

An aerial photograph of Asheville, North Carolina, taken at dusk. The city is illuminated with warm lights, and the surrounding mountains are visible in the background under a twilight sky. The text is centered over the image.

HOUSING AUTHORITY OF THE CITY OF ASHEVILLE
2024 PHA ANNUAL PLAN

Attachment 1 - Goals and Objectives 2020-24

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.

Summary of Asheville Housing Strategic Goals	Page
<u>Goal 1: Provide affordable rental housing for households earning 60% of median family income or less</u> – Prioritize the preservation of existing affordable housing and the development of units that can accommodate modest-income earners with one, two- and three-bedroom options. Focus on workforce housing, missing-middle housing, de-concentration of poverty, and expanded housing voucher opportunities.	3
<u>Goal 2: Provide special needs housing opportunities</u> – demonstrated by our continued support of special purpose vouchers that serve non-elderly disabled, chronically homeless with co-occurring disorders, and other special populations in supportive housing throughout the City of Asheville and Buncombe County.	4
<u>Goal 3: Redevelop, expand and improve Asheville Housing communities</u> – demonstrated by our shift in focus to workforce housing, raising the standard of living in our communities, focusing on changing mindsets and improving the quality of the affordable two- and three-bedroom housing and missing-middle housing stock.	5
<u>Goal 4: Promote equity through homeownership</u> – demonstrated by supporting a path to homeownership from day one of occupancy, focusing on family self-sufficiency, building residents economic independence, building housing specifically for ownership, and promoting opportunities for erasing the generational wealth gap through the HCV Homeownership Program.	6
<u>Goal 5: Preserve and improve existing Asheville Housing communities</u> – demonstrated by hiring and training more maintenance staff, focusing on cleanliness, and investing in public safety measures with a zero tolerance for violence and criminal activities. Implementing a work requirement, investment in site beautification projects and healthy communities that are clean, safe, aesthetically pleasing, and economically inclusive, with culturally relevant services for the residents we serve will improve our communities.	7
<u>Goal 6: Support Asheville Housing youth and children</u> – demonstrated by providing educational and enrichment activities at all of our communities through our own Resident Services P.O.D.S. program, installing and improving on site recreational facilities, launching a Youth Scholarship Fund, and implementing child care services at the family service sites to support working parents, and children in need of pre-school services.	9
<u>Goal 7: Provide excellent customer service</u> – demonstrated in the method, manner, and timing of our responses in service to our residents, colleagues, partners and stakeholders.	11

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan

Asheville Housing Goals (2020-24)	Asheville Housing Objectives (2020-24)	Progress Toward Goals and Objectives thru 2024
-----------------------------------	--	--

Consolidated Plan Priority 1 (City of Asheville): Provide affordable rental housing for households earning 60% of median income or less.

<p><u>Asheville Housing Goal 1:</u></p> <p>Prioritize the preservation of existing affordable housing and the development of units that can accommodate modest-income earners with one, two- and three-bedroom options. Focus on workforce housing, missing-middle housing, de-concentration of poverty, and expanded housing voucher opportunities.</p>	<p><u>Related Objectives:</u></p> <ol style="list-style-type: none"> 1. Apply for additional HCVs whenever possible, and implement policies that make voucher holders more competitive in the local market. 2. Prioritizing residents in our communities to access Housing Choice Vouchers through the Tenant Mobility program. 3. Partner with the City and County and other local partners to develop affordable housing through redevelopment efforts in the Deaverview Development and in the surrounding community. 4. Pursue all available opportunities to participate in the Moving to Work Program waivers to help residents achieve long term economic independence. 	<p><u>Progress to Date:</u></p> <ol style="list-style-type: none"> 1. The HACA has continued to work with non-profit, affordable housing developers by providing bond financing for new developments for households earning 60% of MFI. 2. Currently, the HACA has executed commitments for 349 PBVs to affordable housing developers that are actively endeavoring to build affordable units in Asheville and Buncombe County. 3. The HACA is turning our attention to workforce housing and expanding voucher utilization. Currently, we are engaged in process improvement planning and setting new Key Process Indicators to ensure the organizational infrastructure can handle the expansion of resources and offerings by the HACA. 4. In 2020, the HACA successfully appealed the low HUD Fair Market Rent levels, resulting in a revaluation that increased our payment standards more than 25% making our voucher holders more competitive in the housing market. We again successfully appealed the 2022 FMRs. 5. In 2021 the HACA applied for and received new Emergency Housing Vouchers available through the American Rescue Plan Act.
--	--	--

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan

Asheville Housing Goals (2020-24)

Asheville Housing Objectives (2020-24)

Progress Toward Goals and Objectives 2024

Consolidated Plan Priority 2 (City of Asheville): Provide affordable and accessible housing options 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.

