

**Attachment 2 – Progress Report**

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

<b>Consolidated Plan Priorities (in ranked order)</b>	<b>2015-19 Asheville Housing Goals</b>	<b>2015-19 Asheville Housing Objectives</b>	<b>Progress Meeting Goals and Objectives through 2019</b>
<p>Priority 1: Provide affordable rental housing for households earning 60% of median income or less.</p> <ul style="list-style-type: none"> <li>• Prioritize developments that respond to need for one bedroom units, and units for low-income single-wage earner households with children.</li> <li>• Prioritize developments that provide rental housing for very low</li> </ul>	<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"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Closed on financial transactions in July 2019 and began construction on this major redevelopment project to replace the oldest public housing built in Asheville with a beautiful new mixed income development. Demolition and site work are expected to be completed in the next few months so construction of the new buildings can begin in early 2020</li> <li>• Received a total local funding commitment of \$8.4 million from the City of Asheville and Buncombe County for a 212-unit affordable housing development to replace Lee Walker Heights and began drawing down those funds.</li> <li>• Received award from the North Carolina Housing Finance Agency for a tax exempt bond allocation/4% tax credits to fund approximately</li> </ul>

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income people in mixed-income developments.		<ul style="list-style-type: none"> <li>• Continue to maximize occupancy, rent collection and efficiency of existing programs through asset-based management.</li> <li>• Pursue authorization to participate in the Moving to Work Program to help residents achieve long term sustainability.</li> </ul>	<p>33% of the development cost. Remaining balance will be funded with first mortgage financing and Asheville Housing strategic investment reserves.</p> <ul style="list-style-type: none"> <li>• The new development at Lee Walker Heights will increase the number of one bedroom units from 8 in the former public housing development, to 96 in the new development.</li> <li>• Allowing for units being held for the Lee Walker Heights relocation, overall occupancy continues at or above 97%.</li> <li>• Submitted a letter of intent to apply for Cohort 2 (Rent Reform) of the Moving to Work Expansion and received notification we will be among the PHAs eligible to apply when HUD releases the final rules.</li> </ul>
Priority 2: Provide affordable and accessible housing to persons with special needs including the homeless, persons	2. Support City/County goals to end homelessness, house families fleeing	<ul style="list-style-type: none"> <li>• Continue admissions preferences for homeless persons receiving case management support and for victims of domestic violence.</li> <li>• Continue active participation on Asheville-Buncombe Homeless Initiative Advisory Committee to</li> </ul>	<ul style="list-style-type: none"> <li>• Since 2010, we have housed more than 1,500 individuals and families experiencing homelessness, including survivors of domestic violence, across all of our programs.</li> <li>• The CEO serves as a member of the Homeless Initiative Advisory</li> </ul>

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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.	domestic violence, and people with disabilities.	<p>collaborate with 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"> <li>• Include some housing for the chronically homeless in all existing properties and new development activities.</li> <li>• Provide project-based vouchers to private developers specifically for housing designed to reduce and help eliminate chronic and veterans' homelessness.</li> <li>• Collaborate with partner agencies in the community to expand case management resources designed to help the formerly homeless retain permanent housing.</li> <li>• 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.</li> </ul>	<p>Committee and staff assist with participation in subcommittees.</p> <ul style="list-style-type: none"> <li>• Housing for people experiencing chronic homelessness is planned in the new Lee Walker development and will be included in in any project-based voucher developments that advance this year.</li> <li>• We have collaborated with Homeward Bound and Buncombe County to convert <a href="#">Woodfin Apartments</a> to apartments for hard-to-house homeless individuals in our community, with near 100% retention success. We are currently exploring ways to expand that resource with project based voucher units in other properties.</li> <li>• We continue to welcome people with disabilities. As of June 2019, 46% of all households included a disabled head of household, co-head, or spouse.</li> </ul>
Priority 3: Coordinate housing development with	3. Work with residents to enhance their	<ul style="list-style-type: none"> <li>• See Lee Walker Heights redevelopment and expansion proposal in Goal 1, above, which is</li> </ul>	<ul style="list-style-type: none"> <li>• The new development at Lee Walker Heights will be on three bus lines and within walking distance of</li> </ul>

