

Attachment 1 - Goals and Objectives 2025-2029

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, Equality, 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> – The HACA will prioritize the expansion and preservation of the existing affordable housing in our portfolio.	2
<u>Goal 2: Provide special needs housing opportunities</u> – The HACA will continue to issue special purpose vouchers that serve non-elderly disabled, chronically homeless with co-occurring disorders, and other special populations in supportive housing.	3
<u>Goal 3: Support the development of affordable housing in amenity dense communities</u> – The HACA will target housing developers committed to building or restoring housing options that are easily accessible to public transit, employment centers, and desirable neighborhood amenities such as parks, healthcare facilities, and schools.	4
<u>Goal 4: Expand homeownership</u> – The HACA will support a path to homeownership by focusing on expanding enrollment in the Family Self-Sufficiency (FSS) program and utilizing the Moving to Work homeownership waiver to advance opportunities for residents to gain economic independence.	5
<u>Goal 5: Improve the quality of life in Asheville Housing communities</u> – The HACA will invest resources to ensure properties in the HACA portfolio are clean, safe, aesthetically pleasing, and offer resident centered services. The HACA will pursue the renovation and redevelopment of units in the housing authority portfolio focusing on elevating the amenities available to residents.	6
<u>Goal 6: Support Asheville Housing youth and children</u> – The HACA will provide more educational and enrichment activities for the children and youth in our communities through our own Resident Services programs.	7
<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.	8

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Consolidated Plan Priorities 1 and 5 (pages 192-93, 197-98):</u> Provide affordable rental housing for households earning 60% of median income or less. 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 1:</u> The HACA will prioritize the expansion and preservation of the existing affordable housing in our portfolio.	<u>Related Objectives:</u> 1. Partner with the City and County and other local partners to develop affordable housing through the Choice Neighborhoods planning and implementation grant programs. The Deaverview Community will be the subject property in this initiative. 2. Seek funding opportunities to renovate communities in the HACA portfolio as a more affordable option to complete redevelopment. 3. Re-establish senior designated housing with amenities that allow dignity for elders in their later years.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Consolidated Plan Priority 2 (pages 193-95):</u> 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, and help people succeed through supportive services coordinated with housing development.	
<u>Asheville Housing Goal 2:</u> The HACA will continue to issue special purpose vouchers that serve non-elderly disabled, chronically homeless with cooccurring disorders, and other special needs populations.	<u>Related Objectives:</u> 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. 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.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Consolidated Plan Priority 6 (pages 198-99):</u> Coordinate housing development with transportation, jobs and services and make efficient use of available land and infrastructure.	
<u>Asheville Housing Goal 3:</u> The HACA will target housing developers committed to building or restoring housing options that are easily accessible to public transit, employment centers, and desirable neighborhood amenities such as parks, healthcare facilities, and schools.	<u>Related Objectives:</u> 1. 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. 2. Invest in and support affordable a workforce and missing-middle housing. 3. Rebrand the HACA portfolio as workforce housing easily accessible to employment, schools, and with access to public transportation.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Con Plan Priority 3 (pages 195-96):</u> Promote homeownership for low-income households.	
<u>Asheville Housing Goal 4:</u> The HACA will support a path to homeownership by focusing on expanding enrollment in the Family Self-Sufficiency (FSS) program and utilizing the Moving to Work homeownership waiver to advance opportunities for residents to gain economic independence.	<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 non-profit partners such as Habitat for Humanity, Mountain Housing Opportunities, USDA and OnTrack to find and support homeownership opportunities for residents. 3. Seek opportunities to acquire and renovate existing or build new homes for sale to participants in the HCV Homeownership program.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Con Plan Priorities 7 and 8 (pages 199-200)</u> : Create sustainable jobs for low-income persons. Provide job training and placement for persons who have been disenfranchised from economic opportunity (including persons with disabilities) and that will lead to job placement.	
<u>Asheville Housing Goal 5:</u> The HACA will invest its resources to ensure properties in the HACA portfolio are clean, safe, aesthetically pleasing, and offer resident centered services.	<u>Related Objectives:</u> 1. 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. 2. Pursue the renovation and redevelopment of units in the housing authority portfolio focusing on elevating the amenities available to residents. 3. Hire and support qualified maintenance staff to improve the regular upkeep of the properties in the HACA portfolio. 4. Continue to support amenities on site that assist residents such as full-day child care, resident lead initiatives such as Grandparents on Duty, HeadStart, the Resident Trainee program and other services that elevate residents social, emotional and economic wellbeing. 5. Re-establish Resident Councils at each public housing site and meet monthly with the Resident Advisory Board to ensure ongoing communication and collaboration to improve the quality of life in their communities. 6. Hire residents whenever possible through regular employment opportunities and the Resident Trainee program. 7. Strengthen community partnerships with local groups and organizations including health care entities to create greater access to care and overall wellness including mental health. 8. Collaborate with residents and other community stakeholders to examine gun violence from a public health perspective and work to address the root causes. 9. Continue our collaboration with Buncombe County and the Asheville Police Department using community policing strategies to reduce crime

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Con Plan Priority Need 17 (pages 207-8):</u> Support youth mentoring, after school education and other youth services as part of neighborhood revitalization.	
<u>Asheville Housing Goal 6:</u> The HACA will provide more educational and enrichment activities for the children and youth in our communities through our own Resident Services programs.	<u>Related Objectives:</u> 1. Support Asheville Housing adults, youth and children to achieve social/emotional wellbeing, academic success and food security. 2. Provide educational and enrichment activities at all HACA communities 3. Install and improve on site recreational facilities, 4. Implement additional services that support job readiness for residents with children. 5. Pursue funding for in- home broadband access to all HACA families. 6. Improve safety in Asheville Housing communities. Facilitate dialogue between residents and APD to improve strained relationships, including potential joint training about community relations, conflict resolution, and looking at the school resource officer model.

Priority Needs from Asheville Regional Housing Consortium Consolidated Plan	
Asheville Housing Goals (2025)	Asheville Housing Objectives (2025)
<u>Con Plan Priority Need:</u> N/A. (But see Con Plan reference to public housing accessibility and involvement generally on page 244.)	
<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> 1. Enhance customer service and the respect for residents in the method, manner, and timing of our responses in service to our residents. 2. Provide training for maintenance staff to ensure they can be responsive to work orders and repairs needed without reliance on third-party contractors. 3. Develop new training and performance evaluation systems to provide education and timely feedback to staff supporting their job performance. 4. Develop a HACA wide Resident Focused newsletter to provide timely and up to date information for residents on no less than a quarterly basis.