



Huntsville Housing Authority
**2024 Strategic
Plan**

People
Programs &
Portfolio

For more information, visit us at
www.hsvha.org.



EXECUTIVE SUMMARY

Introduction

We are pleased to present the Executive Summary of our Strategic Plan for 2024-2029, a comprehensive roadmap designed to guide our organization toward sustainable growth, innovation, and success. This plan reflects a collaborative effort among stakeholders to align our mission, vision, and values with strategic initiatives that will propel us into the future.

Vision

Our vision is to be a leader in affordable housing, recognized for excellence, innovation, and positive societal impact. This vision anchors our commitment to continuous improvement and positions us as a dynamic force in the evolving landscape of the fastest-growing city in Alabama.

Mission

Huntsville Housing Authority's mission is to develop and preserve a high standard of safe, affordable housing for qualifying individuals and families, free from discrimination. HHA believes housing is a basic need and the foundation for a successful life. HHA's dedicated staff and community partners will promote neighborhood revitalization, self-sufficiency, and assist our families in achieving long-term economic success and a sustained high quality of life.

Strategic Objectives

Our Strategic Plan is structured around key objectives that encapsulate our organizational priorities. These objectives include:

1. Promoting and achieving a stronger commitment to self-sufficiency.
2. Promoting a healthy, engaged, and productive Workforce.
3. Forging creative collaborations with community partners.
4. Driving entrepreneurial, innovative directions in housing, utilizing existing assets.
5. Supporting efforts that maintain Huntsville Housing Authority (HHA) as a HUD High Performer.
6. Expanding housing access and choice.
7. Conducting business operations with increased efficiency and effectiveness.

To achieve our strategic objectives, we have identified specific initiatives that the report will explain throughout the report. We have tailored these initiatives to capitalize on our strengths, address weaknesses, and leverage opportunities in the external environment.

Monitoring and Evaluation:

Regular monitoring and evaluation mechanisms will be implemented to assess the progress of our strategic initiatives. Key performance indicators, milestones, and feedback loops will ensure adaptability and responsiveness to changing circumstances.

Conclusion:

Our Strategic Plan for 2024-2029 signifies our commitment to a future of growth, resilience, and positive impact. By aligning our actions with our vision, mission, and values, we aim to create enduring value for our residents and community and position ourselves as a dynamic force in the years to come. We look forward to embarking on this journey together, embracing the challenges and opportunities ahead.

Geographical Priority

Huntsville is the most populous city in Alabama. Huntsville is home to Fortune 500 Companies, high-tech start-ups, space and defense agencies and contractors, state-of-the-art medical research facilities, and prestigious education and research institutions. We have become one of the fastest-growing tech cities in the nation while maintaining a high quality of life and a low cost of living.

Huntsville's economy is strong and growing, with a 2.5% unemployment rate compared to the 5.3% national average and a median household income of \$71,153. Due to this synergy of talent and technology, Huntsville is consistently named one of the best places to live and work by various national publications.

However, Huntsville/Madison County also has increasing pockets of poverty or poverty traps. Those include steep income inequality, a high proportion of single-parent families, and deep segregation. According to census data, 11.7% of the population for whom poverty status is determined in Huntsville, AL (52.8k out of 452k people) live below the poverty line.

In Huntsville, Alabama, the Fair Market Rent (FMR) for a two-bedroom apartment is \$1,029. To afford this level of rent and utilities — without paying more than 30% of income on housing — a household must earn \$3,430 monthly or \$41,160 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into an hourly Housing Wage of

100

Work hours per week at
Minimum Wage to afford a
2-Bedroom Rental Home (at FMR)



2.7

Number of Full-Time Jobs At
Minimum Wage of \$7.25 per hour to
afford a 2-Bedroom Rental Home
(at FMR)

The documented indicators verify the existing pockets of poverty within the Huntsville community. HHA is working diligently to close the disparity gap and decrease or eliminate identified pockets of poverty, specifically for our communities. HHA has engaged in a comprehensive, ambitious strategic planning effort to articulate its overall mission, establish goals consistent with the mission, and identify specific actions to achieve its goals.



PEOPLE

WHO CAN WE SERVE

WHAT IS PUBLIC HOUSING?

The Federal Government established public housing to provide decent and safe rental housing for eligible low-income families, older people, and persons with disabilities.

The U.S. Department of Housing and Urban Development (HUD) administers Federal aid to local HAs that manage the housing for low-income residents at rents they can afford. HUD furnishes technical and professional assistance in planning, developing, and managing these developments.



WHO IS ELIGIBLE?

Public housing is limited to low-income families and individuals. An HA determines your eligibility based on 1) annual gross income, 2) whether you qualify as elderly, a person with a disability, or a family, and 3) U.S. citizenship or eligible immigration status.

HAs use income limits developed by HUD. HUD sets the lower income limits at 80% and very low-income limits at 50% of the median income for the county or metropolitan area where you live.

Extremely low income: 15% to 30% of (Average Median Income) AMI. Very low income: 30% to 50% of AMI. Lower income: 50% to 80% of AMI; the term may also mean 0% to 80% of AMI.

