HACA Strategic Plan 2027–2032

Board of Commissioners Strategic Planning Session

From shared insights to a focused five-year direction

Housing Authority of the City of Asheville | September 12, 2026

Today's Purpose

1 ALIGN

Confirm the long-term direction HACA should pursue over the next five years.

2 PRIORITIZE

Identify what matters most and where HACA should concentrate leadership, capital, and partnerships.

3 SHARPEN

Challenge, refine, add, or remove objectives so the final plan reflects the Board's vision.

Board lens: What must be true by 2032 for us to say this plan succeeded?

How We Got Here

A collaborative, data-informed planning process

Board	Strategic planning sessions + 1:1 Commissioner interviews
Residents	Voice & Community Experience Survey + community meet & greets
Employees	Employee Voice & Support Survey
Landlords	Housing Choice Voucher Landlord Partnership & Experience Survey
Partners	Community partners, elected officials, local plans + HUD priorities

What We Heard

Grounding insights shaping the draft

MTW as a strategic advantage

Use flexibility for locally driven solutions, self-sufficiency, efficiency, and sustainability.

Preserve + strategically grow

Modernize aging assets while pursuing redevelopment, acquisitions, and ownership opportunities.

Safety is foundational

Pair accountability and lease enforcement with prevention, partnerships, technology, and resident engagement.

Service must improve

Residents and landlords emphasized communication, responsiveness, streamlined processes, and trust.

Build the organization for the future

Strengthen stewardship, talent, technology, performance management, and strategic partnerships.

The Strategic Shift

Where HACA is today—and where we want to be by 2032

CURRENT STATE

- Organizational transformation underway
- Aging portfolio requiring modernization
- Financial stewardship and operating models being strengthened
- Technology and customer-service modernization in progress
- Trust and partnerships being rebuilt

FUTURE STATE

- Nationally recognized affordable-housing and MTW leader
- Financially sustainable, modern and growing portfolio
- Safe, clean and thriving communities
- Residents advancing toward long-term self-sufficiency
- High-performing workforce + seamless digital service
- Trusted regional partner known for integrity and innovation

Five Proposed Strategic Priorities

The draft framework for 2027–2032

1. **Preserve & Expand Affordable Housing**
2. **Resident Safety & Quality of Life**
3. **Resident Success & Economic Mobility**
4. **Organizational Excellence & Leadership**
5. **Customer Experience**

1. Preserve & Expand Affordable Housing

Preserve what we have. Modernize strategically. Grow with purpose.

BOARD DISCUSSION

What should HACA own, preserve, redevelop, or pursue by 2032?

Add • Remove • Refine • Prioritize

PROPOSED STRATEGIC OBJECTIVES

- Preserve and modernize HACA's housing portfolio
- Redevelop aging communities into vibrant, mixed-income neighborhoods
- Expand affordable housing through development and strategic acquisitions
- Increase HACA ownership and long-term financial sustainability through partnerships
- Improve sustainability, energy efficiency, and resilience across the portfolio

2. Resident Safety & Quality of Life

Safe, clean, healthy communities are foundational.

BOARD DISCUSSION

What outcomes would demonstrate that residents truly feel safer and experience a higher quality of life?

Add • Remove • Refine • Prioritize

PROPOSED STRATEGIC OBJECTIVES

- Enhance safety through law enforcement, behavioral health, and community partnerships
- Improve property conditions, cleanliness, and community well-being
- Promote resident wellness and access to supportive services
- Strengthen lease accountability while supporting housing stability
- Increase resident engagement and leadership opportunities

3. Resident Success & Economic Mobility

Affordable housing as a platform for opportunity.

BOARD DISCUSSION

What should HACA directly lead and what should we deliver through partners?

Add • Remove • Refine • Prioritize

PROPOSED STRATEGIC OBJECTIVES

- Expand Family Self-Sufficiency and MTW initiatives
- Increase workforce development and career pathways
- Expand educational opportunities for youth and adults
- Increase homeownership opportunities
- Improve access to childcare, transportation, technology, and financial literacy

4. Organizational Excellence & Leadership

Build the capacity, culture, and governance required to deliver the mission.

BOARD DISCUSSION

What capabilities must HACA build now to remain strong and sustainable through 2032?

Add • Remove • Refine • Prioritize

PROPOSED STRATEGIC OBJECTIVES

- Strengthen financial sustainability, stewardship, technology, and business processes
- Use data to improve decisions, efficiency, and organizational performance
- Invest in employee development, leadership, succession, and accountability
- Strengthen Board governance, enterprise risk management, and performance dashboards
- Expand strategic partnerships and position HACA as a trusted regional and national leader

5. Customer Experience

Every interaction is an opportunity to build trust.

BOARD DISCUSSION

What should residents, landlords, applicants, and partners consistently experience when they interact with HACA?