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<p>transportation, jobs and services and make efficient use of available land and infrastructure.</p> <ul style="list-style-type: none"> <li>• Prioritize higher density construction near employment centers, within walking distance of employment, schools and services, and near transit stops.</li> <li>• Prioritize mixed use development that includes housing for low-income households.</li> </ul>	<p>quality of life, resilience and self-sufficiency, particularly in the areas of education, employment, and health.</p>	<p>planned to be a dense development within walking distance of two major employment centers and near transit stops.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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 solutions to child care and transportation challenges to seeking education and employment.</li> <li>• Reduce or eliminate barriers to resident motivation and encourage the earliest possible participation of children in Head Start and other educational opportunities.</li> <li>• Develop written partnership criteria and continue to build strong</li> </ul>	<p>Downtown Asheville and the Mission Hospital complex.</p> <ul style="list-style-type: none"> <li>• The Edington Center is fully operational including a new gym floor funded by the County for athletic and community gathering space. Green Opportunities continues to expand its job training and placement programs. We are collaborating with GO's new YouthBuild program to build two affordable housing units, and construction is underway.</li> <li>• Collaboration with the Residents Council includes a contract for unit cleanout and furniture pickup in three developments, the My Community Matters summer youth education program, and ongoing discussions about Asheville Housing needs and priorities.</li> <li>• Community collaboration in Deaverview and with Johnston Elementary School has resulted in an expanded Head Start class at that location and expanded outreach to the community.</li> </ul>

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		<p>relationships with education, training and employment programs like Green Opportunities, Asheville GreenWorks, Community Action Opportunities, and Children First/Communities in Schools.</p>	<ul style="list-style-type: none"> <li>In 2016 and 2017, Asheville Housing expanded its Family Self Sufficiency and resident services staffing from two staff to six, and enrollment has grown from approximately 70 participants to 256 as of September 2019. 28 FSS participants have graduated since January 2017.</li> </ul>
<p>Priority 4: Promote homeownership for low-income households.</p> <ul style="list-style-type: none"> <li>Prioritize permanent affordability of ownership housing.</li> <li>Support programs that prepare people for homeownership, including in-depth financial education and home maintenance.</li> </ul>	<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"> <li>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.</li> <li>Continue to coordinate Asheville Housing's HCV homeownership program with other established agencies like MHO and OnTrack.</li> </ul>	<ul style="list-style-type: none"> <li>Resident services staff are focusing on preparing residents for homeownership. As of September 2019, 59 former renters were participating as homeowners in the program and 82 other families have applied or are otherwise in the process of preparing for homeownership. Of those 82 families, 22 had completed the OnTrack Homebuyer Education course, 17 had met all preliminary eligibility requirements and 3 were under contract to purchase a home.</li> </ul>

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<ul style="list-style-type: none"> <li>• Encourage development of condominiums.</li> </ul>		<ul style="list-style-type: none"> <li>• Continue to market and promote homeownership opportunities at Eastview Homes, converted to condos in the 1990s.</li> </ul>	<ul style="list-style-type: none"> <li>• Five new homeowners have purchased condominiums at Eastview Homes since 2015.</li> </ul>
<p>Priority 5: Incorporate sustainability into housing and community design.</p> <ul style="list-style-type: none"> <li>• Prioritize energy-efficient and “green” building techniques.</li> <li>• Incorporate alternative energy production into new housing development.</li> <li>• Incorporate food production into affordable housing development.</li> </ul>	<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"> <li>• Use RAD flexibility and replacement reserve resources to continually improve energy efficiency of our properties, including water conservation measures.</li> <li>• 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.</li> <li>• Implement externally monitored construction standards in all new development activities.</li> <li>• Work with community partners to develop alternative energy production at the Edington Center and Altamont Apartments, along with other opportunities that may arise.</li> <li>• Continue to offer garden space and other food related opportunities in Asheville Housing developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Green building and energy efficiency improvements since 2015 have included the following: <ul style="list-style-type: none"> <li>○ New Energy Star refrigerators in Deaverview</li> <li>○ New ranges with efficient electronic ignition systems in Deaverview and Pisgah View</li> <li>○ New vent fans to improve indoor air quality in Deaverview and Pisgah View</li> <li>○ New high efficiency laundry equipment in Altamont, Aston, Bartlett and Asheville Terrace</li> <li>○ New energy efficient backup generators at Bartlett and Altamont.</li> <li>○ High efficiency LED and CFL porch and interior lighting fixtures at Deaverview and Pisgah View, and Southside</li> </ul> </li> </ul>

