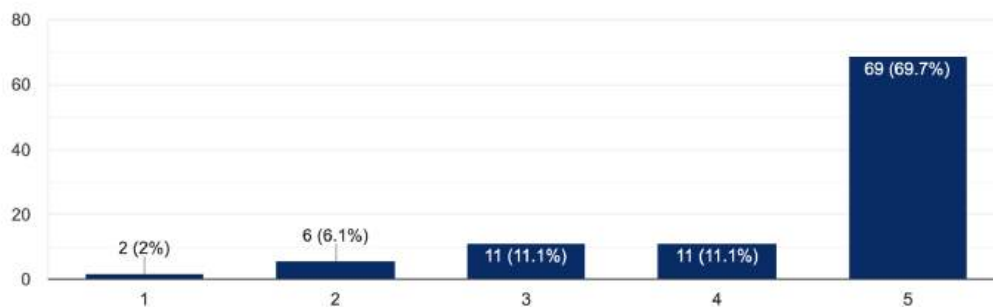
95 responses



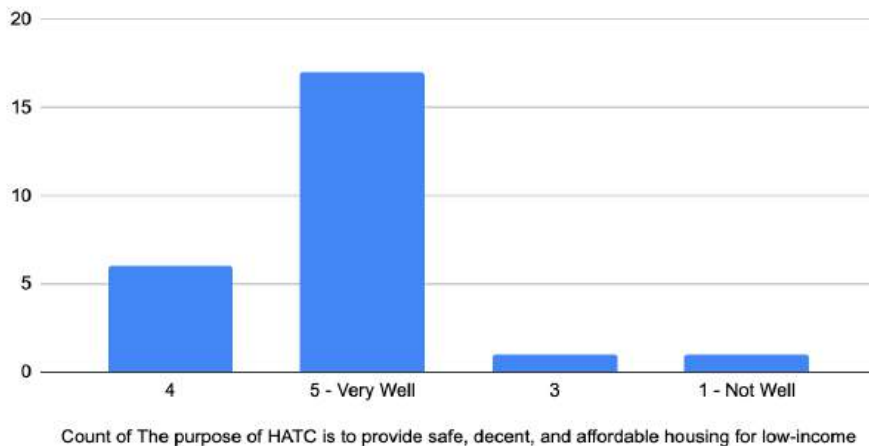
Count of Before moving into HATC Affordable Housing, what other housing options had you explored?



The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?
99 responses

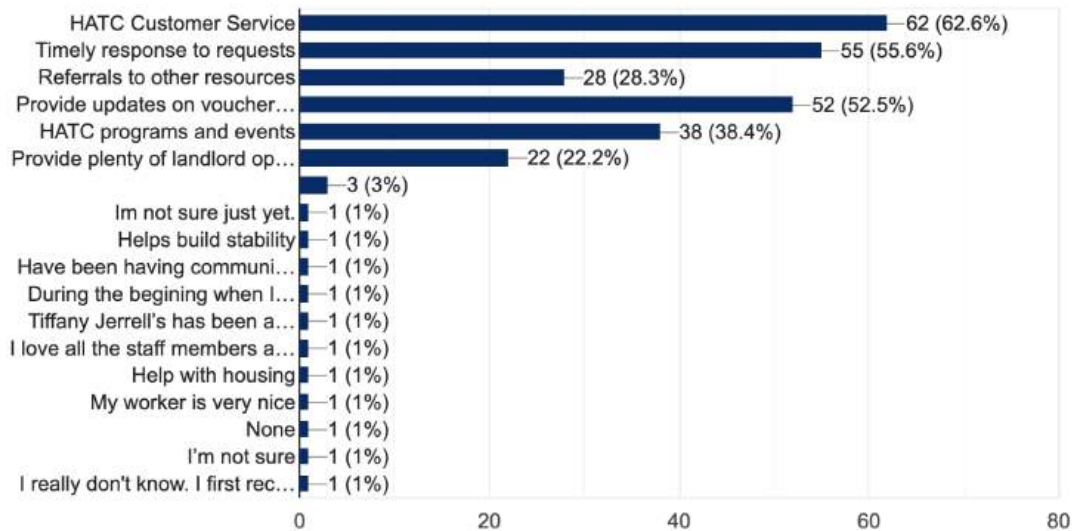


Count of The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community.



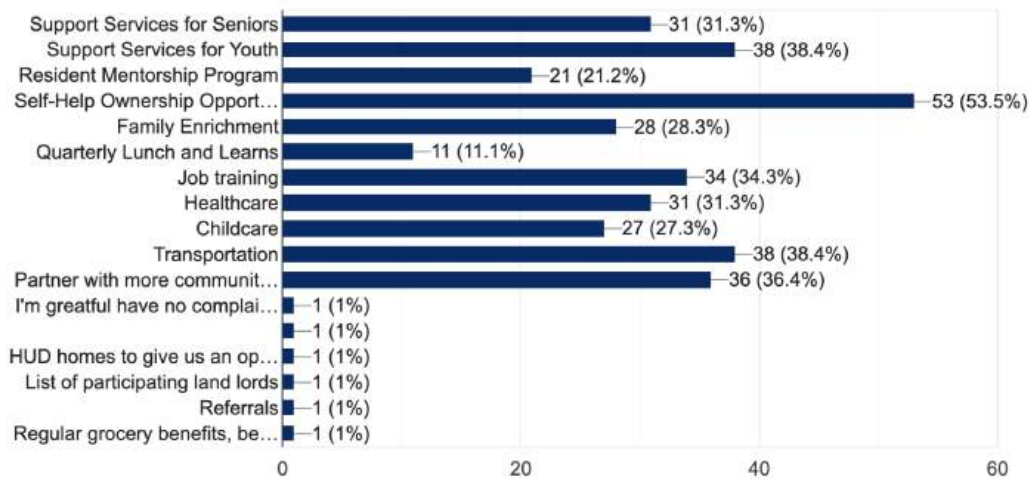
What does HATC do best? Please choose your top three.

99 responses

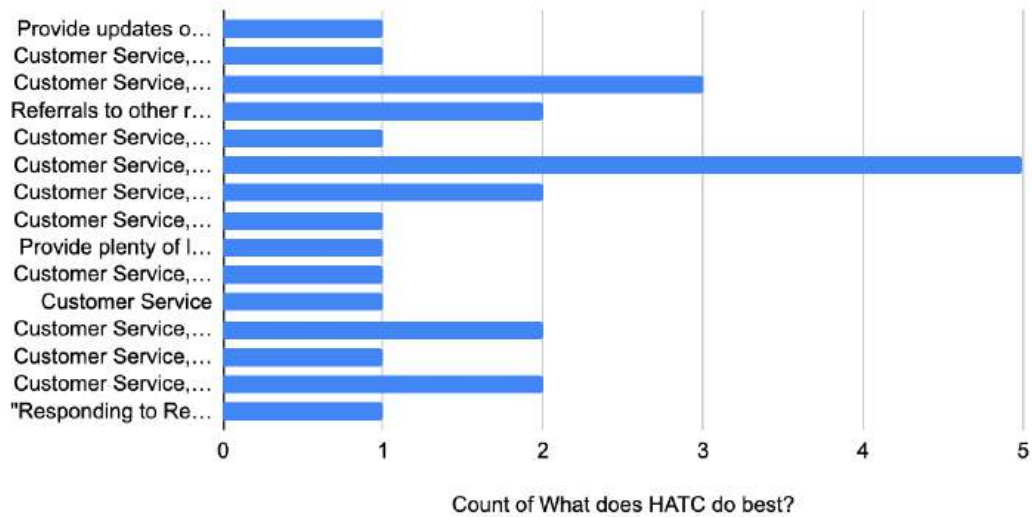


What are three programs or support services that you would like to see added in the next five years.