Add • Remove • Refine • Prioritize

PROPOSED STRATEGIC OBJECTIVES

- Establish a culture of service excellence
- Improve responsiveness, communication, and transparency
- Enhance resident engagement and feedback opportunities
- Use technology and streamlined processes to simplify the customer experience
- Measure and continuously improve satisfaction
- Strengthen newsletters, digital platforms, community meetings, and public engagement

From Priorities to Action

The final plan should make choices and make progress measurable.

01	02	03	04	05
Confirm Direction	**Set 2032 Outcomes**	**Prioritize Initiatives**	**Assign Measures**	**Review & Adapt**
Are the five priorities right?	What does success look like?	What must happen first?	How will the Board know we are on track?	How often will we assess progress and adjust?

Final question: What are the 4–5 things this Board most wants HACA to accomplish over the next five years?

SWOT Analysis

A Board discussion framework for HACA's 2027–2032 strategic direction

S STRENGTHS

- MTW flexibility and fully RAD portfolio create room for innovation.
- Strong mission and long-standing affordable housing presence in the region.
- Growing partnerships across government, public safety, education, healthcare, nonprofits, and development.
- Renewed focus on accountability, customer service, technology, and organizational performance.

W WEAKNESSES

- Aging housing portfolio requires significant modernization and long-term capital planning.
- Financial sustainability and operating models are still being strengthened.
- Communication, responsiveness, and service delivery need continued improvement.
- Organizational transformation requires stronger systems, cross-department collaboration, and leadership development.

O OPPORTUNITIES

- Use MTW authority to advance locally driven housing and self-sufficiency strategies.
- Redevelopment, acquisitions, and public-private partnerships can expand affordable housing and HACA ownership.
- Technology and self-service tools can improve efficiency, transparency, and customer experience.
- Workforce, education, homeownership, and community partnerships can expand resident economic mobility.

T THREATS

- Affordable housing demand continues to outpace supply while housing costs rise.
- Evolving federal resources and requirements create uncertainty for long-term planning.
- Safety concerns and serious lease violations can undermine resident quality of life and community trust.
- Aging assets and constrained resources may compete with growth and service priorities.

Board discussion: What is missing and which SWOT factors should most influence our five-year priorities?

Housing Choice Voucher Program Review

1 Vouchers Types & Amounts

Total Vouchers: 3,366

- **HACA Owned PBV Vouchers: 1525**
- **Privately Owned PBV: 386**
- **Regular HCV: 974**
- **Homeownership: 79**
- **Special Purpose Vouchers: 402**
  - Foster Youth to Independence (FYI): **9**
  - Veterans Affairs Supportive Housing (VASH): **285**
  - Mainstream Vouchers: **22**
  - Non-Elderly Disabled (NED) Vouchers: **51**
  - Emergency Housing Vouchers (EHV): **26**
  - Emergency Voucher Tenant Protect (EVO): **9**

2 Admissions Process

Refer to the Admission SOP Document (WIP) in your folders

3 Vacancies

Target: 93% occupied (1418 units)

Current Performance: 162 of 1525 units vacant (89.3%) (Actual vacancies with rehab-office-hold)

Current Performance: 145 of 1525 units vacant (90.2%) (Rentable units)

Notes / Context:

- Current vacancies reflect the backlog from when the waitlist was closed and leasing was paused.
- Occupancy remains below the 93% target, with a shortfall of approximately 42 rentable units.

Waitlist

- Still doing the old site-based waitlist purging and cleanup
- Aston Park Tower and Bartlett Arms WLs are zeroed out
- Thousands pulled from the waiting lists this year and will continue until all site-based waitlists are zeroed out
- TBV WL currently has 6506 applicants
- PBV WL 1BR: 1178 2BR: 1055 3BR: 494 4BR: 317 5BR: 162.
- Average waitlist time for the PBV RAD WL is 3 months to 2 years with the longer wait times for 1BR units

Family Self Sufficiency Program Review

PARTICIPATION

240

Active FSS Participants

195 with escrow accounts
80.2% participation
Active Waitlist

FINANCIAL PROGRESS

$580,813

Total Escrow Accumulated

$25,342 disbursed in August
Escrow supports long-term financial stability & asset building

OUTCOMES AND SUPPORT

2

FSS Graduations - August

$14,520 Dogwood Assistance
FSS: $2,085 | HOP: $ 12,435
Removing barriers to economic mobility

Family Self Sufficiency Program Review

Family Self-Sufficiency Program Report -August 2026							
Family Self-Sufficiency Program	**Central AVL**	**Southside**	**West AVL**	**Maple Crest**	**North AVL**	**Tenant-Based**	**Total**
Current FSS Participants	3	31	51	3	42	110	**240**
Established FSS Accounts	3	26	41	1	33	91	**195**
Traditional escrow FSS Account Balances	$24,255	$78,821	$49,794	$5,871	$104,975	$241,381	**$505,096**
Award based escrow FSS Account Balances	$250	$12,586	$9,534	$0	$10,950	$42,397	**$75,717**
Total Distributed since 01/2017							**$2,427,546**
Graduates (Since 1/2017)							**231**
Results and Updates this Month:	**The FSS Program currently has a waitlist, and no new participants were enrolled in August. We established no new escrow accounts during the month. We had two FSS graduations in August.**						

