



Asheville Housing Authority
Regular Meeting of the Board of Commissioners

March 22, 2017

5:00 p.m.

Arthur Edington Center, 133 Livingston Street, Asheville, NC 28801

The mission of the Asheville Housing Authority is to provide safe, quality, and affordable housing, to expand available resources, and to collaborate with the community to create opportunities for resident self-reliance and economic independence.

Our core values are Compassion, Equity, Fairness, Integrity, Openness, Patience and Respect.

Commissioners:

Lewis Isaac, Chair
Cassandra Wells, Vice Chair
Raynetta Waters, Member
Jennifer Pickering, Member
James Canavan, Member

Agenda Topics

▪ **Call to Order**

▪ **Roll Call**

Present

Absent

Lewis Isaac, Chair

Cassandra Wells, Vice Chair

Raynetta Waters, Member

Jennifer Pickering, Member

James Canavan, Member

▪ **Approval of Minutes of the February 22, 2017 Meeting**

▪ **Bills and Communications**

▪ **Report of the Secretary**

- Asheville Housing Properties
- Asheville Housing Vouchers
- Family Self Sufficiency
- Revenues and Expenses
- Residents Council

- **New Business**

1. Approval of Resolution 2017-2 authorizing the CEO to execute various documents in connection with the RAD conversion of Lee Walker Heights.

Motion

Second

2. Authorization for the Chair to execute a renewal of the CEO's employment contract through March 31, 2019.

Motion

Second

- **Old Business**

- **Public Comment**

- **Adjournment**

Work Session

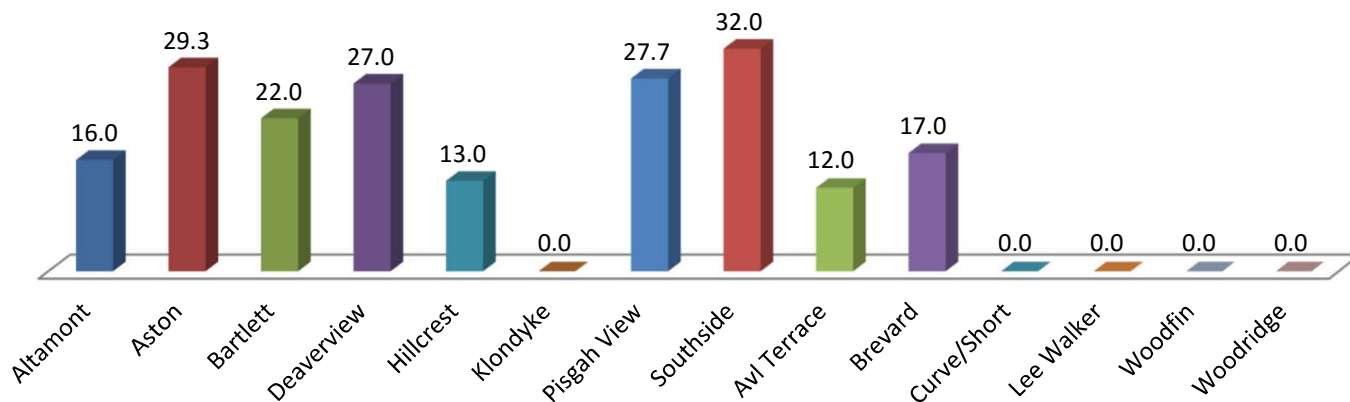
The Commissioners will hold a work session at 4:00 p.m. in the CEO's office at 165 S. French Broad Ave, Asheville, NC 28801. The work session is open to the public.