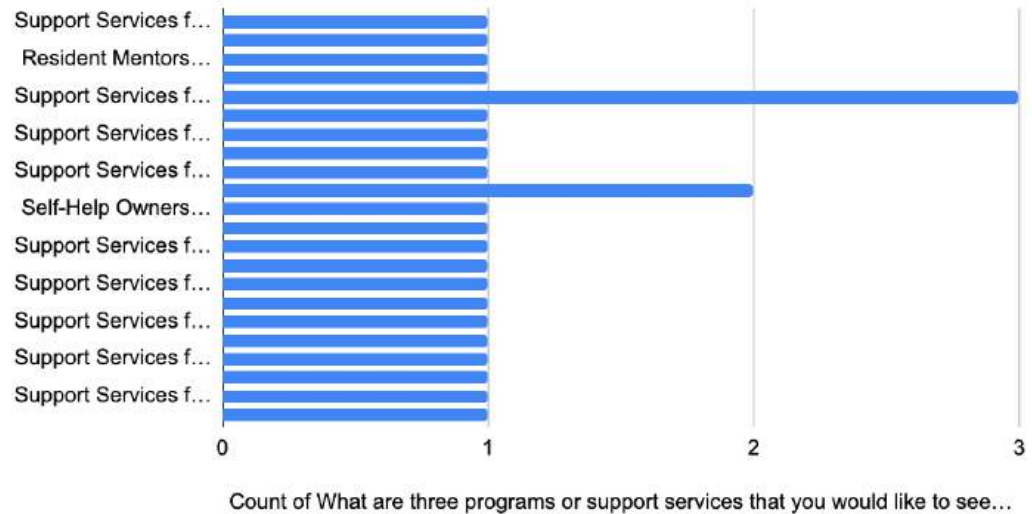
99 responses



Count of What does HATC do best? Please choose your top three.

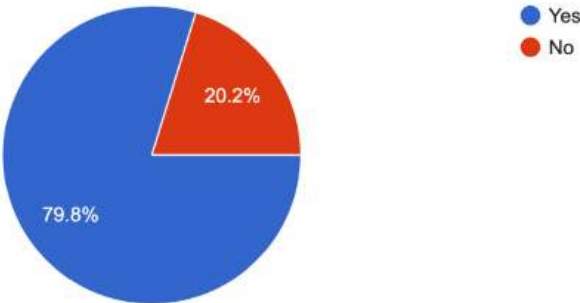


Count of What are three programs or support services that you would like to see added in the next five years?

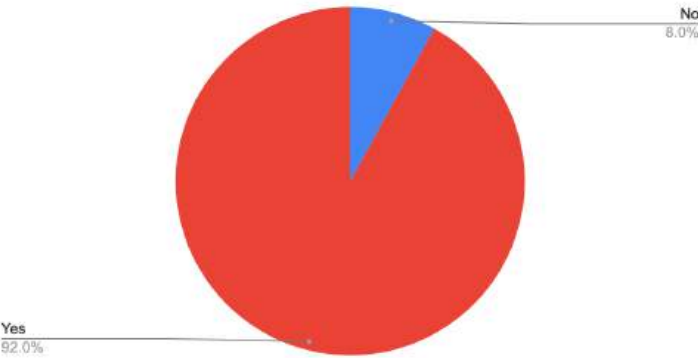


Do you feel that your opinion or voice matters?

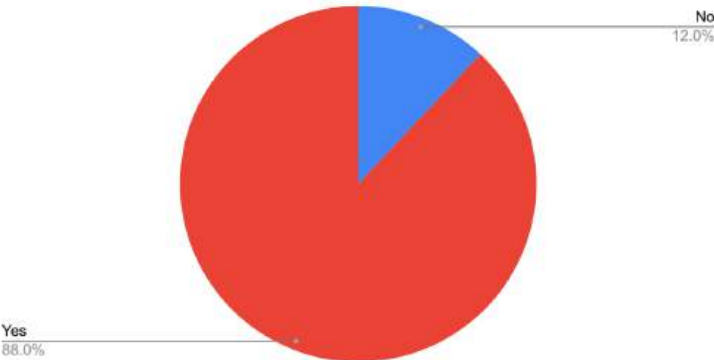
99 responses



Count of Do you feel like your opinion or voice matters to HATC or CMG?

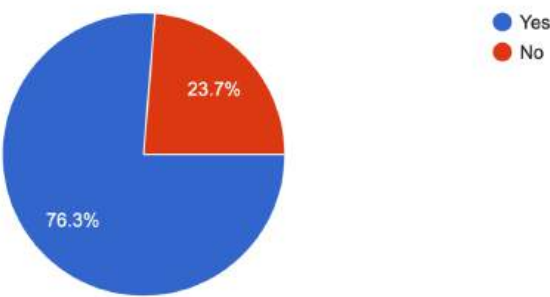


Count of If you wanted to share something with HATC staff, do you think you could?



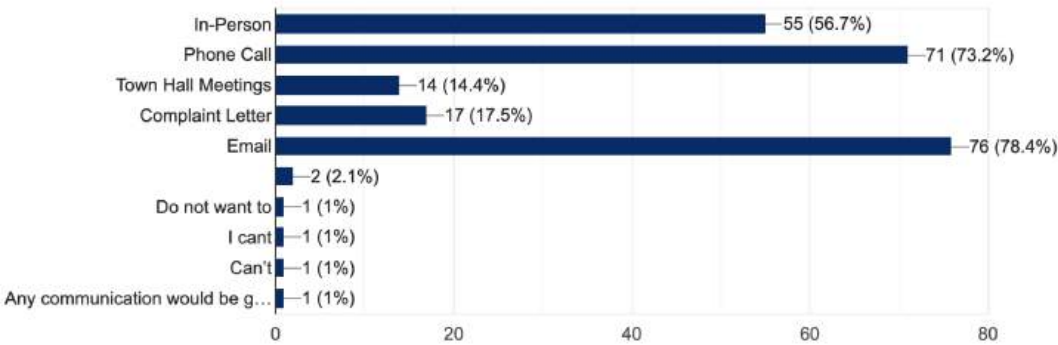
If you wanted to share something with the staff, do you think you could?

97 responses

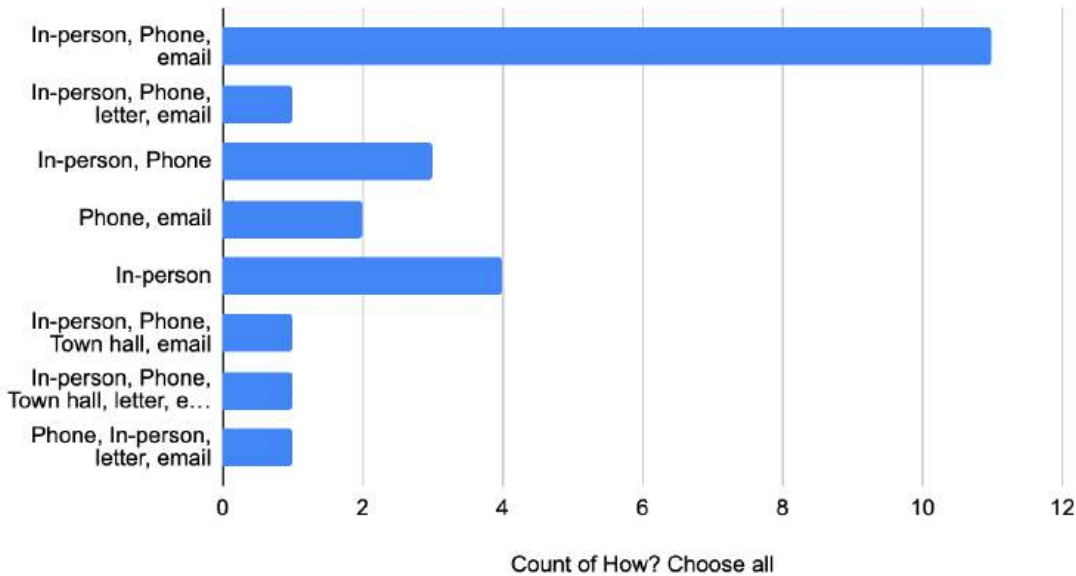


How? Choose all that apply.

