

Attachment 1 - Goals and Objectives 2020-24

| Asheville Regional Housing Consortium Consolidated Plan Priorities (in ranked order) | |
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| Asheville Housing Goals (2020-24) | Asheville Housing Objectives (2020-24) |
| <p><u>Consolidated Plan Priority 1 (City of Asheville):</u> 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><u>Asheville Housing Goal 1:</u></p> <p>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> | <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Collaborate closely with the City, County and other local partners to complete the redevelopment at Lee Walker Heights from 96 old public housing units into 212 affordable units in a mixed income community. All units will be affordable for families earning less than 60% of area median income, including deep subsidies through RAD project based vouchers for returning residents and others pulled from the Asheville Housing wait list. 96 of the affordable units in the new community will be one-bedroom units. The other units will be available to low-income single wage earner households with children. • Based on the Lee Walker model, select development partners and consultants to master plan Asheville Housing’s next major redevelopment project at Pisgah View or Deaverview Apartments, and bring the selected project to the construction phase. • Continue to maximize occupancy, rent collection and efficiency of existing programs through RAD asset-based management. • Pursue all available opportunities to participate in the Moving to Work Program to help residents achieve long term sustainability. |

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Asheville Housing Goals (2020-24)

Asheville Housing Objectives (2020-24)

Consolidated Plan Priority 2 (City of Asheville): Provide affordable and accessible housing to persons with special needs including the homeless, persons with criminal 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.

Asheville Housing Goal 2:

Broadly support City/County goals to end homelessness, and to provide housing opportunities for people experiencing homelessness, survivors of domestic violence, people with disabilities, and people with criminal records.

Objectives:

- Continue admissions preferences for families and individuals with supportive services commitments from other community agencies to serve people experiencing homelessness, survivors of domestic violence, people with disabilities (both physical and behavioral), and people reentering the community from incarceration.
- Expand community collaborations to include onsite or conveniently located medical and behavioral health providers serving Asheville Housing residents, including medically assisted treatment options for those struggling with substance abuse.
- Include some housing for people experiencing homelessness in all existing properties and new development activities.
- Expand the number of dedicated accessible units in each new redevelopment project, especially two bedroom and three bedroom units.
- Provide project-based vouchers to private developers specifically for housing designed to help eliminate chronic and veteran homelessness.
- Continue to be open and accessible to people with disabilities. Based on June 30, 2019 resident data, 46% of Asheville Housing families include someone with a disability.

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Consolidated Plan Priority 3 (City of Asheville): Coordinate housing development with transportation, jobs and services and make efficient use of available land and infrastructure.

- Prioritize higher density construction near employment centers, within walking distance of employment, schools and services, and near transit stops.
- Prioritize mixed use development that includes housing for low-income households.

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| <p><u>Asheville Housing Goal 3:</u></p> <p>Work with residents to enhance their quality of life, resilience and self-sufficiency, particularly in the areas of education, employment, and health.</p> | <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Continue to support and seek grant funding to expand the Family Self Sufficiency Program encouraging residents to pursue long-term employment self-reliance. • Continue to support job training opportunities at the Arthur R. Edington Education and Career Center, owned by Asheville Housing and operated in collaboration with local supportive service partners. • Collaborate closely with Residents Council to support resident initiatives and grant funding applications, hire residents whenever possible, and seek real solutions to child care and transportation challenges. • Develop wellness-focused partnerships with ABIPA, DaniWay Yoga and other similar providers of wellness services, and with education, training and employment programs like Community Action Opportunities, Green Opportunities, Asheville GreenWorks, Youthful Hands, and Children First. • Strengthen community partnerships with local entities like My Daddy/Sister Taught Me That and Chosen, serving teenagers and young adults in our communities. • Seek partners who could provide apprenticeship opportunities for youth seeking meaningful activities, including possible training in grounds maintenance functions. |
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| <p><u>Consolidated Plan Priority 4 (City of Asheville):</u> 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><u>Asheville Housing Goal 4:</u></p> <p>Promote home-ownership for Asheville Housing residents and other voucher participants, in collaboration with the City and other agencies.</p> | <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Now that Asheville Housing residents are part of the Housing Choice Voucher program, they are on track to participate 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 recovery activities that will be needed for those who have a goal of homeownership. • Continue to coordinate with other established agencies like Habitat for Humanity, Mountain Housing Opportunities and OnTrack to find and support homeownership opportunities for residents. • Continue to market and promote homeownership opportunities at Eastview Homes, which Asheville Housing converted to condominiums in the 1990s. • Seek out opportunities to acquire or build new homes for sale to eligible participants in the HCV homeownership program. |