Topics: Review of Regular Meeting Agenda Items
 Review of Agency Goals and Objectives

Asheville Housing & Related Properties - Occupancy February 2017

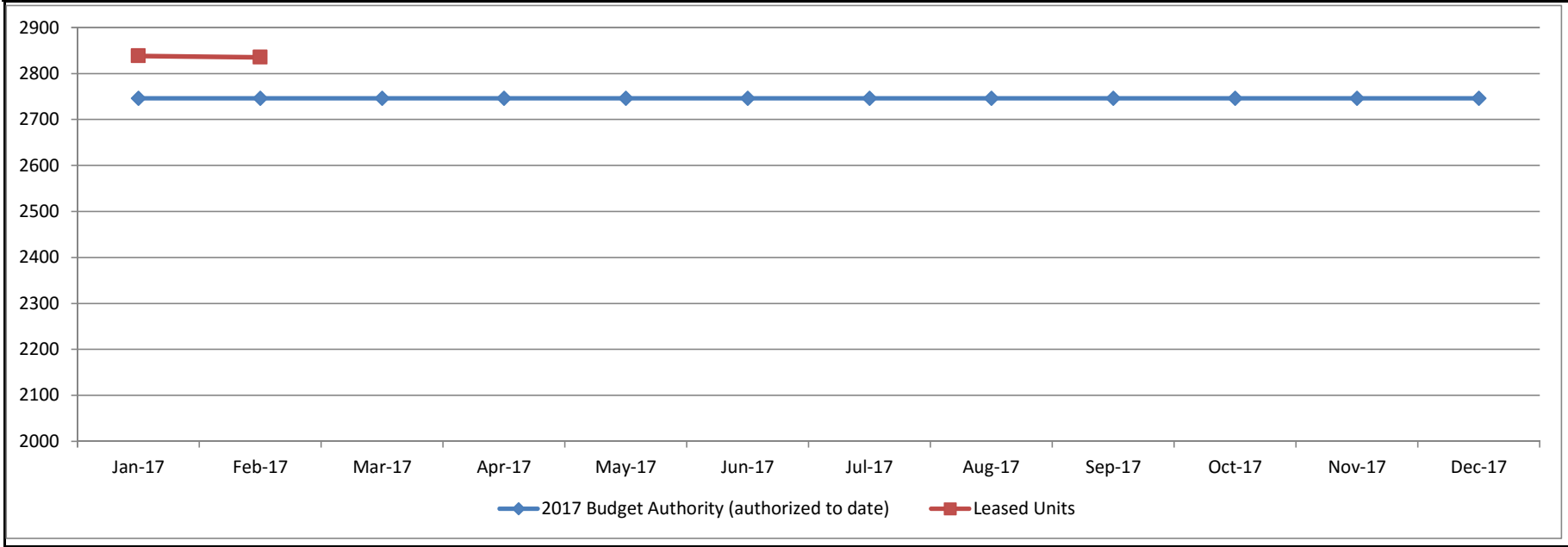
Property	Units	Occupied	Occ Rate	Rehab	Make Ready	Ready	Moved In	Vacant Days	Average
RAD PBV	Altamont	55	55	100%			1	16	✓ 16.0
	Aston	161	159	99%		2	3	88	✓ 29.3
	Bartlett	114	114	100%			2	44	✓ 22.0
	Deaverview	160	152	95%		8	1	27	✓ 27.0
	Hillcrest	227	224	99%		3	2	26	✓ 13.0
	Klondyke	182	178	98%	2	2	2	0	✓ 0.0
	Pisgah View	256	243	95%	6	7	7	194	✓ 27.7
	Southside	274	267	97%		7	3	96	⚠ 32.0
Other	Avl Terrace	248	246	99%		1	1	5	✓ 12.0
	Brevard	163	161	99%	2		4	68	✓ 17.0
	Curve/Short	2	1	50%		1	0	0	✓ 0.0
	Lee Walker	96	70	73%	26		0	0	✓ 0.0
	Woodfin	19	18	95%		1			✓ 0.0
	Woodridge	160	159	99%		1	0	0	✓ 0.0
Total	2117	2047	97%	36	33	1	30	619	✓ 26.8

Average Days to Lease Up



Asheville Housing Vouchers - February 2017													
Lease-Up						Monthly Processes					FSS		Home Ownership
Voucher Program	Total Vouchers	Funds Available	Leased	Occupancy Rate	Available	Assigned/Looking	Moved In	Moved Out	Inspect	Re-Exam	Enrolled	Change Since 1/1	
Project Based - RAD	1429	1429	1414	✓ 99.0%	15		13	19	74	87	126		
Project Based - LH	20	20	19	⚠ 95.0%	1	0	0	0	0	4			
Tenant Based - VASH	313	313	273	✗ 87.2%	40	23	10	5	25	17	5		
Tenant Based - NED	75	75	75	✓ 100.0%	0	2	1	0	4	1	1		
Tenant Based - Other	1369	909	1054	✓ 116.0%	-145	73	5	2	75	74	38		50
Total HCVP	3206	2746	2835	✓ 103.2%	-89	98	29	26	178	183	170		50
Total - All Programs	3206	2746	2835	✓ 103.2%	-89	98	29	26	178	183	170	0	50