97 responses

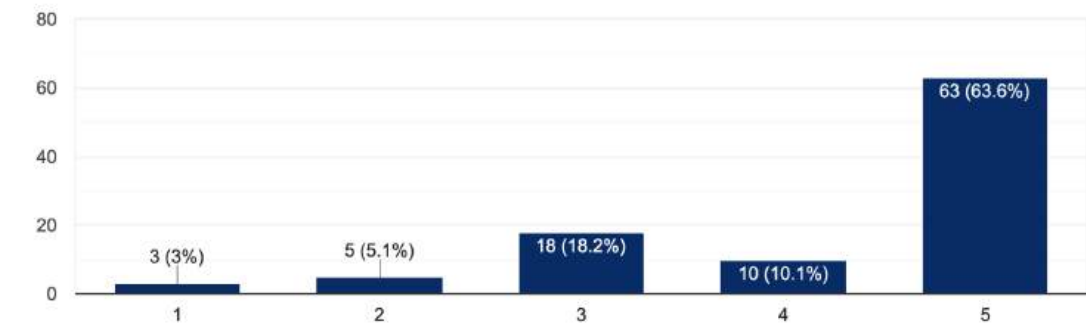


Count of How? Choose all

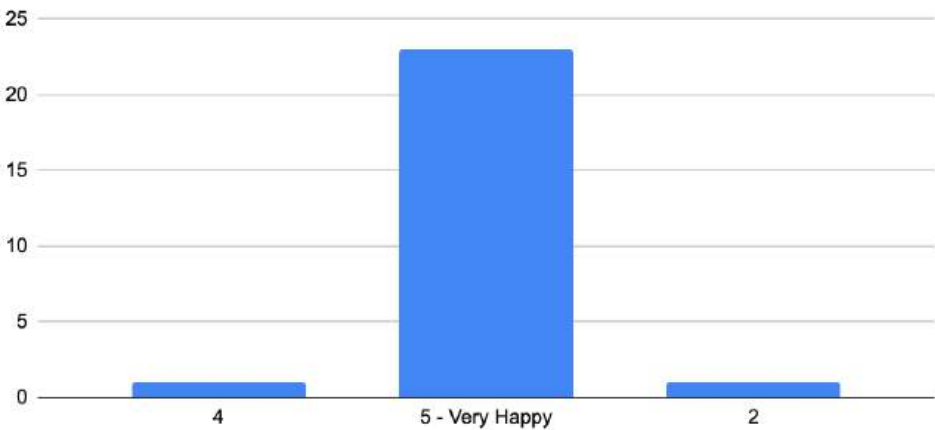


How happy are you with the communication you receive from HATC?

99 responses



Count of How happy are you with the communication you receive from HATC?

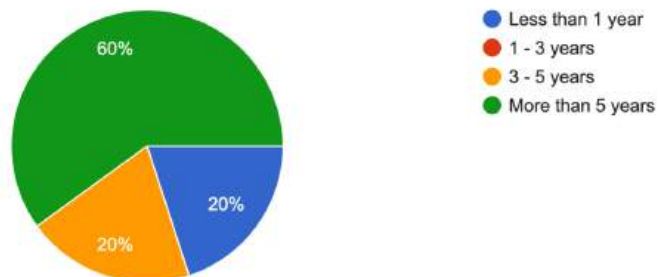


Count of How happy are you with the communication you receive from HATC?

Community Partners

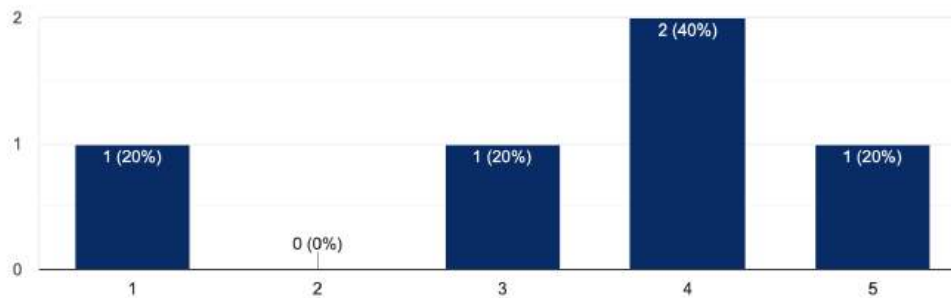
How long have you been partnering with HATC?

5 responses



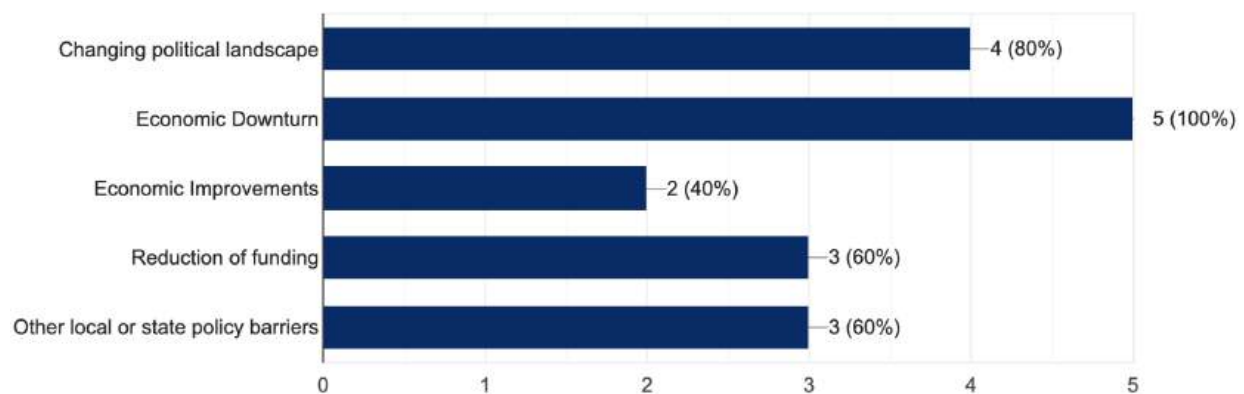
The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?

5 responses



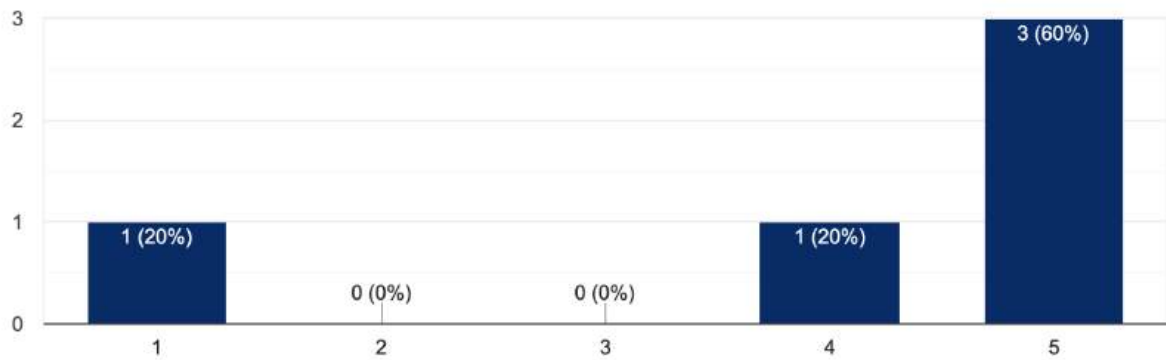
What external trends (e.g., policy changes, economic shifts) might affect HATC's strategic direction?

5 responses



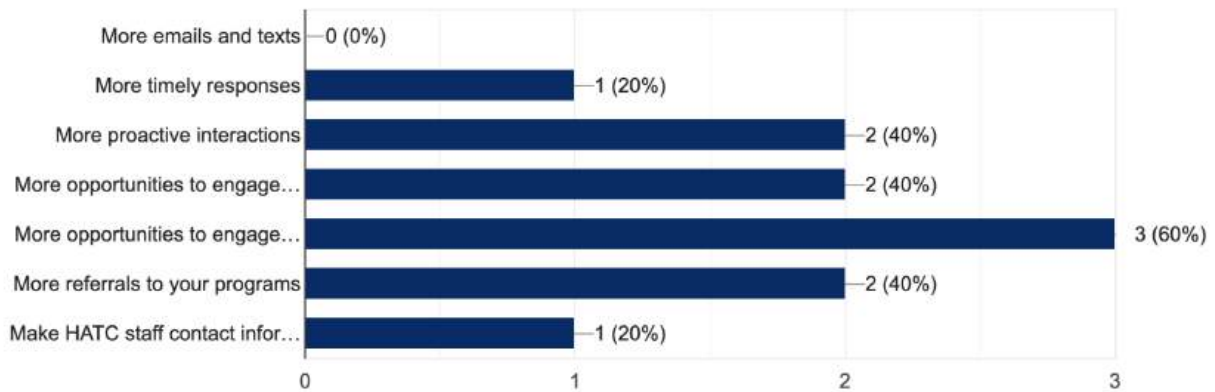
How happy are you with the interactions you've had with HATC staff?

5 responses



How could we improve our partnership and communications?