Moderate income: 80% to 120% of AMI. The 2022 Median Household Income for the Huntsville Metropolitan Area is: 30% is \$24,320.00, 60% is \$48,640.00, and 80% is \$64,850.00.

WHO WE CURRENTLY SERVE

PUBLIC HOUSING

2,883

HHA RESIDENTS SERVED PER MONTH



2.1

PERSONS PER HOUSEHOLD

\$15,732

AVERAGE ANNUAL INCOME



ASSISTED HOUSING (Section 8)

1,781

VOUCHERS

4,390

SECTION 8 RESIDENTS

\$14,662

AVERAGE ANNUAL INCOME



Strategic Goal 1

Promote a stronger commitment to self-sufficiency by expanding self-sufficiency opportunities for families.

OBJECTIVES

Assist public housing residents and Housing Choice Voucher (HCV) participants in gaining access to education, employment, and other self-sufficiency opportunities to achieve economic stability and independence and improve the quality of their lives.

Empower resident councils to be active in their communities. The councils should provide support, resources, and opportunities for residents to shape and improve their neighborhoods actively. .

HHA WILL PROVIDE

1. Education and Training
2. Access to Information
3. Resource Allocation
4. Collaboration with Local Government
5. Networking Opportunities
6. Community Projects led by Resident Council
8. Advocacy
9. Inclusivity
10. Evaluation and Feedback



Strategic Goal 2

Promote a healthy, engaged, and productive Workforce.

OBJECTIVE

Attract and retain talented and committed employees by providing a workplace where expectations are clear and personal and professional growth is valued and systemic. To meet the community's growing needs, we must ensure a workforce willing to engage in the growth and development of the people we serve. We must determine the capacity to provide services to help families grow.





PROGRAMS

The Huntsville Housing Authority has several programs to help residents achieve self-sufficiency. These internal programs are funded through grants administered through HUD, many on 3-year cycles.

Family Self-Sufficiency (FSS) Program. The FSS program promotes increased earnings and savings among families receiving HUD-funded rental assistance. To achieve this, FSS has two main features: (1) case management and financial coaching services and (2) a financial incentive:

Resident Opportunity and Self Sufficiency (ROSS) Program. The ROSS program promotes the coordination of assistance under the Public Housing program, in partnership with public and private resources, to provide support services and resident empowerment activities.



Strategic Goal 3

Forge creative collaborations with community partners (See community resource guide, also available online)

OBJECTIVE

Create, develop, and maintain innovative collaborations with the City of Huntsville, community agencies, partners, experts, and advocates to identify resources and provide effective services for the self-sufficiency of families, youth, elderly persons, and persons with disabilities.



Portfolio

HHA maintains a diverse portfolio of apartment communities located throughout the city of Huntsville that are dedicated to low-income residents. The housing units range in size from efficiencies to five-bedroom apartments to single-family homes and have rent amounts that are well below market rates. HHA has over 1500 rental units and assists close to 1800 families with Section 8 vouchers.



CAPITAL IMPROVEMENTS SINCE 2019

Grand Total \$8,408,998.00

PROJECTED CAPITAL IMPROVEMENTS 2024-2028

2024 - Estimated Total Cost \$3,108,136.06

2025 - Estimated Total Cost \$2,961,941.00

2026 - Estimated Total Cost \$3,261,938.00

2027 - Estimated Total Cost \$3,361,940.90

2028 - Estimated Total Cost \$3,361,726.90.00

A capital improvement is adding a permanent structural change or restoring some aspect of a property that will either enhance its overall value, prolong its useful life, or adapt it to new uses.

Strategic Goal 4

Support efforts maintaining Huntsville Housing Authority (HHA) as a HUD High Performer.



Strategic Goal 5

Drive Entrepreneurial Directions with Existing Assets.

POTENTIAL OPPORTUNITIES

1. Sale of the access land at Gateway to the Hospital.
2. Sale of the land that Bryant Bank currently resides.
3. Redevelopment of the Sparkman Homes.
4. Sale or development of vacant land at Stone Manor.
5. Sale or rehabilitation of the units at Mahogany Row. (Disposition)
6. Create density at Searcy Homes
7. Explore opportunities at Meadow Hills.
8. Explore RAD opportunities at Legacy Hills, Stone Manor, & Chestnut Glen 9.
9. Carmicheal - Senior Building, Service Center
10. Sale or potential land swap at the old maintenance shop.

Strategic Goal 6

Expand Housing Choice.

OBJECTIVE

Expanded Housing Choice aims to make the rental housing market more inclusive and equitable by increasing the availability of multifamily units that accept housing choice vouchers.

STRATEGIES

1. Submit a Choice Neighborhood Initiative (CNI) Implementation Grant
2. Evaluate the Rental Assistance Demonstration (RAD) Program.
3. Collaborate with the HUD field office to obtain additional Project-Based Vouchers.
4. Increase the opportunities for families in the Housing Choice Voucher Program and Outreach/Education to improve landlord participation.
5. Increase the opportunities for individuals in the Housing Choice Voucher (HCV) Homeownership Program.



Strategic Goal 7

Conduct business operations with increased efficiency and effectiveness

OBJECTIVE

Manage people, policies, processes, and priorities to do business innovatively, cost-effectively, efficiently, and in concert with industry standards.





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