Housing Choice Voucher - Annual Trends														
Program	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Average	
2017 Budget Authority (2746	2746	2746	2746	2746	2746	2746	2746	2746	2746	2746	2746	2746	2746
Leased Units	2838	2835												2837
%	103%	103%												103.3%
Wait List	1744	1796												1770
HAP Reserve	396,218													396,218



Family Self-Sufficiency Report

Feb-17

Family Self-Sufficiency Program		Central AVL	Southside	West AVL	North AVL	Lee Walker	Tenant-Based	Total
Feb-17	Total Enrolled in FSS	10	29	31	44	12	44	170
	Established FSS Accounts	2	9	7	19	6	30	73
	Newly Earned Escrow Credit	0	1	0	1	1	0	3
	Interim Disbursement	0	0	0	0	0	0	0
	Dollar Amount							\$0
	Graduated (Successful Completion)	0	0	0	0	0	0	0
	Dollar Amount							\$0
	Terminated (Unsuccessful)	0	0	1	0	0	0	1
	Total FSS Account Balances	\$5,492	\$17,346	\$11,242	\$88,611	\$14,928	\$94,534	\$232,153
	Total Amounts Disbursed to Date							\$328,886
Completed Educational Goal								
Other Significant Goal								
Monthly								
Homeownership Program		Central AVL	Southside	West AVL	North AVL	Lee Walker	Tenant-Based	Total
	Total Homeowner Applicants	4	2	2	1	1	21	31
Feb-17	Completed OnTrack's Homebuyer Education	1	0	1	1	1	14	18
	Met Preliminary Eligibility	0	0	1	1	1	14	17
	Under Contract	0	0	0	0	0	5	5
	New Homeowner (closed on home)	0	0	0	0	0	0	0
	Total Current Homeowners							50
	Successful Homeowner Exits							0
	Foreclosures							0
Monthly								

HACA Revenue/Expense Summary February 2017

Property/Program	Current Month			Calendar Year to Date		
	Actual	Budget	Variance	Actual	Budget	Variance
Central Asheville Properties						
Revenue						
Tenant Rent	60,270	58,483	1,787	119,897	116,967	2,930
RAD HAP Subsidy	130,119	132,675	(2,556)	257,880	265,350	(7,470)
Vacancy Allowance	-	(5,735)	5,735	-	(11,470)	11,470
Other Revenue	4,140	2,983	1,157	7,843	5,967	1,876
Total Revenue	194,529	188,407	6,122	385,620	376,813	8,807
Operating Expenses						
Administrative	42,234	26,142	16,092	79,736	52,283	27,453
Tenant Services	3,049	2,875	174	6,408	5,750	658
Utilities	35,824	34,192	1,633	44,575	68,383	(23,808)
Maintenance	70,146	73,342	(3,195)	136,449	146,683	(10,234)
Protective Services	4,430	5,000	(570)	9,420	10,000	(580)
Other Expenses	11,730	13,550	(1,820)	23,897	27,100	(3,203)
Subtotal Operating Expenses	167,415	155,100	12,315	300,486	310,200	(9,714)
Replacement Reserve Deposit	30,650	30,650	-	61,300	61,300	-
Net Revenue before Surplus Cash Distribution	(3,535)	2,657	(6,192)	23,834	5,313	18,521
Suplus Cash Distribution		417	(417)		833	(833)
Net Revenue	(3,535)	2,240	(5,775)	23,834	4,480	19,354
Southside Properties						
Revenue						
Tenant Rent	59,641	59,275	366	118,672	118,550	122
RAD HAP Subsidy	149,076	152,625	(3,549)	298,872	305,250	(6,378)
Vacancy Allowance	-	(6,357)	6,357	-	(12,713)	12,713
Other Revenue	5,168	4,033	1,135	11,590	8,067	3,524
Total Revenue	213,885	209,577	4,309	429,134	419,153	9,981
Operating Expenses						
Administrative	42,939	43,542	(602)	81,700	87,083	(5,383)
Tenant Services	1,616	1,193	423	3,453	2,387	1,067
Utilities	62,871	48,750	14,121	60,183	97,500	(37,317)
Maintenance	70,015	64,292	5,723	127,884	128,583	(699)
Protective Services	5,072	4,833	239	10,145	9,667	478
Other Expenses	6,067	13,458	(7,391)	14,392	26,917	(12,525)
Subtotal Operating Expenses	188,580	176,068	12,512	297,756	352,137	(54,380)
Replacement Reserve Deposit	27,142	27,142	0	54,283	54,283	-
Net Revenue before Surplus Cash Distribution	(1,837)	6,367	(8,204)	77,095	12,733	64,361
Suplus Cash Distribution		4,167	(4,167)		8,333	(8,333)
Net Revenue	(1,837)	2,200	(4,037)	77,095	4,400	72,695