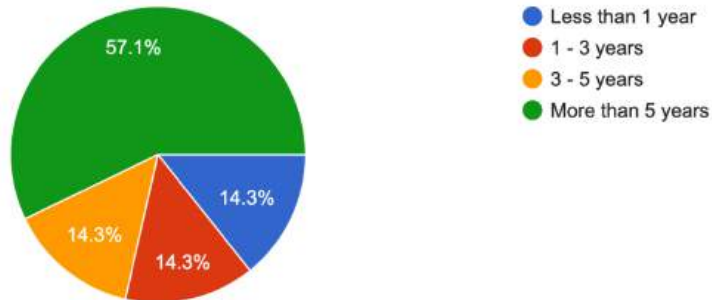
5 responses



Governance and Oversight

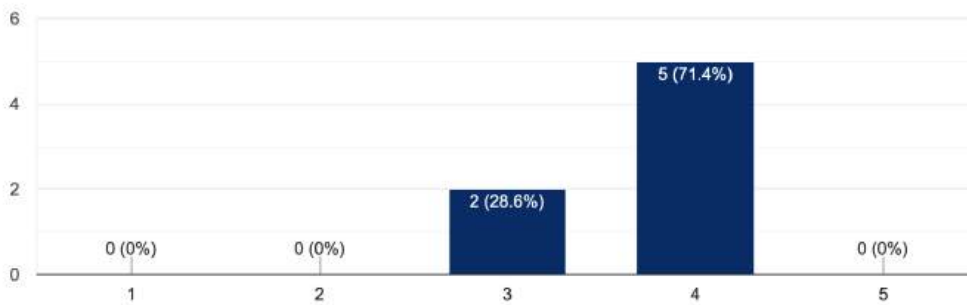
How long have you worked with HATC?

7 responses



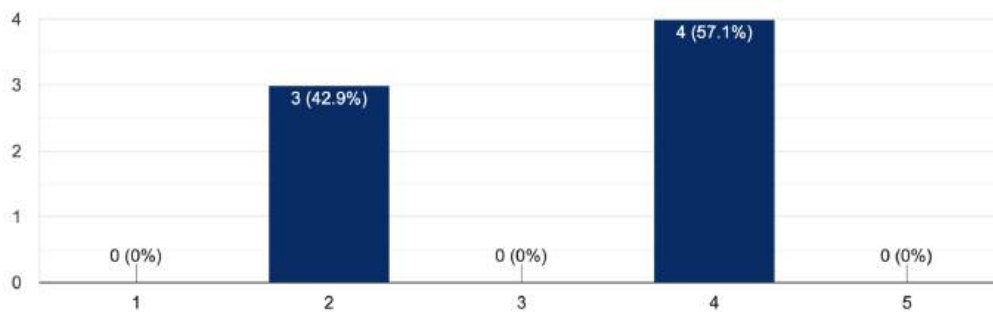
The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?

7 responses



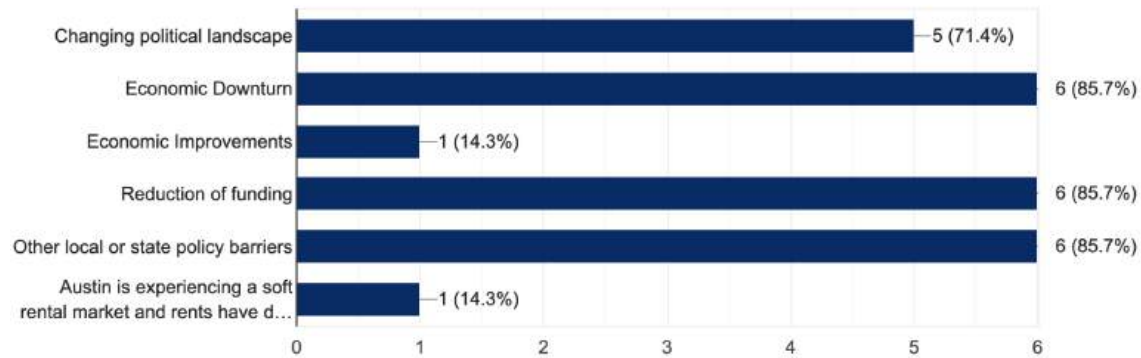
What is the community's perception of HATC's services and housing?

7 responses



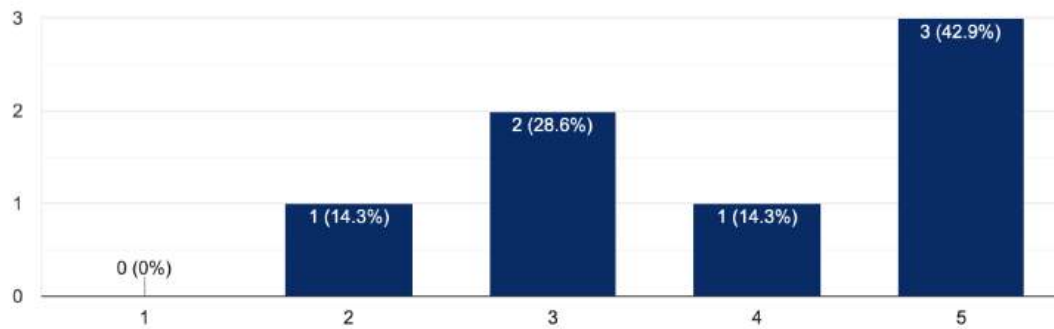
What external trends (e.g., policy changes, economic shifts) might affect HATC's strategic direction?

7 responses



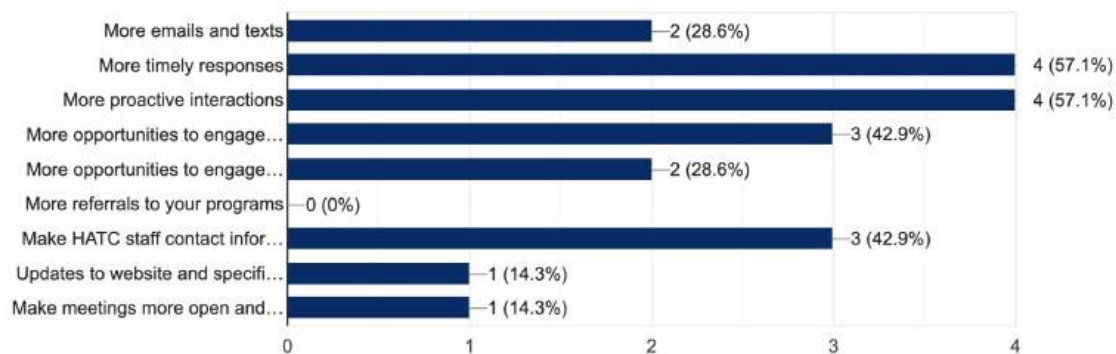
How happy are you with the interactions you've had with HATC staff?

7 responses



How could we improve our partnership and communications?

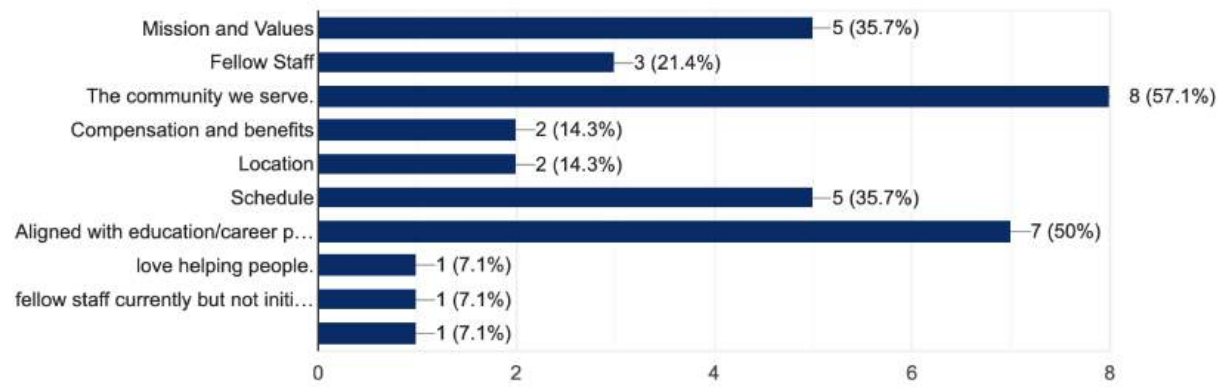
7 responses



Staff Members

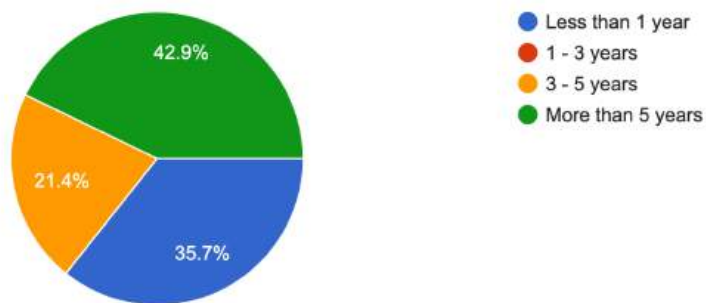
What attracted you to working with HATC? Please select all that apply.

