

STRATEGIC PLAN

2021-2025



**65 Church Street
Waynesville, North Carolina 28786**

Introduction

The Waynesville Housing Authority is pleased to present our strategic plan to the community we serve. The strategic planning process was initiated by the Waynesville Housing Authority's Board of Commissioners. The Housing Authority retained the selected vendor Aprio, LLP to guide this process and ensure that an objective, inclusive and ultimately usable document was produced that will aid the Waynesville Housing Authority in implementing its vision for the future.

Critical, candid information was solicited from several stakeholder groups including residents, staff, and the Waynesville Housing Authority Board of Commissioners. An analysis of the data collected revealed that many of the priorities and recommendations were consistent throughout all groups surveyed. The framework that emerged forms the basis of the work going forward for the Housing Authority.

Special thanks to the residents, staff, community stakeholders and Board of Commissioners for their leadership in this process and to all who participated in sharing their ideas and comments to shape this plan for the Waynesville Housing Authority. We look forward to putting this plan into action. Members of the Board of Commissioners are listed below.

Board of Commissioners

Brian Cagle (Chair)

Joan Robb

Jamye Sheppard

Walter Bryson

Sharon Cullins

H. P Dykes, Jr.

Donald J. McGowan

Rob Roland

Georgette Morand

Interim Executive Director

Belinda Kahl

Waynesville Housing Authority

Established by the city of Waynesville in 1966, the Waynesville Housing Authority provides low-income housing in Haywood County. The Housing Authority manages and operates 100 units of public housing for income eligible individuals and families within the Town of Waynesville. The Housing Authority's operations and capital funding program (CFP) are funded almost entirely through rental fees from residents and subsidies received from HUD. The breakdown of the units and neighborhoods are as follows:

- Chestnut Park (8 units)
- Pigeon Street (12 units)
- Boyd Avenue (20 units)
- Ninevah (60 units)

Additionally, the Housing Authority operates a USDA property with 62 units. The Towers is a six-story development that has the following units:

- 52 one-bedroom apartments
- 10 two-bedroom apartments

The demand for low-income housing in Haywood County is greater than the supply. The Waynesville Housing Authority has a waiting list for families needing low-income housing. Most families wait months for low-income housing opportunities. The Housing Authority is actively working to address the local low-income housing needs through new initiatives identified within this strategic plan.

The Housing Authority is governed by a nine-member Board of Commissioner appointed by the Mayor to five-year terms per North Carolina General Status 157-5. The Board is responsible for fiscal oversight of the Housing Authority, policy development and the appointment and supervision of an Executive Director to manage the day to day operation of the agency.

Mission Statement

To become the leader in providing low-income housing within Southwestern North Carolina.

Vision Statement

Our vision is to support the quality of life in Southwestern North Carolina by being the leading provider of low-income housing. This will be accomplished through the construction of new units and the upgrading/redeveloping of our existing housing properties.

Values

- Public trust earned through ethical behavior, with all operations focused on integrity and transparency
- Business conducted in a nondiscriminatory and inclusive manner
- Respectful treatment of all residents, employees, and vendors
- Exceptional service at all times, while meeting realistic demands
- Sound, efficient, and effective management of our fiscal resources
- Working together with all stakeholders, we challenge each other to achieve the highest levels of professional excellence

Town of Waynesville

The town of Waynesville, North Carolina is located in the western part of the state and is the county seat of Haywood County. The town had a population of 10,237 as per the United States Census Bureau in 2020. The 2020 population is a 3.73 percent increase in population since 2010 and a .47 percent growth from last year. The town is the 85th largest city in North Carolina and the 3,047th largest city in the United States. Waynesville has a land area of 8.8 miles and a population density of 1,160 people per square mile.

As per the World Population Review, “the average household income in Waynesville in 2020 was \$61,033 with a poverty rate of 17.97%. The median rental costs in 2020 was \$814 per month, and the median house value is \$161,800. The median age in Waynesville is 48.8 years, 44.9 years for males, and 53.2 years for females. For every 100 females there are 94.9 males”.