HACA Revenue/Expense Summary February 2017

Property/Program	Current Month			Calendar Year to Date		
	Actual	Budget	Variance	Actual	Budget	Variance
West Asheville Properties						
Revenue						
Tenant Rent	65,927	59,600	6,327	131,233	119,200	12,033
RAD HAP Subsidy	236,747	247,225	(10,478)	479,926	494,450	(14,524)
Vacancy Allowance	-	(9,205)	9,205	-	(18,410)	18,410
Other Revenue	11,635	7,942	3,693	20,464	15,883	4,581
Total Revenue	314,309	305,562	8,747	631,623	611,123	20,500
Operating Expenses						
Administrative	58,413	63,935	(5,523)	115,830	127,871	(12,041)
Tenant Services	1,752	2,065	(313)	5,346	4,130	1,216
Utilities	44,289	75,650	(31,361)	70,351	151,300	(80,949)
Maintenance	77,678	83,983	(6,305)	136,708	167,967	(31,259)
Protective Services	7,673	7,500	173	15,346	15,000	346
Other Expenses	4,166	13,900	(9,734)	13,667	27,800	(14,133)
Subtotal Operating Expenses	193,971	247,034	(53,063)	357,247	494,068	(136,820)
Capital Outlay	65,503	-	65,503	65,503	-	65,503
Replacement Reserve Deposit	26,267	26,267	-	52,534	52,534	-
Other Non-Operating Items	(227)	-	(227)	(227)	-	(227)
Net Revenue before Surplus Cash Distribution	28,795	32,261	(3,466)	156,566	64,522	92,044
Suplus Cash Distribution		30,000	(30,000)		60,000	(60,000)
Net Revenue	28,795	2,261	26,534	156,566	4,522	152,044
North Asheville Properties						
Revenue						
Tenant Rent	90,242	91,525	(1,283)	179,233	183,050	(3,818)
RAD HAP Subsidy	231,245	230,975	270	467,043	461,950	5,093
Vacancy Allowance	-	(9,675)	9,675	-	(19,350)	19,350
Other Revenue	7,572	6,983	589	14,877	13,967	911
Total Revenue	329,059	319,808	9,251	661,153	639,617	21,536
Operating Expenses						
Administrative	58,205	62,392	(4,187)	112,551	124,783	(12,233)
Tenant Services-incl HCEP	4,634	5,298	(663)	7,214	10,595	(3,381)
Utilities	55,640	71,100	(15,460)	60,232	142,200	(81,968)
Maintenance	73,560	85,025	(11,465)	132,681	170,050	(37,369)
Protective Services	7,526	8,333	(808)	15,051	16,667	(1,616)
Other Expenses	9,884	17,783	(7,900)	23,760	35,567	(11,806)
Subtotal Operating Expenses	209,449	249,931	(40,482)	351,488	499,862	(148,373)
Replacement Reserve Deposit	43,783	43,783	-	87,566	87,566	-
Other Non-Operating Items	239	-	239	239	-	239
Net Revenue before Surplus Cash Distribution	75,589	26,095	49,495	221,860	52,189	169,671
Suplus Cash Distribution		23,750	(23,750)		47,500	(47,500)
Net Revenue	75,589	2,344	73,245	221,860	4,689	217,171
<i>RAD Properties Net Revenue Before SC Dist</i>	<i>99,012</i>	<i>67,379</i>	<i>31,633</i>	<i>479,354</i>	<i>134,758</i>	<i>344,597</i>
RAD Properties Net Revenue	99,012	9,045	89,967	479,354	18,091	461,264