14 responses



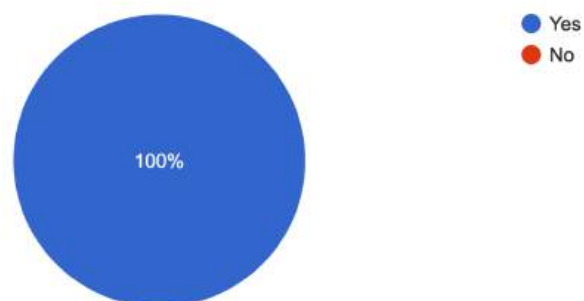
How long have you been working with HATC?

14 responses



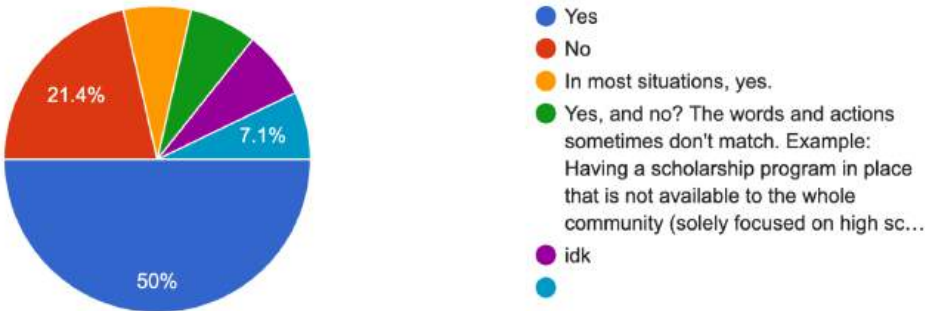
Do you see how the work you do aligns with the purpose of HATC?

14 responses



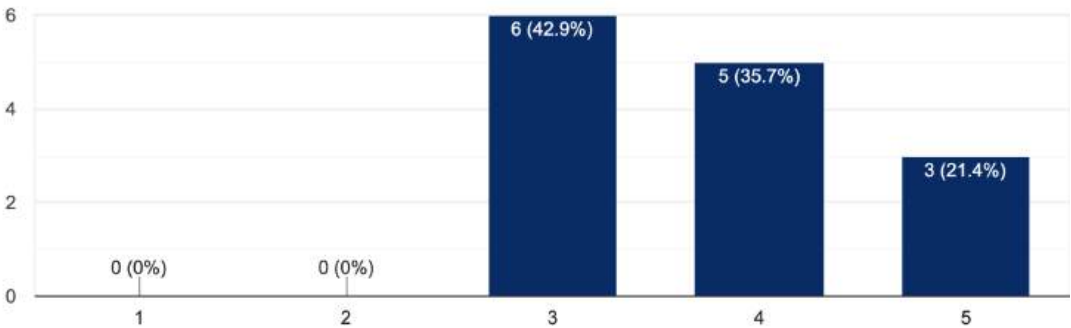
Does HATC leadership prioritize the organization’s best interests at all times?

14 responses



The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?

14 responses



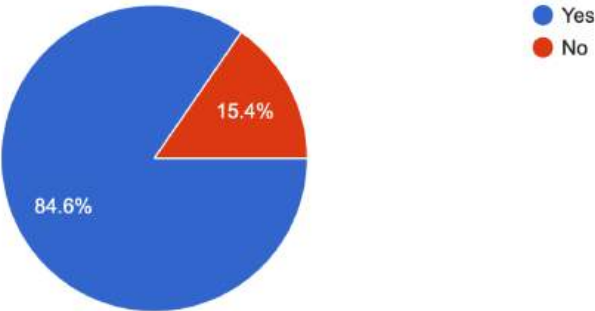
Does the board fully support the organization?

14 responses



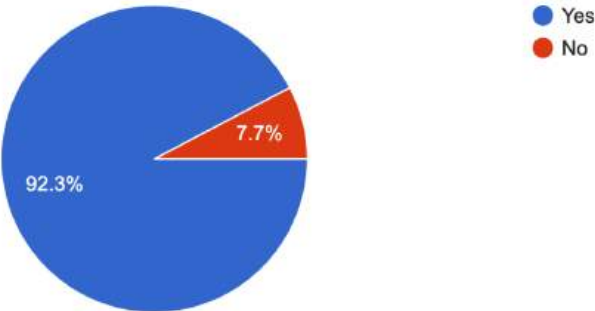
Do you feel like your opinion or voice matters?

13 responses



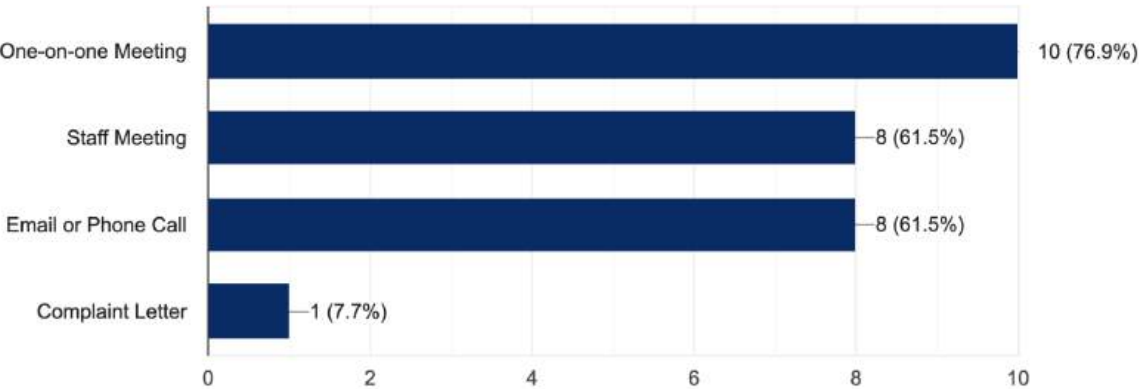
If you wanted to share something with leadership, do you think you could?

13 responses



How? Choose all that apply.

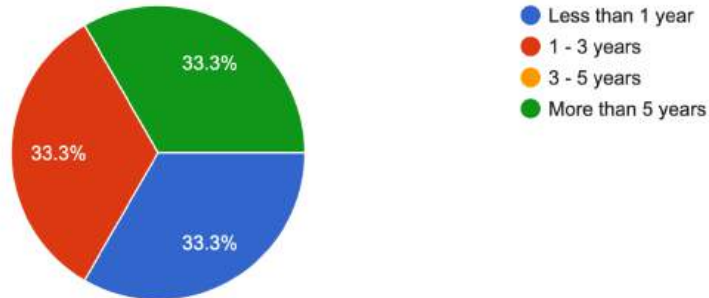
13 responses



Landlords

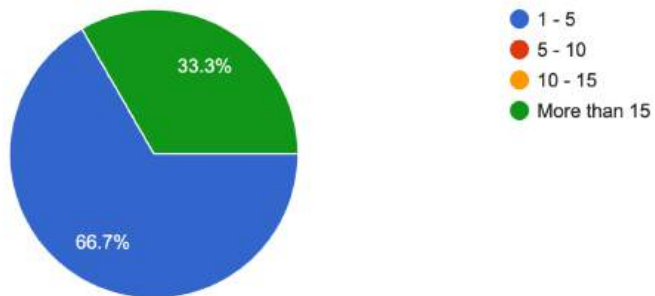
How long have you been working with HATC?