Asheville Housing Goal 2:

Generally, support the City and 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.

Related Objectives:

1. Continued support of special purpose vouchers that serve non-elderly disabled, chronically homeless with co-occurring disorders, and other special populations in supportive housing throughout the City of Asheville and Buncombe County.
2. Actively work with the Continuum of Care to identify additional housing resources and apply to HUD or the State of North Carolina to access funding to support this highly specialized housing model.
3. Expand the number of dedicated accessible units in each new redevelopment project, especially two-bedroom and three-bedroom units that will support families seeking rapid rehousing options.
4. Provide project-based vouchers to private developers specifically for housing designed to address chronic and veteran homelessness.

Progress to Date:

1. The HACA has taken its place on the Continuum of Care (CoC) Board and will continue to support housing options that address the diversity of needs in the City and County.
2. The HACA supports relationships with non-profit providers of McKinney/Vento housing in Asheville and Buncombe County apartment communities.
3. The HACA currently has commitments to 349 PBVs designed for households that meet the McKinney/Vento standards of chronically homeless and in need of permanent supportive housing.
4. The HACA will engage in the support of developers who are developing permanent supportive housing and dedicating units to chronically homeless people. The objective is to grow housing opportunities throughout the community while balancing de-concentration and access to resources by households who need intensive supportive services to remain well housed.
5. The first phase of the Deaverview Redevelopment will include a mix of one-bedroom units and Maple Crest offers 22 fully accessible units in a range of bedroom sizes and 162 other units that are accessible to visitors with disabilities. As a practical matter, that means 184 of the 212 units are accessible for most of our families with mobility challenges, whether or not they need fully accessible units.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan

Asheville Housing Goals (2020-24)	Asheville Housing Objectives (2020-24)	Progress Toward Goals and Objectives thru 2024
-----------------------------------	--	--

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

<p><u>Asheville Housing Goal 3:</u></p> <p>Improve the quality of life, programmatic amenities, and resources at properties in the Asheville Housing portfolio and ensure adopting a workforce housing approach will not negatively impact existing residents.</p>	<p><u>Related Objectives:</u></p> <ol style="list-style-type: none"> 1. Improve and maintain the affordable rental stock in the HACA portfolio that serves households under 80% of AMI 2. Continue to administer and pursue vouchers for both the Housing Choice and Special Purpose Vouchers 3. Fully commit to providing quality workforce housing, raising the standard of living in our communities, focusing on changing mindsets and improving the quality of the affordable two- and three-bedroom housing and missing-middle housing stock. 4. The HACA has evaluated the needs of housing in Asheville and Buncombe County. The increase in the median family income has risen drastically. There is a severe need for workforce and missing-middle housing. 	<p><u>Progress to Date:</u></p> <ol style="list-style-type: none"> 1. The HACA will seek partnerships to expand affordable workforce housing options including one, two- and three-bedroom apartment options. 2. The HACA will focus on improving the quality of life at our sites, that already provide workforce housing, and focus on property improvements changing the perception of our communities. This includes trash collection, general repairs, painting, landscaping, unit maintenance and mowing. 3. We will continue to enforce our lease and make our sites more welcoming with amenities such as Child Care, Youth and Child enrichment, as well as programs for adults. 4. The HACA will continue to explore opportunities to redevelop sites in a thoughtful and strategic manner, however, we will not slack off on the upkeep of the housing we have.
--	---	--