HACA Revenue/Expense Summary February 2017

Property/Program	Current Month			Calendar Year to Date		
	Actual	Budget	Variance	Actual	Budget	Variance
Lee Walker Heights						
Revenue						
Tenant Rent	14,287	15,417	(1,130)	27,265	30,833	(3,569)
PH Operating Subsidy	36,657	38,383	(1,726)	73,314	76,767	(3,453)
Other Revenue	2,879	3,717	(838)	5,717	7,433	(1,716)
Total Revenue	53,823	57,517	(3,694)	106,296	115,033	(8,737)
Operating Expenses						
Administrative	16,758	12,275	4,483	32,752	24,550	8,202
Tenant Services	3,434	4,840	(1,406)	4,989	9,680	(4,691)
Utilities	36,485	16,400	20,085	38,049	32,800	5,249
Maintenance	29,884	13,408	16,475	45,346	26,817	18,529
Protective Services	1,771	2,167	(396)	3,541	4,333	(792)
Other Expenses	752	6,042	(5,289)	3,634	12,083	(8,449)
Subtotal Operating Expenses	89,083	55,132	33,952	128,310	110,263	18,047
PH Net Revenue	(35,260)	2,385	(37,645)	(22,014)	4,770	(26,784)
Housing Choice Voucher Program						
Administrative Revenue						
Section 8 Admin. Fee Income	125,958	125,833	125	252,535	251,667	869
FSS Grant	11,003	10,333	670	11,003	20,667	(9,663)
Other Revenue	-	833	(833)	-	1,667	(1,667)
Total Revenue	136,961	137,000	(39)	263,539	274,000	(10,461)
Operating Expenses						
Administrative	106,214	119,858	(13,644)	198,548	239,717	(41,169)
Tenant Services - FSS	22,033	32,300	(10,268)	36,320	64,600	(28,280)
Maintenance	72	367	(295)	112	733	(621)
Other Expenses	3,898	4,867	(969)	8,484	9,733	(1,250)
Subtotal Operating Expenses	132,216	157,392	(25,176)	243,463	314,783	(71,320)
Transfer from COCC	-	22,517	(22,517)	-	45,033	(45,033)
HCVP Net Admin Revenue	4,745	2,125	2,620	20,075	4,250	15,825
Housing Assistance Payment Funds						
Revenue	1,565,241	1,519,567	45,674	3,121,170	3,039,133	82,037
Expense	1,483,199	1,519,567	(36,368)	2,989,266	3,039,133	(49,868)
Net HAP	82,042	-	82,042	131,904	-	131,904

HACA Revenue/Expense Summary February 2017

Property/Program	Current Month			Calendar Year to Date		
	Actual	Budget	Variance	Actual	Budget	Variance
HACA Central Management						
Revenue						
RAD Property Management Fees	102,327	88,667	13,660	205,275	177,333	27,942
PH/HCVF/Other Mgmt/Bkcp Fees	85,441	77,183	8,258	164,255	154,367	9,888
Other Revenue	1,331	4,250	(2,919)	2,613	8,500	(5,887)
Total Revenue	189,099	170,100	18,999	372,143	340,200	31,943
Operating Expenses						
Administrative	93,417	110,050	(16,633)	180,717	220,100	(39,383)
Utilities	7,182	6,308	874	10,925	12,617	(1,692)
Maintenance	8,717	10,450	(1,733)	14,582	20,900	(6,318)
Other Expenses	3,816	21,600	(17,784)	11,391	43,200	(31,809)
Subtotal Operating Expenses	113,132	148,408	(35,276)	217,616	296,817	(79,201)
Other Items						
Transfers to Programs	-	(22,517)	22,517	-	(45,033)	45,033
Draw from Surplus Cash	-	2,917	(2,917)	-	5,833	(5,833)
Subtotal Other	-	(19,600)	19,600	-	(39,200)	39,200
Net Revenue - Central Management	75,967	41,292	34,675	154,527	82,583	71,944
HACA Central Management-Net Rev	75,967	41,292	34,675	154,527	82,583	71,944
Agency Wide Net Revenue-less HAP	144,464	54,847	89,617	631,942	109,694	522,248
<i>Housing Assistance Payments</i>	82,042	-	82,042	131,904	-	131,904
Net Revenue	226,507	54,847	171,659	763,847	109,694	654,152

