

# Housing Authority of Travis County Board & Strategic Housing Finance Corporation Board 2018 Action Plan

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# Housing Authority of Travis County and Strategic Housing Finance Corporation Boards Strategic Work Session *January 4, 2018*

On January 4, 2018, the Board members of the Housing Authority of Travis County (HATC) and the Strategic Housing Finance Corporation (SHFC) met to review their 2017 workplan achievements and determine their 2018 workplan.

Participants reviewed and affirmed the Housing Authority of Travis County and Strategic Housing Finance Corporation **Identity Statements:**

Housing Authority of Travis County	Strategic Housing Finance Corporation
<i>HATC advances its mission of preserving and developing affordable housing and vibrant communities which enhance the quality of life for all.</i>	<i>SHFC advances its mission of working with private developers and public entities to research and create opportunities to build new affordable housing.</i>
<b><i>By serving our Customers</i></b> Households in Poverty, Very Low-Income Households (less than 50% AMI), seniors, veterans, homeless, people with disabilities	<b><i>By serving our Customers</i></b> A continuum of household incomes including those who can afford up to market rate as well as lower income households
<b><i>In</i></b> Travis County	<b><i>In</i></b> Travis County and the surrounding region
<b><i>With our Key Partners which include:</i></b> Travis County, ATCIC, ECHO, FrontSteps, TDHCA, Goodwill, ACC, Boys and Girls Club, City of Austin, Surrounding PHAs, HACA* (uniquely required)	<b><i>With our Key Partners which include:</i></b> TDHCA, Affordable Housing Developers, Equity Partners, HACA (uniquely required), neighborhood organizations, civic associations
<b><i>Using our Competitive Advantage of:</i></b> Small efficient Board, local government support from Travis County, skilled quality staff, and skilled knowledgeable board	<b><i>Using our Competitive Advantage of:</i></b> Speed, efficiency, and knowledge of product; Agility; Track record or production; staff expertise
<b><i>How we Ensure Sustainability</i></b> Use RAD or other tools to create more units; transparency, internal Controls, grants, philanthropy, and government contracts	<b><i>How we Ensure Sustainability</i></b> Continue to meet goals (2 projects a year); balance goals with expense of housing creation and ensure that cash flow needs can be met

Participants Reviewed and Affirmed the Board's **Five-Year Goals:**

1. HATC is a key player in addressing the affordable housing needs of Travis County.
2. HATC is a responsive leader at serving vulnerable/special needs populations (seniors, veterans, homeless, people with disabilities).
3. HATC has a system for successful self-sufficiency and employability of residents.
4. HATC is a model, ethical, and transparent organization that is self-sustaining.
5. HATC is an authority in innovative affordable housing solutions through the use of a variety of private and public funds.
6. HATC provides homeownership opportunities for its residents.

## 2017 Action Plan Update

Due to a later than expected start and a presentation by the Travis County CDBG staff, there was only a limited time to review the 2017 action plan so that the meeting could focus on 2018. The Board may wish to spend some more time reviewing achievements.

YEAR ONE "ACTION PLAN" GOAL	STATUS	CORRESPONDING STRATEGIC PLAN GOAL
SHFC Real Estate Committee will explore creative financing mechanisms as well as opportunities to leverage public land and proactively bring forward to the Board	Board created a 501©3 Foundation in order to receive philanthropic contributions.	Goal 1: Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
HATC Governance Committee will identify and address policy and advocacy issues as well as determine how to address communication priorities and strategies	Governance committee has addressed some policy issues and staff have kept updated on advocacy issues.	Goal 7: Create a positive, ethical environment where everyone is accountable, capable and mission-focused, and where there are clear and open lines of communication.
HATC and SHFC maintains a "clean record" with Travis County and the community	Achieved. No negative publicity in 2017.	Goal 5: Enhance our local and national reputation for being a leader in affordable housing that provides exceptional customer service
Profile of organization and its success is raised		Goal 5: Enhance our local and national reputation for being a leader in affordable housing that provides exceptional customer service
Partnerships are solidified with the HATC Board making introductions to potential partners	Staff has worked on outreach to community partners. Board has not yet made progress on introducing partnerships to Board	Goal 3: Enhance and improve lives through the delivery of optimal self-sufficiency programs
Two affordable housing deals are closed, with some units for those at 30% of Area Median Income	Deals have been closed. It has been extremely challenging to add units for those at 30% of median income or below.	Goal 1: Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
SHFC Board members identify and bring forward deals to the organization	Staff has worked on outreach to developers. Board has not yet made progress on introducing deals to Board	Goal 1: Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents. Goal 4: Create a fiscally strong and viable organization
HATC/SHFC Board members accompany staff to advocacy and partnership engagements	Board has participated in some conversations with CDBG staff regarding proposed Travis County Fair Housing rules and regulations.	Goal 3: Enhance and improve lives through the delivery of optimal self-sufficiency programs