<u>Waynesville Educational Attainment 2020</u>	<u>Percentage of Population</u>
Less than 9 th grade	6.58%
9 th to 12 th grade	13.96%
High School Graduate	22.19%
Some College	20.82%
Associates Degree	8.62%
Bachelor’s Degree	14.71%
Graduate Degree	13.13%

Poverty in Waynesville

The race most likely to be in poverty in Waynesville is Other, with 68.85% below the poverty level. The race least likely to be in poverty in Waynesville is White, with 16.57% below the poverty level. The poverty rate among those that worked full-time for the past 12 months

was 6.07%. Among those working part-time, it was 20.73%, and for those that did not work, the poverty rate was 19.30%.

- 17.97% Overall Poverty Rate
- 18.12% Male Poverty Rate
- 17.83% Female Poverty Rate

Waynesville Comprehensive Land Use Plan 2035

The town of Waynesville recently undated its comprehensive land use plan. The 2035 comprehensive land use plan replaces the 2020 plan and provides guidance on development within and surrounding the town of Waynesville in regard to development standards, zoning, and the varying land uses. The 2035 comprehensive land use plan provided an open planning process and incorporated the community's focus on the use of land through 2035. The 2035's goal 2 listed below, is significant to the Housing Authority in that it provide a strategic focus for housing in a core area.

Goal 2: Create a range of housing opportunities and choices

- Encourage new housing inside Waynesville's city limits and Extraterritorial Jurisdiction (ETJ)
- Promote a diverse housing stock including market rate, workforce housing and low-income options that appeal to a variety of households

Methodology of Strategic Planning

The Waynesville Housing Authority is committed to creating a clear framework to guide its decision-making process for the future. We therefore embarked on a strategic planning process to solicit feedback on the Housing Authority's operations that identified Strengths, Weaknesses, Opportunities, and Threats (SWOT) in our internal and external environments. This SWOT analysis included the following actions.

Surveys

Residents, employees, community stakeholders, and members of the Board of Commissioners were contacted to provide input into a surveys regarding the agency's services, its strengths,

weaknesses, opportunities, threats, and areas that needed improvement. All respondents were ensured that the information they provided would be maintained in a confidential manner to encourage open and honest responses.

Facilitated Virtual Meetings and a Board Retreat

Participants, including the Interim Executive Director and the Board of Commissioners, were guided through a series of activities and exercises in a group setting, which supported the data collection process by including an itemization of the organization's strengths, weaknesses, opportunities, and threats. Goal development and a general discussion of future priorities for the Housing Authority helped to shape the strategic plan.

Final Review of the Strategic Plan

The draft strategic plan was issued to the Board of Commissioners in January 2021 with a second revision submitted March 2021. The final plan is schedule for submission to the Board of Commissioners in April 2021 with an anticipated acceptance by the Board of Commissioners at their May 2021 meeting. An annual workplan/tracking matrix will be submitted to the Board upon acceptance of the strategic plan.

SWOT ANALYSIS

STRENGTHS	WEAKNESS
<p>Maintenance of facilities</p> <p>The new Board and management are engaged</p> <p>Location of properties</p> <p>Undertaking strategic planning process</p> <p>Willingness to engage the community</p> <p>Staff works well together and with police department</p> <p>Financially secure agency</p> <p>Diversity of Board of Commissioners</p> <p>Desire to partner with other agencies</p>	<p>Staffing</p> <p>Incentive to move residents up and out of housing</p> <p>Public perception, transparency and public relations</p> <p>Aging Properties need amenities</p> <p>The length of time applicants must stay on the waiting list before being served</p> <p>Limited supply housing</p> <p>Skill set in low-income housing development</p>
OPPORTUNITIES	THREATS
<p>Enhance partnerships with other providers and government entities</p> <p>Engage the community and showcase the housing need</p> <p>Become the voice that speaks to housing needs in the community</p> <p>Expand the housing portfolio to meet the communities needs and include a campaign that counters “Not in my back yard”</p>	<p>HUD regulations</p> <p>Increasing homeless population</p> <p>NIMBYISM</p> <p>Community perception and poor communications</p> <p>Increased criminal activity</p> <p>Resources for maintenance and development</p> <p>Perception of poor customer service</p> <p>Future funding (appropriations)</p>

Strategic Themes

Through the strategic planning process, there were several strategic themes identified.