**HOUSING AUTHORITY OF THE CITY OF ASHEVILLE
RESOLUTION NO. 2017-2**

WHEREAS, the Authority has approved the conversion of Lee Walker Heights as the final phase of converting its full public housing inventory to project based vouchers under a Rental Assistance Demonstration ("RAD") to be closed with the United States Department of Housing and Urban Development ("HUD"); and

WHEREAS, to effectuate the RAD closing of Lee Walker Heights, various documents are required by HUD to be executed by the Authority, including the following (the "RAD Documents"):

- a) RAD Conversion Commitment
- b) RAD Use Agreement
- c) RAD PBV HAP Contract
- d) RAD Rider to PBV HAP Contract
- e) Release of the Declaration of Trust
- f) Property Management & Lease Agreement with Asheville Housing Works, LLC
- g) Final Executed Sources & Uses or Settlement Statement
- h) Consolidated Owner Certification
- i) Certification and Assurances

NOW, THEREFORE, BE IT RESOLVED that the Authority is hereby authorized to close the RAD Conversion for Lee Walker Heights, at such time, in such manner, and with such terms and conditions as may be determined by the executive management of the Authority upon consultation with HUD, and to execute and deliver all of the RAD Documents pursuant to the RAD Conversion Commitment;

BE IT FURTHER RESOLVED that the Authority hereby authorizes Gene Bell, as its Chief Executive Officer, to sign on behalf of the Authority, the RAD Documents and any and all other documentation necessary or reasonable to effectuate the RAD closing, and to take such other actions as may be appropriate to carry out the intent and purposes of the foregoing resolutions.

BE IT FURTHER RESOLVED, the Authority is authorized to enter into the RAD Documents in its capacity as sole Member of Asheville Housing Works, LLC, (the "Owner" for purposes of the RAD Conversion) and Gene Bell, as CEO, is authorized to execute such documents and any other documents or resolutions necessary or appropriate, on behalf of the Authority as sole Member of the Owner.

Approved this 22nd day of March, 2017.

Lewis Isaac, Chair
Board of Commissioners

Attest: _____
Gene Bell, Secretary

GOALS AND OBJECTIVES, 2015-2019:

Asheville Housing Authority hereby adopts the following goals and objectives, consistent with the City of Asheville and Asheville Regional Housing Consortium Consolidated Strategic Housing and Community Development Plan, 2015-19.

2015-19 Consolidated Plan Asheville/Buncombe Priorities (in ranked order)	2015-19 Asheville Housing Goals	2015-19 Asheville Housing Objectives
<p>Priority 1: Provide affordable rental housing for households earning 60% of median income or less.</p> <ul style="list-style-type: none"> • Prioritize developments that respond to need for one bedroom units, and units for low-income single-wage earner households with children. • Prioritize developments that provide rental housing for very low income people in mixed-income developments. 	<p>1. Expand and improve Asheville Housing communities and programs to ensure that they are open, accessible, inviting, and sustainable for the long term, with the highest priority on expanding the number of affordable one-bedroom units.</p>	<ul style="list-style-type: none"> • Collaborate closely with the City, County and other local partners to redevelop 96 units at Lee Walker Heights into 200+ affordable units in a mixed income community. Primary focus for affordability will be on families earning less than 60% of area median income, including deep subsidies through RAD for current public housing residents. Asheville Housing’s goal will be that at least 50% of the affordable units in the new community are one-bedroom units. Other units will focus on providing housing for low-income single wage earner households with children. • Continue to maximize occupancy, rent collection and efficiency of existing programs through asset-based management. • Pursue authorization to participate in the Moving to Work Program to help residents achieve long term sustainability.
<p>Priority 2: Provide affordable and accessible housing to persons with special needs including the homeless, persons with criminal</p>	<p>2. Support City/County goals to end homelessness, house families fleeing domestic violence, and</p>	<ul style="list-style-type: none"> • Continue admissions preferences for homeless persons receiving case management support and for victims of domestic violence. • Continue active participation on Asheville-Buncombe Homeless Initiative Advisory Committee to collaborate with