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			<ul style="list-style-type: none"> <li>○ Water efficiency upgrades at Klondyke, Lee Walker Heights and the scattered site units</li> <li>○ High efficiency HVAC and gas water heater replacements at the Hillcrest community building</li> <li>○ Energy saving thermostats at Klondyke and the scattered sites</li> <li>○ A new high efficiency steam boiler heating system and high efficiency hot water heaters at Altamont</li> </ul>
<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"> <li>● Collaborate with HACA on large scale investments transforming public housing</li> </ul>	<p>6. Reduce concentration of poverty and criminal activity in Asheville Housing communities.</p>	<ul style="list-style-type: none"> <li>● 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.</li> <li>● Continue collaboration with Asheville Police Department using community policing to reduce crime and improve safety in Asheville Housing communities.</li> <li>● Facilitate dialogue between residents and APD to improve strained relationships, including potential joint training about racial equity, conflict</li> </ul>	<ul style="list-style-type: none"> <li>● See progress updates regarding Lee Walker Heights, above.</li> <li>● Continued our contract with APD to partially fund the APD Housing Team for community policing and law enforcement activities in our communities.</li> <li>● Staff are participating with residents, APD officers and other community organizations in the Racial Equity Institute trainings.</li> </ul>

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		resolution, and looking at the school resource officer model.	
<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"> <li>• 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.</li> <li>• Use RAD flexibility to improve the quality of equipment we install and maintenance services we provide to residents to improve customer satisfaction.</li> <li>• Apply for additional HCVs whenever possible.</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• We have completed stabilization of the RAD conversion and made a number of investments to preserve the existing housing stock (see Goal 5, above).</li> <li>• We budgeted for five new preventive maintenance positions and filled those positions in the last 12 months to begin an increased focus on preventive maintenance</li> <li>• We requested and received additional VASH and Tenant Protection Vouchers in 2016, along with Mainstream Vouchers in 2018, and have completed our conversion to RAD PBV. We have increased our total allocation of Housing Choice Vouchers from 1,581 in 2014 to 3,358 in 2019.</li> <li>• Based on the tight rental market, we requested and received approval for a Success Rate Payment Standard to enhance HCV participants competitiveness in the private market.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Renewed the Asheville Terrace HAP Contract in 2018 for three years.</li> <li>• Issued tax exempt bonds to assist with the preservation of affordable housing at Spruce Hill and Ledgewood Village, and are currently working with a developer on bond authority to preserve Arrowhead Apartments.</li> </ul>
	<p>9. Provide excellent customer service to motivate and empower residents.</p>	<ul style="list-style-type: none"> <li>• To enhance customer service, develop a list of core values that all employees embrace and strive to exemplify, including the following: <ul style="list-style-type: none"> <li>○ Respect, Equity Compassion, Openness, Integrity, Fairness, and Patience</li> </ul> </li> <li>• Identify effective customer service training programs, including supportive housing models, and implement them.</li> <li>• Work hard to eliminate an “us vs. them” culture with residents.</li> <li>• Acknowledge that respect means more than just “treat with respect.”</li> <li>• Treat our internal customers (co-workers) with the same integrity and fairness as external customers, to</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented and posted the core values in all development offices.</li> <li>• Completed an onsite CSH supportive housing training for all site managers, in conjunction with Homeward Bound.</li> <li>• Working at all levels to reduce “us vs. them” and build a culture of true respect between residents and Asheville Housing staff and community partners.</li> </ul>

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		ensure that Asheville Housing is an enjoyable place to work.	
	10. Communicate clearly with the community about Asheville Housing’s mission, goals and achievements.	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Celebrate the 75<sup>th</sup> anniversary of our organization.</li> <li>• Reinstate a quarterly resident newsletter in a new format.</li> <li>• Maintain HUD High Performer designation in all programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopted a new logo and brand.</li> <li>• Building capacity to help residents achieve self-reliance with expanded FSS and resident services staff.</li>   <li>• Celebrated the 75<sup>th</sup> Anniversary in 2015.</li>   <li>• We achieved High Performer status in four of the last five years.</li> </ul>