3 responses



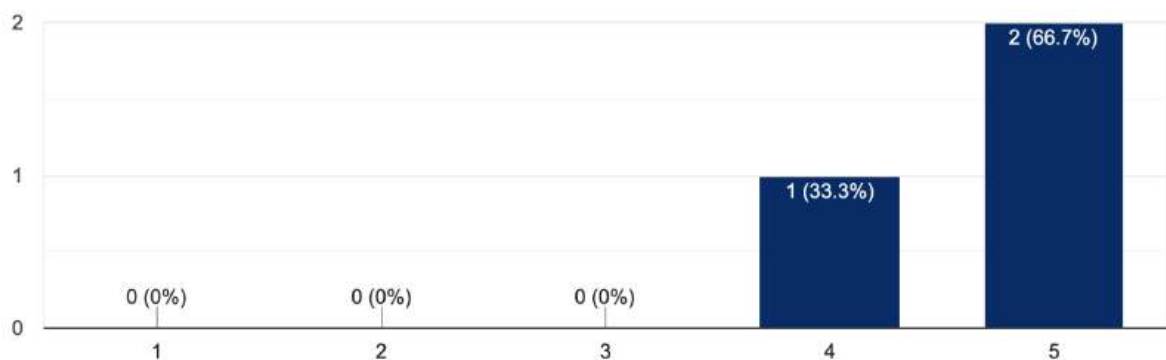
How many of your properties are currently occupied by Housing Voucher participants?

3 responses



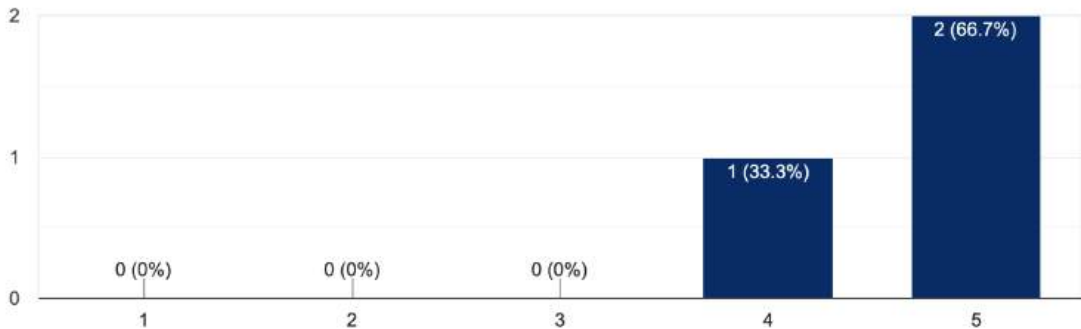
The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?

3 responses



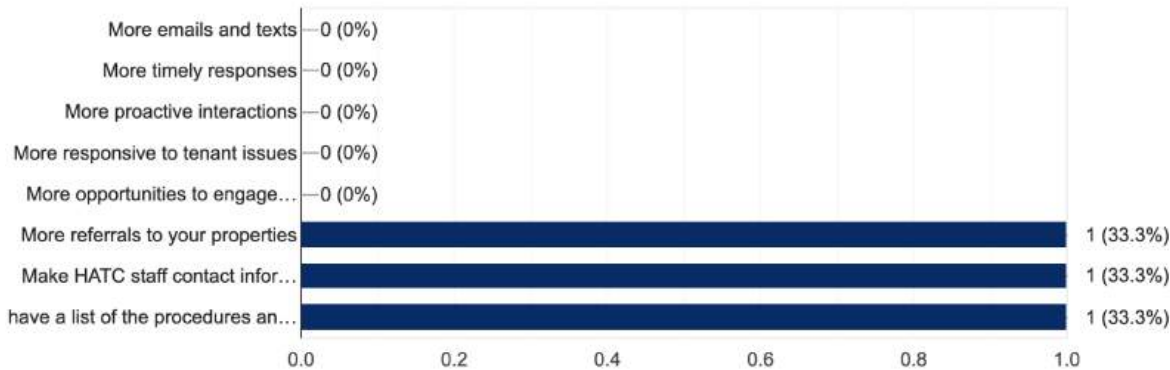
How happy are you with the interactions you've had with HATC staff?

3 responses



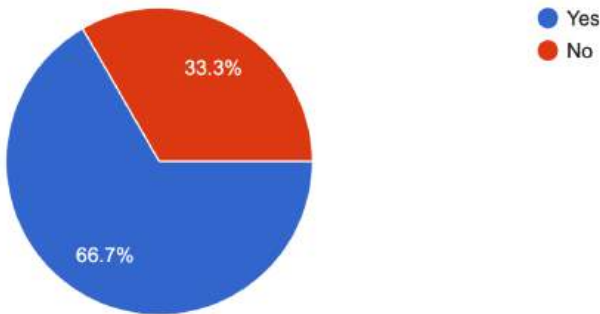
What could we improve?

3 responses



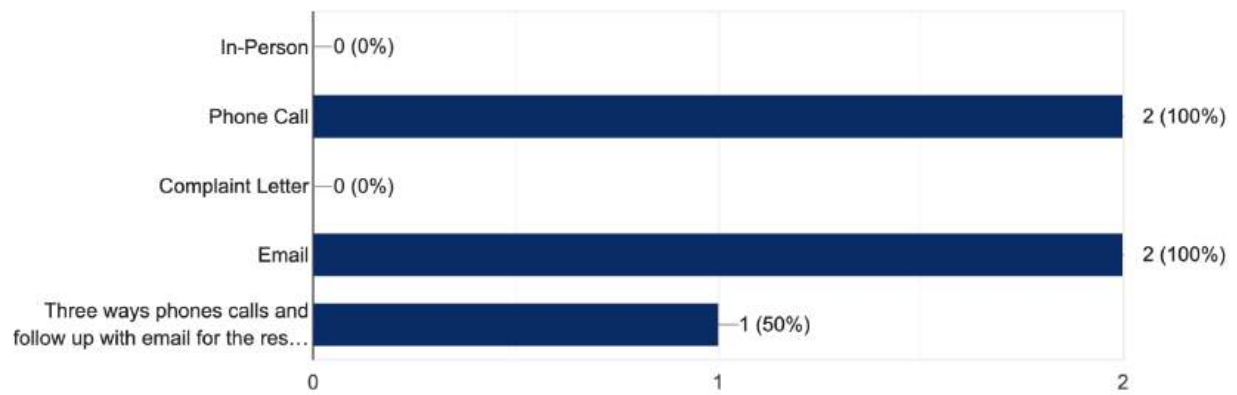
If you wanted to share complaints, questions, or any feedback with HATC staff, do you think you could?

3 responses



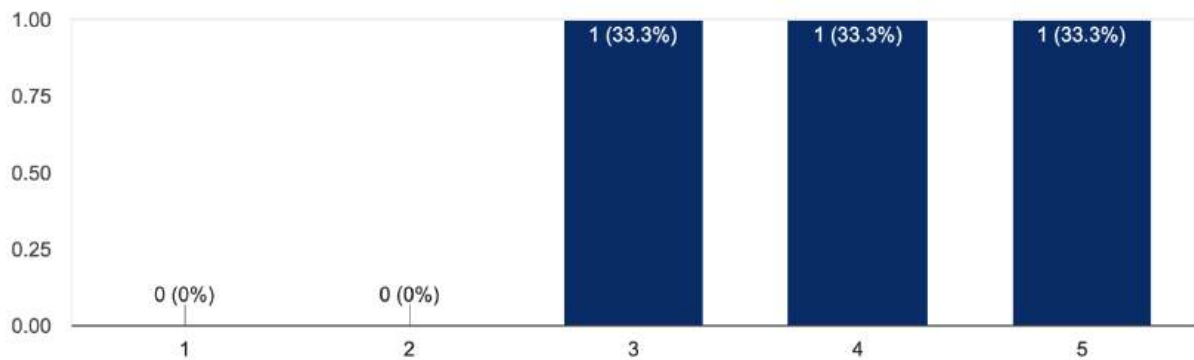
How? Choose all that apply.

2 responses



Overall, how satisfied are you with your experience renting to HATC residents?