HOUSING AUTHORITY OF THE CITY OF ASHEVILLE
Board of Commissioners | Strategic Briefing

June 2026

The Case for Third-Party Management:

Property Management, Maintenance & HCVP Administration

RECOMMENDATION: The Board of Commissioners authorizes HACA to procure third-party providers for select business units (i.e., Property Management, Maintenance, and HCVP administration. The high-cost, low-return operational tasks are transferred to qualified private firms. This allows HACA to transition to an asset management model focused on preserving and expanding affordable housing, retaining ownership of all existing properties, and the federal voucher contract.

WHY WE MUST ACT NOW

Federal Funding Shrinking
HUD appropriations have been flat or declining for decades. HAP + admin fees cannot sustain a modern Affordable Housing Organization.

$8M Cost Structure
The current cost structure is unsustainable. Outsourcing reduces operational costs to $4–5.7M per year, freeing $4–5M+ for reinvestment in our assets over the next 5 years.

Self-Generated Revenue
HAP Subsidy is limited and admin fees are insufficient. Strategy must focus on shifting to a private real estate model with a public mission. Revenue should be generated by asset management, development & acquisition to compete in the affordable housing industry.

HUD-ENDORSED THIS MODEL IN 1997

HUD's 1997 Publication Private Management of Public Housing: A Guidebook explicitly supports and recommends this approach. At that time, 7% of all PHAs were already benefiting from private management models. HUD referenced Boston (MA), Dade County (FL), and Haddon (NJ) to highlight this as a best practice. GAO subsequently affirmed HUD's position, citing OMB estimates that privatizing management could save $200 million annually nationwide. HACA could've benefited from these recommendations as far back as 1997

WHAT THIRD PARTY MANAGEMENT CHANGES AND WHAT DOESN'T CHANGE

Functions Transferred to Third Parties	Functions Retained by HACA
Property Management: leasing, rent collection Property Maintenance: unit prep, upkeep, work orders, unit turnover, materials management, procurement HCVP Administration: intake, admissions, payments, recertifications *Potential Vendors: Blue Flame Group, Premier Contracting Professionals, Nan McKay & Associates*	All property ownership: assets remain HACA-owned in public trust Federal voucher contract: HACA retains HUD contract and all associated funding Strategic Direction and Implementation: asset management, development & capital planning Compliance focused Central Cost Center: Finance, Executive Offices, Contract Management, Vendor Oversight, Development, Acquisition

OUR PEERS HAVE ALREADY MADE THIS MOVE

Organization	What They Did	Outcome
MDHA Nashville, TN	Issued RFP No. 2025-AH-PO4 for private property management across its affordable housing portfolio. Also moved HCVP administration to third-party administrators. Retains ownership and HUD contract.	$215M budget. 12,000+ units preserved. Aggressive Portfolio growth coupled with flat headcount.
HOME El Paso, TX	Redesigned operations around investor-driven third-party management. Used RAD and private structure to attract over $1B in outside capital. Cited in HUD's 1997 Guidebook.	HUD High Performer. Financially diversified. 2.5 billion redevelopment portfolios. 64 FTE for 15,000 units
INLIVIAN Charlotte, NC	Transformed into a non-profit real estate holding company. Outsourced property management and service delivery. Created subsidiaries for development and tech.	Multiple revenue streams. Fee-for-service income to other PHAs. No longer admin-fee dependent.
Jacksonville Housing Auth.	Outsourced entire HCVP administration to Nan McKay & Associates, one of the firms HACA proposes to engage. Retained HUD voucher contract and all federal funding.	Operational burden transferred. Staff have been redirected to core strategic functions.
Miami-Dade & Chicago HA	Engaged Nan McKay & Associates to manage their HCVP programs. Nan McKay administers 33,000+ vouchers across multiple PHAs.	The ability to scale and service HCVP vouchers after determining expertise was not achievable in-house.

WHAT THIS MODEL DOES FOR HACA

Portfolio Repositioning
Rehabilitation of 6 properties over the next 3–5 years to achieve top NSPIRE scores.

Set aside a minimum of $500K in cash per project, with private dollars secured.

Redevelopment
Aston Gardens: 111-unit MF Mixed-income redevelopment.

Pisgah View: 500-unit purpose-built community.

Deaverview: 340-unit purpose-built community.

Achieve Financial Self-Sufficiency
$4–5M+ freed annually. ~$500M gap financing pipeline for future development. Revenue from development fees & asset appreciation.

<50 FTE Strategic Team

Focused on acquisition, preservation & development, not maintenance calls and paperwork.

References: HUD (1997). Private Management of Public Housing: A Guidebook. HUD User. | GAO (1999). Public Housing: HUD Has Several Opportunities to Promote Private Management (RCED-99-210). | MDHA RFP No. 2026-AH-PO4.