- Expand the housing portfolio to meet the communities needs and include a campaign that counters “Not in my back yard”
- Strong Financials at the Housing Authority
- Willingness to engage the community and showcase the housing need
- Enhance partnerships with other providers and government entities

To ensure that the Strategic Plan is more than an outline of what “should be done” destined to sit on a shelf while the staff at the Housing Authority continue with “business as usual” the consultant will develop a detailed annual work plan/tracking matrix upon adoption of the strategic plan by the Board of Commissioners that will be used internally to organize activities and assign accountability. Initiatives and projects are to be accomplished through 2025. Evaluations and reassessments will take place along the way, but the inclusive process used to develop this plan magnifies its chances of success.

The following pages detail each Strategic Goal and the specific objectives that the Waynesville Housing Authority will undertake to accomplish the strategic plan.

Goal 1: Expand the supply of Low-income Housing by 30%

There is a shortage of low-income housing across the nation that has created a significant financial burden for a growing numbers of working families, especially those of low-income workers. And the COVID-19 pandemic and related shutdowns and layoffs have exacerbated this problem. It is important to understand and address the jobs-housing challenges that low-wage workers face and advance policies that promote better access to low-income housing in conjunction with greater proximity and connectivity to job opportunities. Increasing the supply of low-income housing that can better connect low-wage workers with their workplace is important.

- Objective 1.1 – Procure professional development services to assess the housing portfolio and work on development plans by December 2021.
- Objective 1.2 – Development partners will apply for low-income housing funds (4% or 9% LIHTC) including gap financing (i.e. Project Based Vouchers, Home, CDBG and other sources of funding) to finance development activities by December 2023.
- Objective 1.3 – Increase the Housing Authorities low-income portfolio by 50 units by 2025.

Goal 2: Develop an Industry Leading Team

Employees are an important business asset. A highly skilled workforce can accomplish more and make positive contributions to organizational performance. This goal reflects the Waynesville Housing Authority’s commitment to maintaining qualified individuals who are highly engaged and dedicated to the mission of the agency.

- Objective 2.1 – Encourage professional staff development where each employee continue to develop the skills necessary to fulfill the mission of the Housing Authority through resource allocation by **DATE**.
- Objective 2.2 – Encouraging annual staff training to become more efficient and effective through resource allocation by **DATE**.

Goal 3: Improve Community Image and Transparency – (On-going)

It is essential that the Housing Authority open the lines of communication with the general public, its clientele, and stakeholders. The Board of Commissioners and staff acknowledged that

effective community relations have a direct impact on the future success of the agency. It is imperative that the agency work on strengthening its current relationships, community image, transparency of operations and forge new and sustainable ties within the community. It is also important that the activities and accomplishments of the agency be communicated to its external environment on an ongoing basis.

- Objective 3.1 – Build and improved relationship with City of Waynesville’s Community Development staff and Haywood County staff by scheduling semiannual meetings starting in 2021.
- Objective 3.2 – Host a least two community forums on housing needs in 2021.
- Objective 3.3 – Partner with at least two community organizations to facilitate social service delivery to residents through an MOU by December 2021.
- Objective 3.4 – Hold semi-annual resident townhall meetings to gain input and insight on their needs in 2021.

Goal 4: Become A High Performing Housing Authority

The Waynesville Housing Authority should strive to operate the agency within the required HUD/USDA operations standards for a small Housing Authority. Whether the agency utilizes the Public Housing Assessment System (PHAS) or other operational measures to perform at a high standard it is important that the housing authority measures its performance and report its performance to the Board and greater Waynesville community.

- Objective 4.1 – Review quarterly operational standards consistent with HUD/USDA standards to provide oversight of all housing programs. First review starts in quarter 1 2022.
- Objective 4.2 – Become a high performing Housing Authority by December 2023.

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