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan		
Asheville Housing Goals (2020-24)	Asheville Housing Objectives (2020-24)	Progress Toward Goals and Objectives 2024
<u>Con Plan Priority Need (pp.195-96):</u> Promote Homeownership for Low-Income Households		
<u>Asheville Housing Goal 4:</u> Promote equity through homeownership for Asheville Housing families through the HCV Homeownership Program, in collaboration with other local affordable homeownership developers and agencies.	<u>Related Objectives:</u> 1. Continually expand participation in the HCV Homeownership program with special focus on success for residents and participants who were disproportionately impacted by the urban renewal efforts that destroyed many African American homes. 2. Continue to coordinate with other established agencies like Habitat for Humanity, Mountain Housing Opportunities, USDA and OnTrack to find and support homeownership opportunities for residents. 3. Continue to market and promote homeownership opportunities at Eastview Homes, which Asheville Housing converted to condominiums in the 1990s. 4. Seek opportunities to acquire or build new homes for sale to eligible participants in the HCV homeownership program.	<u>Progress to Date:</u> 1. The HACA Homeownership Waiver under the MTW program was granted, which allows the HACA to implement higher standards for participant’s mortgage payments and extends the term to 30 years for the Homeownership Program administered through the Resident Services department. 2. With focused effort, we have increased participation in the HCV Homeownership Program to 73 current program participants, 28% of whom are BIPOC homeowners (up from only 9% five years ago). 3. All HCV Homeownership participants complete the OnTrack education program. Many participants use USDA financing and some access homeownership through Habitat for Humanity or MHO. In 2024 the primary emphasis will be to develop a clear path to homeownership starting on day one of residency in our housing communities. Residents will understand our high expectations for them and the resources available for them. 4. Two former Lee Walker Heights residents have become home owners and are now building equity at Eastview. 5. We will look for ways to partner with developers that are building pocket communities of cottage styled affordable housing or self-develop as we are able to build the internal capacity.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan		
Asheville Housing Goals (2020-24)	Asheville Housing Objectives (2020-24)	Progress Toward Goals and Objectives 2024
Con Plan Priority Needs (pp. 123): Need for Owner and Rental Rehabilitation (Improve the quality and overall appearance of rental housing) SP-70 Anti-Poverty Strategy – 91.215(j) (pp. 250): Reduce the number of Poverty-Level Families		
<p><u>Asheville Housing Goal 5:</u></p> <p>Preserve and improve existing Asheville Housing communities to ensure they are safe, secure and inviting places for our residents to live, while adopting and implementing innovative strategies to support and encourage families to access employment and expand self-reliance.</p>	<p><u>Related Objectives:</u></p> <ol style="list-style-type: none"> Continually improve the quality of existing residential communities through RAD project-based management, with a focus on safe, healthy, well-maintained, and energy efficient communities. Support and seek grant funding to expand the Family Self Sufficiency Program encouraging residents to pursue long-term employment and self-reliance. Pursue all available opportunities to join the Moving to Work Demonstration to support residents in achieving long term sustainability. Continue to support education and training opportunities at the Arthur R. Edington Education and Career Center, Pisgahview and Hillcrest Child Enrichment Centers owned by Asheville Housing and operated under the umbrella of our Residents Services department. Collaborate with the Resident Associations at each site to ensure resident involvement across all developments. We continue to support resident initiatives and grant funding applications, hire residents whenever possible, and seek solutions to child care and transportation challenges. Strengthen community partnerships with 	<p><u>Progress to Date:</u></p> <ol style="list-style-type: none"> The HACA completed the replacement of windows at Bartlett Arms and roof improvements at Altamont apartment. The HACA will implement a more comprehensive pest management strategy to address roaches and bedbugs. The HACA is in the process of conducting a massive clean-out of a previously master-leased community that serves McKinney/Vento populations. The previous partner organization left the building a shamble, and the HACA will need to make significant repairs before it can be occupied again as a residential building. At Erskine Community the HACA installed a natural water management system with trees, plants and a walking path that improves the community aesthetic. The HACA plans to paint the exterior at the Erskine buildings with landscaping improvements in FY 2024. The HACA began power washing buildings at Deaverview and hired a grounds crew to address overgrowth and encroachment by trees and undergrowth foliage that creates hiding spots for homeless encampments, drug use and criminal activities. The HACA has eliminated the barrier to accessing resident participation funds to support resident empowerment activities The HACA has launched the Resident Trainee Program. This is a workforce development initiative where residents can learn clerical, maintenance, and groundskeeping skills. The participants are referred through the FSS program and receive extended supports

	<p>local groups and organizations including health care entities to create greater access to care and overall wellness including mental health.</p> <ol style="list-style-type: none"> 6. Collaborate with residents and other community stakeholders to examine gun violence from a public health perspective and work to address the root causes. 7. Continue our collaboration with Buncombe County and the Asheville Police Department using community policing strategies to reduce crime and 	<p>to help them acclimate to the professional environment.</p> <ol style="list-style-type: none"> 9. We strengthened relationships with ABIPA, Appalachian Mountain Community Health Centers, and plan to pursue a permanent on-site health clinic that will provide easy access services to residents with extended hours to meet the needs of working parents and seniors who have difficulty with transportation to and from the doctor. 10. In 2023 the HACA launched a new initiative with Buncombe County through their Community Health Worker program. This is a community-based program that partners residents Health Workers with emergency responders to assist and provide interventions and act as an intermediary when situations arise with a culturally sensitive approach and understanding of the community is critical to avert the escalation and avoid negative outcomes.
--	--	---

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan

Asheville Housing Goals (2020-24)

Asheville Housing Objectives (2020-24)

Progress Toward Goals and Objectives 2024

Con Plan Priority Need (pp. 207-8): Youth Services

Asheville Housing Goal 6:

Support Asheville Housing adults, youth and children to achieve social/emotional wellbeing, academic success and food security.