3 responses

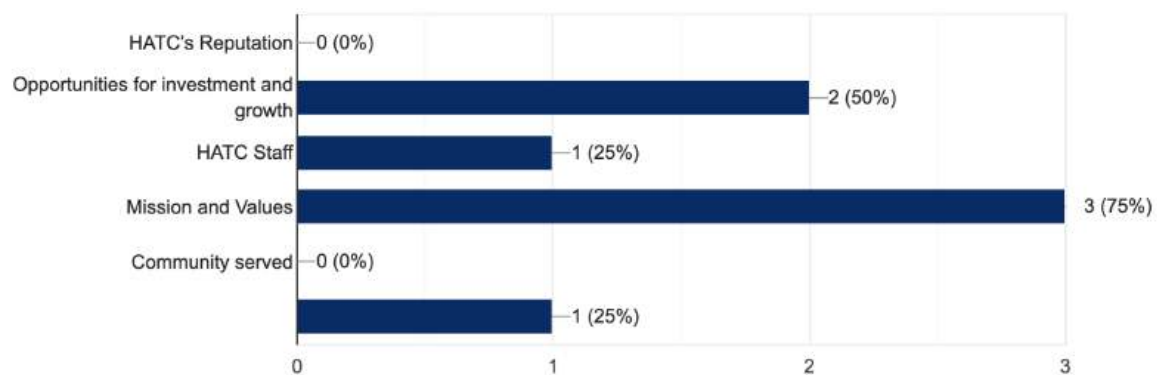


Real Estate Partners, Consultants, and General Counsel, and Other

Note: one of these responses is a test I did

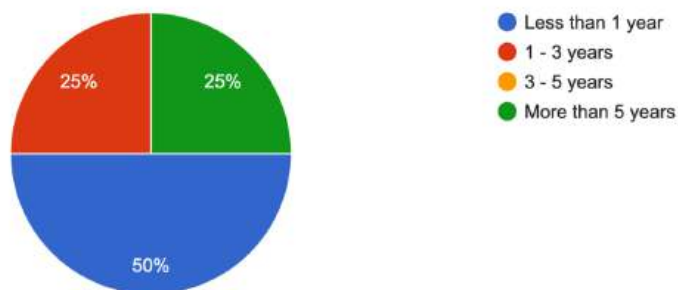
What compelled you or your organization to support or partner with HATC financially?

4 responses



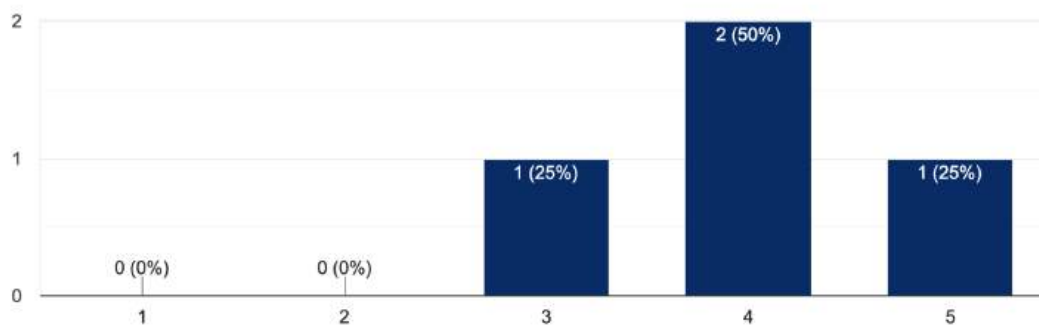
How long have you been working with HATC?

4 responses



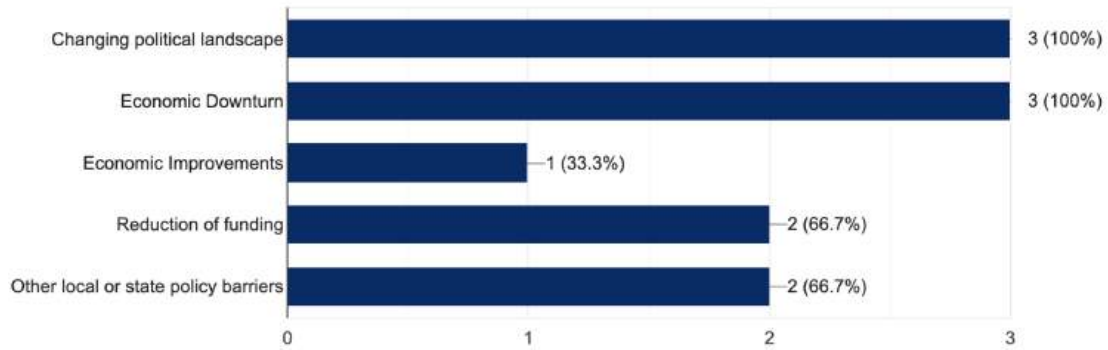
The purpose of HATC is to provide safe, decent, and affordable housing for low-income families in our community. They achieve this by administering a... Do you think that HATC is fulfilling this purpose?

4 responses



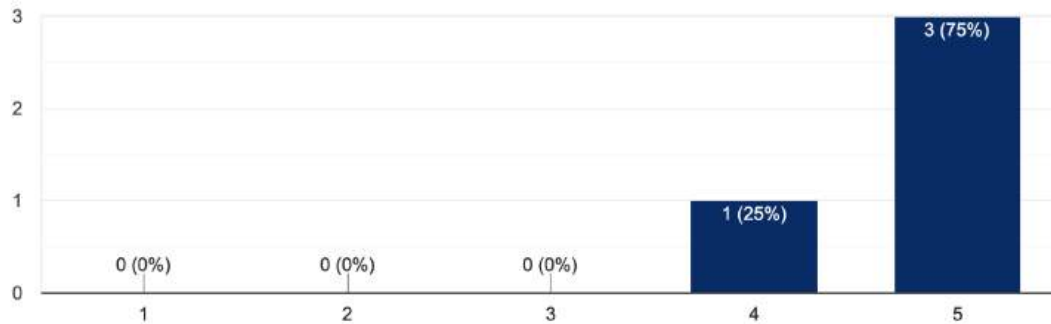
What external trends (e.g., policy changes, economic shifts) might affect HATC's strategic direction?

3 responses



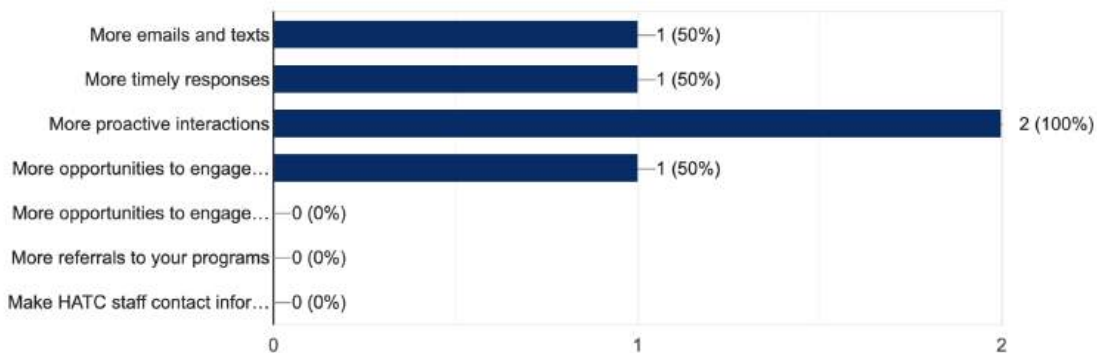
How happy are you with the interactions you've had with HATC staff?

4 responses



What could we improve?

2 responses



ACTION / OBJECTIVE	Q1 2026 Goals	Q2 2026 Goals	Q3 2026 Goals	Q4 2026 Goals	LEAD
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HATC 2026-2023 STRATEGIC PLAN WORKPLAN DRAFT

1.1.1 Prioritize and complete capital improvement projects across all sites within established timelines.					
1.1.2 Implement a comprehensive modernization plan, focusing on unit upgrades (e.g., appliances, flooring) and ADA accessibility features.					
1.1.3 Enhance community safety measures, including improvements to security, pest control, and common area cleanliness.					
1.2.1 Improve responsiveness and customer service from Carelton Living and property staff, ensuring staff availability and timely follow-up.					
1.2.2 Institute reliable maintenance tracking systems and enforce timely work order completion (e.g., setting a target resolution time for non-emergencies).					
1.2.3 Consistently complete housekeeping inspections to proactively track the physical condition of units and encourage resident responsibility.					

ACTION / OBJECTIVE	Q1 2026 Goals	Q2 2026 Goals	Q3 2026 Goals	Q4 2026 Goals	LEAD
2.1.1 Significantly expand Family Self-Sufficiency (FSS) enrollment and program offerings, leveraging the newly hired FSS Coordinator.					
2.1.2 Establish community partnerships to facilitate and collaborate for job training, career counseling, financial literacy, digital inclusion, and home ownership programs.					
2.2.1 Increase wraparound service capacity through volunteers, internships, and potentially paid positions to support more individuals with basic needs.					