## 2018 Action Plan

HATC	SHFC	HATC and SHFC	Foundation
<p><b>Increase number of 30% and below units and VA vouchers.</b></p> <ul style="list-style-type: none"> <li>Board discussed opportunities for additional funding for the development of more 30% and below units, including policy, incentive, and strategy options</li> <li>Increase VA Vouchers: Patrick will take the lead and let the board and/or Governance Committee how they can engage</li> </ul> <p><b><u>REAL ESTATE COMMITTEE:</u> Ensure more flexible fair housing policy and determine status and future of land.</b></p> <ul style="list-style-type: none"> <li>Analyze and participate in creation of Travis County’s fair housing policy to ensure a flexible policy</li> <li>Determine status and future of Eastern property</li> <li>Determine status and future of Land in Manor</li> </ul> <p><b><u>GOVERNANCE COMMITTEE:</u> Create an accountable, ethical, fiscally sound organization.</b></p> <ul style="list-style-type: none"> <li>Update contracting procedures</li> <li>Update personnel policies</li> <li>Grow oversight and financial transparency of the budget with quarterly reviews and quicker budget analysis</li> </ul>	<p><b>Increase number of 30% and below units.</b></p> <p><b><u>REAL ESTATE COMMITTEE:</u> Analyze and participate in creation of Travis County’s fair housing policy to ensure a flexible policy.</b></p> <ul style="list-style-type: none"> <li>Patrick will provide a formal analysis of the current county fair housing policy compared to the minimum federal compliance guidelines</li> <li>Committee will lead analysis and development of an affordable housing policy in regard to fair housing</li> <li>Create a working relationship with CDBG staff and obtain HATC board representation on the committee that is making Travis County fair housing recommendations to have a more active role in the policy development</li> <li>Educate Travis County commissioners on the impact of fair housing policies on the development of affordable housing</li> </ul> <p><b><u>GOVERNANCE COMMITTEE:</u> Create an accountable, ethical, fiscally sound organization.</b></p> <ul style="list-style-type: none"> <li>Grow oversight and financial transparency of the budget with quarterly reviews and quicker budget analysis</li> <li>Review personnel policies</li> <li>Identify other policies that need oversight</li> </ul>	<p><b>Address jurisdictional and structural issues with HACA.</b></p> <ul style="list-style-type: none"> <li>HATC Board members and ED will meet with HACA leadership early in the year</li> <li>If roadblock is hit, consider educating state legislators about the issue</li> </ul> <p><b>Expand transportation options in relation to housing.</b></p> <ul style="list-style-type: none"> <li>Engage in discussion with new CEO of Capital Metro</li> <li>Conduct outreach to TXDOT</li> <li>Form alliance with CDBG staff to support their transportation plan</li> <li>Hold joint work session with commissioners to discuss fair housing and transportation</li> </ul> <p><b>Enhance the visibility of HATC and SHFC with Travis County commissioners.</b></p> <ul style="list-style-type: none"> <li>Hold joint work session with commissioners to discuss fair housing and transportation</li> <li>Meet individually with Commissioners to educate them on work of Boards</li> </ul> <p><b>Increase community partnerships for support services and real estate deals.</b></p> <ul style="list-style-type: none"> <li>Board members will make introductions to potential partners for both social programs and real estate deals</li> </ul>	<p><b>Raise funds for Foundation and launch Housing Authority Resident Support Program (scholarships, etc.).</b></p> <p><b>Action Steps:</b></p> <ul style="list-style-type: none"> <li>Review Foundation structure and bylaws</li> <li>Determine initial focus for Foundation</li> <li>Create development plan</li> <li>Consider options for funding – i.e. developer fee per unit</li> </ul> <p><b>Timeline:</b></p> <ul style="list-style-type: none"> <li>Hold a planning meeting by April 2018 to formulate a strategy/plan, and have plans in place by July 1</li> <li>Determine 2018 Board meeting schedule</li> </ul> <p><b><u>FOR ALL BOARDS:</u> Determine schedule for 2018 board meetings with agendas that address the items in the action plan</b></p>

YEAR TWO "ACTION PLAN" GOAL	STATUS	CORRESPONDING HATC STRATEGIC PLAN GOAL
<b>Increase the number of 30% or below units (HATC and SHFC Real Estate Committees)</b>		<b>Goal 1:</b> Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
<b>Create a flexible Travis County fair housing policy (HATC and SHFC Real Estate Committees)</b>		<b>Goal 1:</b> Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
<b>Determine status and future on Eastern property and land in Manor (HATC Real Estate Committee)</b>		<b>Goal 1:</b> Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
<b>Address contracting procedures and personnel policies (HATC and SHFC Governance Committees)</b>		<b>Goal 7:</b> Create a positive, ethical environment where everyone is accountable, capable, and mission-focused, and where there are clear and open lines of communication
<b>Grow oversight and financial transparency of the budget with quarterly reviews and quicker budget analysis (HATC and SHFC Governance Committees)</b>		<b>Goal 4:</b> Create a fiscally strong and viable organization
<b>Enhance the visibility of HATC and SHFC with Travis County commissioners (HATC and SHFC Boards)</b>		<b>Goal 5:</b> Enhance our local and national reputation for being a leader in affordable housing that provides exceptional customer service
<b>Address jurisdictional and structural issues with HACA (HATC and SHFC Boards)</b>		<b>Goal 1:</b> Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
<b>Expand transportation options in relation to housing. (HATC and SHFC Boards)</b>		<b>Goal 2:</b> Create healthy, inclusive communities that are diverse, safe, and accessible
<b>Increase community partnerships for support services and real estate deals (HATC and SHFC Boards)</b>		<b>Goals 1 and 2:</b> Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents
<b>Raise funds for Foundation and launch Housing Authority Resident Support Program (Foundation Board)</b>		<b>Goals 1 and 2:</b> Strategically preserve and expand the affordable housing portfolio to ensure for fair share of resources for the poorest and most vulnerable of Travis County residents