Related Objectives:

1. Provide educational and enrichment activities at all of our communities
2. Install and improve on site recreational facilities,
3. Implement additional services that support job readiness for residents with children.
4. Continue to pursue in-home broadband access to all HACA families.
5. 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.
6. Develop a new eviction prevention strategy that will hold residents accountable while reducing unit turnover and minimizing eviction filings on residents' records.

Progress to Date:

1. The HACA has invested in our residents and youth, fully adopting the P.O.D.S. youth program as the primary vehicle for the delivery of youth services. The staff of the P.O.D.S. program is now employed by the HACA which provides a living wage, employment experience and benefits to FTEs.
2. The HACA has expanded youth program services at the Arthur Edington Center through foundation grants.
3. The HACA Resident Services has been awarded over \$565,000 to support youth enrichment. The Resident Services has expanded the FSS staffing. In 2024 the HACA will hire two Resident Initiatives Coordinators to work with sites to support resident involvement and empowerment.
4. The HACA will launch a youth scholarship fund in 2024.
5. The HACA will solicit for the classroom space at the Edington Center to provide space for an educational institution.
6. The HACA will invest in creating child care centers to serve residents and modest income families in Asheville. The goal is to promote stable available child care that is accessible to our residents and families who participate in our FSS and work to meet the new work requirements.
7. Broadband commitments have expired and the HACA will pursue alternative opportunities for site wide wireless access or broadband as soon as possible.
8. To address continued food insecurity in Asheville, the HACA will take over the Southside Kitchen programs

		<p>and contracts, with the goal to monetize the kitchen so that it pays for itself to operate so that we can provide nutritious meals with culturally appealing food options to children, families and seniors in HACA properties.</p> <ol style="list-style-type: none">9. The HACA has implemented a process for service providers on our properties to ensure non-duplication of services, proper screening of providers' staffs before being allowed to interact with our children. The online application is easily accessed on the HACA website.10. term goals are to address social determinants of health and reduce gun violence through strategies focused on the root causes of violence: poverty, lack of resources, lack of social cohesion and hopelessness.11. The HACA has worked diligently to build a better communication channels with the City of Asheville. The new Interim Police Chief is well acquainted with the needs of the Housing Authority Communities. The Buncombe County Sheriff's office is also in partnership with the HACA to help provide cameras and license plate monitoring. This ongoing support assistance whenever necessary is critical in creating safe communities.12. Lease enforcement includes on-time rent payments. The HACA will make rent adjustments when residents experience a drop-in income and provide referrals to community services if we become aware of difficulty of any household. However, part of escaping poverty is learning to handle challenges without exception. The HACA will use communication, referrals and education as part of our ongoing eviction prevention strategy. However, learning the basic responsibilities are part of our strategy to move our residents in the direction of homeownership and rental on the private market through our tenant mobility program.
--	--	---

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan		
Asheville Housing Goals (2020-24)	Asheville Housing Objectives (2020-24)	Progress Toward Goals and Objectives thru 2024
<u>Con Plan Priority Need:</u> N/A		
<u>Asheville Housing Goal 7:</u> Provide excellent customer service to the residents of the Housing Authority of the City of Asheville	<u>Related Objectives:</u> <ol style="list-style-type: none"> 1. To enhance customer service demonstrated in the method, manner, and timing of our responses in service to our residents. 2. Adequate training and staffing levels and a specifically training staff in maintenance, management, and interpersonal communication skills. 3. Ensure, from Board leadership down through all levels of the organization, that staff are respected and celebrated for the hard work they do, and that when accountability is needed, it is communicated in a supportive manner to maintain staff morale. 4. Develop new training and performance evaluation systems to provide education and timely feedback to staff supporting their job performance. 5. Support staff and resident morale with regular resident listening sessions, staff team building events, and a periodic newsletter. 	<u>Progress to Date:</u> <ol style="list-style-type: none"> 1. We have expanded Maintenance staffing and peer to peer training on all major systems to improve repair quality of resident unit quality at move-in. 2. 40 Maintenance staff have been trained in OSHA-10, and HAZMAT. 3. We have hired and trained general laborers for grounds care, trash removal and unit clean-out. 4. The HACA has implemented monthly management and directors’ meetings to promote advancement of the goals of the organization, customer service excellence, and process improvements. 5. An annual performance review process has been implemented that was formally launched and included goal setting that each staff member will be evaluated on, mid-year and at the end of the FY. 6. Role specific training has been implemented and will expand to include property management certifications, LIHTC/multi-family management training, and will include leadership skills development. 7. The HACA has implemented a minimum living wage to support staff. 8. We continue one on one meetings with staff and have hired a skilled and experienced Human Resources Director to handle staffing issues in a professional and confidential manner. 9. In 2023 staff received raises and supplemental pay for all of their hard work during the period when we were extremely short staffed.