ACTION / OBJECTIVE	Q1 2026 Goals	Q2 2026 Goals	Q3 2026 Goals	Q4 2026 Goals	LEAD
2.2.2 Strengthen partnerships with health services (e.g., Integral Care) and local nonprofits/churches to provide addiction support, food assistance, and medical transport.					
2.2.3 Research and identify grants and other funding sources to develop and sustain units for special populations (veterans, seniors, people with disabilities).					
2.2.4 Launch a monthly distribution of local resources, distributed by text and other accessible formats, to connect residents with services that meet their basic needs.					
2.2.5 Launch a Resident Ambassador Program to help residents educate their peers and share information regarding available resources.					
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.					
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.					
3.1.3 Engage staff and board members as visible ambassadors of HATC through consistent outreach, leadership, and relationship-building.					
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).					

ACTION / OBJECTIVE	Q1 2026 Goals	Q2 2026 Goals	Q3 2026 Goals	Q4 2026 Goals	LEAD
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.					
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.					
3.2.4 Enhance and improve customer service and engagement with all stakeholders by maintaining clear, responsive, and inclusive communication channels.					
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.					
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.					
4.1.3 Implement reflective staff evaluations to ensure each The employee understands their role in advancing organizational goals and maintains alignment with the strategic plan, including participation in events and trainings.					
4.1.4 Continue structured staff meetings and team building to enhance the internal culture of the organization.					

ACTION / OBJECTIVE	Q1 2026 Goals	Q2 2026 Goals	Q3 2026 Goals	Q4 2026 Goals	LEAD
4.1.5 Establish consistent quality control and oversight processes across all departments to reduce errors, improve accuracy, and strengthen 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).					
4.3.1 Staff provides timely, respectful and clear communication to residents and other stakeholders.					
5.1.1 Increase competitive grant funding and expand the HATC Foundation's philanthropic network.					
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.					
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.					
5.1.4 Ensure compliance with State and Federal guidelines for Multifamily Development Programs.					
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.					
5.2.3 Pursue opportunities to partner with private developers to create more affordable housing units.					

ACTION / OBJECTIVE	Q1 2026 Goals	Q2 2026 Goals	Q3 2026 Goals	Q4 2026 Goals	LEAD
5.3.1 Explore and identify innovative ways to utilize MTW flexibilities to expand economic mobility, housing choice, and long-term stability for participants.					
5.3.2 Review MTW Implementation Plan, ensure alignment with HUD guidelines, and integrate measurable strategies for improving resident self-sufficiency.					

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
			1 WINTER BREAK	2 WINTER BREAK	3/4 - PHADA COMMISSIONERS' CONFERENCE (TAMPA)
5	6	7	8 ANNUAL BOARD MEETINGS	9	10/11
12	13	14	15	16	17/18
19	20	21	22	23	24/25
26	27	28	29	30	31

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
					/1
2	3	4	5 REGULAR BOARD MEETING	6	7/8
9	10	11	12	13	14/15
16	17	18	19	20	21/22
23	24	25	26	27	28

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
					/1
2 WOMEN’S HISTORY MONTH PODCAST (tentative)	3	4	5 REGULAR BOARD MEETING	6	7/8
9 -WASHINGTON CONFERENCE (WASHINGTON, DC)	10	11	12	13	14/15
16	17	18	19	20	21/22
23	24	25 -TX NAHRO ANNUAL CONFERENCE (CORPUS CHRISTI)	26	27	28/29
30	31				

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
		1 STRATEGIC UPDATE #1	2 REGULAR BOARD MEETING	3	4/5
6	7	8	9	10	11/12
13	14	15	16	17	18/19
20	21	22	23	24	25/26
27	28	29	30		

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
				1 AFFORDABLE HOUSING MONTH PODCAST (tentative)	2/3
4	5	6	7 REGULAR BOARD MEETING	8	9/10
11	12	13	14	15	16/17
18	19	20	21	22	23/24
25	26	27	28	29	30
31					

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
1	2 -SW NAHRO ANNUAL CONFERENCE (OKC)	3	4 REGULAR BOARD MEETING	5	6/7
8	9	10 -PHADA ANNUAL CONVENTION AND EXHIBITION (CHICAGO)	11	12	13/14
15	16	17	18	19	20/21
22	23	24	25	26	27/28
29	30				▪ BOARD & LEADERSHIP MID-YEAR RETREAT: HALF DAY POST-BOARD MEETING (tentative)

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT/SUN
		1 BIPOC MENTAL HEALTH AWARENESS MONTH PODCAST (tentative)	2 REGULAR BOARD MEETING STRATEGIC UPDATE #2	3	4/5
6	7	8	9	10	11/12
13	14	15	16 -SUMMER SYMPOSIUM (NASHVILLE, TN)	17	18/19
20	21	22	23	24	25/26
27	28	29	30	31	<ul style="list-style-type: none">BUDGET DISCUSSION/ADJUSTMENT (POTENTIAL AMENDMENT)TCFC INVENTORY OVERVIEWFOUNDATION OVERVIEW

Consent Agenda Item b

December 4, 2025

Resolution No. HATC-2025-17: To Approve the 2026-2030 Strategic Plan for the Housing Authority of Travis County.

WHEREAS A strategic Plan is a management tool used to formally establish and communicate an organization's mission, vision, and values, both internally and externally; and improve the performance and overall effectiveness of an organization; and outline the organization strategic prioritize; and

WHEREAS, A Strategic Plan typically utilizes a planning horizon of 3 to 5 years, and is a process that builds commitment from stakeholders toward a defined direction that will guide the future allocation of an organization's resources; and


WHEREAS, the Housing Authority of Travis County Board of Commissioners, in coordination with both internal staff and external consulting resources, has collaboratively developed a Strategic Plan covering the five-year period from January 1, 2026 through December 31, 2030 , which identifies, defines, outlines, and clarifies the proposed Vision, Mission, and Values of the organization, as well as the strategic priorities, key focus areas, goals, metrics, and implementation strategies and tactics;

WHEREAS, leadership is directed to provide periodic updates to the Board of Commissioners regarding progress, performance metrics, and any recommendations.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of HATC hereby:

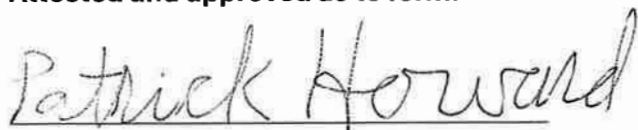
1. Approves Resolution No. HATC-2025-17
2. Authorizes the CEO/Executive Director to execute all necessary documents and extensions.

Passed and approved on the 4th day of December 2025.



Laura Goettsche, *Chair, Board of Commissioners*

Attested and approved as to form:



Patrick B. Howard, *CEO/Executive Director*

Discussion Item c

January 8, 2026

Subject: Overview of HATC 2026-2030 Strategic Plan

Background Info:

At their December 4, 2025, Regular Meeting, the HATC Board of Commissioners unanimously approved the agency's 2026-2030 Strategic Plan Draft, prepared by Innovative Funding Partners (IFP). This work was the result of several months of research, data analysis, and, most importantly, stakeholder engagement, including HATC residents and program participants, community partners, staff, and Board members.

Document Elements

This dynamic process months long process with a robust public engagement process involving a record number of agency partners, community stakeholders, vendors, residents, program participants, staff, and members of the Board of Commissioners.

Revised New Mission Statement

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

Revise New Vision Statement

"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."

Core Values

- Integrity | Innovation | Excellence | Transparency | Sustainability | Empathy | Respect

Key Components of Plan

The Plan identifies and outlines Five Strategic Priorities with 35 associated Objectives:

- Enhance Housing Quality and Management Excellence
- Maximize Resident Self-Sufficiency and Holistic Support
- Strengthen Visibility, Communication, and Community Engagement
- Achieve Organizational Stability and Operational Efficiency
- Drive Sustainable Growth and Resource Diversification

Staff has every intention to leverage the Plan in always possible to reposition and sustain the organization for the future. *Quarterly Updates* will be provided to members of the Board.

Recommended Action:

For discussion/information only. No action needed.

Alternate Option:

N/A

Fiscal Impact:

TBD

Attachment:

1. HATC Strategic Plan Executive Summary
2. HATC Strategic Plan Work Plan DRAFT – Year One

Prepared and Approved:

Patrick B. Howard, *CEO/Executive Director*

IV. DISCUSSION ITEMS

d. Year in Review: Resident Spotlight

V. EXECUTIVE SESSION

VI. ADJOURNMENT