2015-19 Consolidated Plan Asheville/Buncombe Priorities (in ranked order)	2015-19 Asheville Housing Goals	2015-19 Asheville Housing Objectives
<p>records, the frail elderly, persons with mental illness and people with disabilities (including intellectual and developmental disabilities), and victims of domestic violence, and help people succeed through support services coordinated with housing development.</p>	<p>people with disabilities.</p>	<p>City and other agencies seeking to end chronic and veterans homelessness and to reduce all forms of homelessness.</p> <ul style="list-style-type: none"> • Include some housing for the chronically homeless in all existing properties and new development activities. • Provide project-based vouchers to private developers specifically for housing designed to reduce and help eliminate chronic and veterans’ homelessness. • Collaborate with partner agencies in the community to expand case management resources designed to help the formerly homeless retain permanent housing. • Continue to be open and accessible to people with disabilities; based on March 2015 resident data, 44% of Asheville Housing families include at least one member with a disability.
<p>Priority 3: Coordinate housing development with transportation, jobs and services and make efficient use of available land and infrastructure.</p> <ul style="list-style-type: none"> • Prioritize higher density construction near employment centers, within walking distance of employment, schools and services, and near 	<p>3. Work with residents to enhance their quality of life, resilience and self-sufficiency, particularly in the areas of education, employment, and health.</p>	<ul style="list-style-type: none"> • See Lee Walker Heights redevelopment and expansion proposal in Goal 1, above, which is planned to be a dense development within walking distance of two major employment centers and near transit stops. • Continue to support job training opportunities for Asheville Housing residents through the Edington Education and Career Center, owned by Asheville Housing and operated in collaboration with Green Opportunities and other community supportive service partners. • Collaborate closely with Residents Council to support resident initiatives and grant funding applications, hire residents whenever possible for part- and full-time jobs, and find real

2015-19 Consolidated Plan Asheville/Buncombe Priorities (in ranked order)	2015-19 Asheville Housing Goals	2015-19 Asheville Housing Objectives
<p>transit stops.</p> <ul style="list-style-type: none"> • Prioritize mixed use development that includes housing for low-income households. 		<p>solutions to child care and transportation challenges to seeking education and employment.</p> <ul style="list-style-type: none"> • Reduce or eliminate barriers to resident motivation and encourage the earliest possible participation of children in Head Start and other educational opportunities. • Develop written partnership criteria and continue to build strong relationships with education, training and employment programs like Green Opportunities, Asheville GreenWorks, Community Action Opportunities, and Children First/Communities in Schools.
<p>Priority 4: Promote homeownership for low-income households.</p> <ul style="list-style-type: none"> • Prioritize permanent affordability of ownership housing. • Support programs that prepare people for homeownership, including in-depth financial education and home maintenance. • Encourage development of condominiums. 	<p>4. Promote homeownership for Asheville Housing residents and voucher participants, in collaboration with the City and other agencies.</p>	<ul style="list-style-type: none"> • Now that Asheville Housing RAD residents are part of the Housing Choice Voucher program, they are on track to participate, if they choose to do so, in the HCV homeownership program, under which the voucher can be used to help pay a mortgage. We will market that program in conjunction with the Family Self-Sufficiency Program to encourage education, employment, and credit enhancement activities that will be needed for those who have a goal of homeownership. • Continue to coordinate Asheville Housing’s HCV homeownership program with other established agencies like MHO and OnTrack. • Continue to market and promote homeownership opportunities at Eastview Homes, converted to condos in the 1990s.