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| <p><u>Consolidated Plan Priority 5 (City of Asheville):</u> 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><u>Asheville Housing Goal 5:</u></p> <p>Continue to be an environmental and conservation leader among housing authorities and in the affordable housing industry generally.</p> | <p><u>Objectives:</u></p> <ul style="list-style-type: none"> • Use RAD flexibility and replacement reserve resources to continually improve energy efficiency and water conservation in Asheville Housing properties. • If renewed by HUD, 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. • Continue to offer garden space and other food related opportunities in Asheville Housing developments. • Utilize objective energy efficiency standards in all new construction activities. |

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| <p><u>Consolidated Plan Priority 6 (City of Asheville):</u> 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><u>Asheville Housing Goal 6.</u></p> <p>Reduce concentration of poverty in Asheville Housing communities.</p> | <p><u>Objectives:</u></p> <ul style="list-style-type: none"> See Goal 1 above regarding completion of the redevelopment of Lee Walker Heights. Ideally this critical redevelopment project will serve as a model for future work in other older Asheville Housing communities. In the next five years we will complete planning and fundraising for the next large scale transformation project either at Pisgah View or Deaverview Apts. |
| <p><u>Asheville Housing Goal 7:</u></p> <p>Improve quality of life for residents of Asheville Housing communities through community policing and eviction prevention strategies</p> | <p><u>Objectives:</u></p> <ul style="list-style-type: none"> 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. Develop a new eviction prevention strategy that will hold residents accountable while reducing unit turnover and minimizing eviction filings on residents records. Collaborate with residents and other community stakeholders to examine gun violence from a public health perspective and work to address the root causes. |

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| <u>Consolidated Plan Priority 7 (Buncombe County):</u> Preserve existing housing and focus preservation efforts to make both rental and ownership housing affordable and preserve long term affordability of rental housing. | |
| <u>Asheville Housing Goal 8:</u> Preserve existing Asheville Housing communities and apartments. | <u>Objectives:</u> <ul style="list-style-type: none"> • Use RAD flexibility to improve the quality of equipment and maintenance services we provide to residents and improve customer satisfaction. • 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. |
| <u>Asheville Housing Goal 9:</u> Expand the number and utilization of Housing Choice Vouchers and reduce concentration of poverty | <u>Objectives:</u> <ul style="list-style-type: none"> • Apply for additional HCVs whenever possible. • Acquire or encourage development of units for rental or homeownership opportunities in areas of opportunity with lower rates of poverty. • Seek proposals from owners/developers for project-based vouchers in existing or new developments for up to 250 vouchers including (1) HUD-VASH vouchers to house veterans experiencing homelessness using a Housing First model, (2) vouchers to house other people experiencing homelessness using a Housing First model, and/or (3) vouchers for tenant mobility moves from RAD properties to new housing developments and/or housing units in lower poverty areas of opportunity. • Seek HUD approval for RAD PBV transfers of assistance to new housing developments, or housing units in lower poverty areas of opportunity, to reduce concentration of poverty for the benefit of Asheville Housing residents. |

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| <u>Other Asheville Housing Goals and Objectives</u> | |
| <u>Asheville Housing Goal 10:</u> Provide excellent customer service to motivate and empower residents. | <u>Objectives:</u> <ul style="list-style-type: none"> • To enhance customer service, continue to focus on our core values of Respect, Equity, Compassion, Openness, Integrity, Fairness, and Patience. • Identify effective customer service training programs, including supportive housing models, and implement them. • Work hard to eliminate any “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. |
| <u>Asheville Housing Goal 11:</u> Communicate clearly with the community about Asheville Housing’s mission, goals and achievements. | <u>Objectives:</u> <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 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. • Maintain HUD High Performer designation in all programs. |