2015-19 Consolidated Plan Asheville/Buncombe Priorities (in ranked order)	2015-19 Asheville Housing Goals	2015-19 Asheville Housing Objectives
<p>Priority 5: Incorporate sustainability into housing and community design.</p> <ul style="list-style-type: none"> • Prioritize energy-efficient and “green” building techniques. • Incorporate alternative energy production into new housing development. • Incorporate food production into affordable housing development. 	<p>5. Continue as an environmental and conservation leader among housing authorities and in the affordable housing industry generally.</p>	<ul style="list-style-type: none"> • Use RAD flexibility and replacement reserve resources to continually improve energy efficiency of our properties, including water conservation measures. • Maintain accreditation through the SPI-HUD Green Organization Accreditation Program or similar external accreditation or verification process in the future, by using and expanding best practices in environmental sustainability. • Implement externally monitored construction standards in all new development activities. • Work with community partners to develop alternative energy production at the Edington Center and Altamont Apartments, along with other opportunities that may arise. • Continue to offer garden space and other food related opportunities in Asheville Housing developments.
<p>Priority 6: Target low wealth neighborhoods for improvements that will improve housing conditions and create stronger communities.</p> <ul style="list-style-type: none"> • Collaborate with HACA on large scale investments transforming public housing 	<p>6. Reduce concentration of poverty and criminal activity in Asheville Housing communities.</p>	<ul style="list-style-type: none"> • See Goal 1 above about redevelopment of Lee Walker Heights. Ideally this critical redevelopment project will serve as a model for future work in other older Asheville Housing communities. • Continue collaboration with Asheville Police Department using community policing to reduce crime and improve safety in Asheville Housing communities. • Facilitate dialogue between residents and APD to improve strained relationships, including potential joint training about racial equity, conflict resolution, and looking at the school resource officer model.

2015-19 Consolidated Plan Asheville/Buncombe Priorities (in ranked order)	2015-19 Asheville Housing Goals	2015-19 Asheville Housing Objectives
<p>Priority 7 (Buncombe County): Preserve existing housing and focus preservation efforts to make both rental and ownership housing affordable and preserve long term affordability of rental housing.</p>	<p>7. Preserve existing Asheville Housing communities and apartments.</p> <p>8. Expand the number and utilization of Housing Choice Vouchers,</p>	<ul style="list-style-type: none"> • Utilize RAD replacement reserve authority to preserve existing housing stock and improve marketability of units by adding air conditioning or energy efficient heat pumps when sufficient resources have been accumulated. • Use RAD flexibility to improve the quality of equipment we install and maintenance services we provide to residents to improve customer satisfaction. • Apply for additional HCVs whenever possible. • Apply for and obtain renewal of Asheville Terrace HAP Contract. Evaluate potential conversion to tenant- or project-based Housing Choice Vouchers that would be administered locally in 2016.
	<p>9. Provide excellent customer service to motivate and empower residents.</p>	<ul style="list-style-type: none"> • To enhance customer service, develop a list of key values that all employees embrace and strive to exemplify, including the following: <ul style="list-style-type: none"> ○ Respect, Compassion, Openness, Integrity, Fairness, and Patience • Identify effective customer service training programs, including supportive housing models, and implement them. • Work hard to eliminate an “us vs. them” culture with residents. • Acknowledge that respect means more than just “treat with respect.” • Treat our internal customers (co-workers) with the same integrity and fairness as external customers, to ensure that Asheville Housing is an enjoyable place to work.

2015-19 Consolidated Plan Asheville/Buncombe Priorities (in ranked order)	2015-19 Asheville Housing Goals	2015-19 Asheville Housing Objectives
	10. Communicate clearly with the community about Asheville Housing’s mission, goals and achievements.	<ul style="list-style-type: none"> • Re-brand with a clear community statement that “Asheville Housing works.” The intent being three-fold: (1) Asheville Housing staff work hard to maintain and enhance our communities as part of the social fabric of our community; (2) Asheville Housing residents work hard to improve their lives and achieve resilience and self-reliance to the greatest extent possible; and (3) the affordable housing resource that Asheville Housing provides is fundamentally a model that works. • Celebrate the 75th anniversary of our organization. • Reinstate a quarterly resident newsletter in a new format. • Maintain HUD Higher Performer designation in all programs.