



Board of Commissioners Meeting
Executive Progress Report:
Wednesday, March 26, 2025
Presented by: Rhodney Norman, Interim ED



ASHEVILLE HOUSING AUTHORITY
165 SOUTH FRENCH BROAD AVE.
ASHEVILLE, NORTH CAROLINA 28801

Executive Progress Report: March 26, 2025

Mission: The Mission of the Housing Authority of the City of Asheville 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.

Purpose of this Report: This report is designed to keep the Board of Commissioners, Residents and Staff informed about the business of the HACA. It includes reporting for the months of January and February 2025 and is shared publicly to encourage transparency in the operations of the HACA. This document will be presented to the Board of Commissioners at every Regular Board Meeting, by the Executive Director.

Executive Summary: Rhodney Norman, Interim Executive Director

Internal Process Improvement

Objectives:

1. Recruit and Retain Quality Employees
2. Strengthening HACA's Financial Well-being
3. Develop Internal Control Protocols

Human Resources; Joyce Willoughby, Director / Hannah Suggs HR Generalist

Objectives:

1. Recruit and Retain Quality Employees

Current Open Positions: 4 *(click to see Job Opening details)*

Progress:

For the Months of: January & February 2025

Hires: 3

1. Afterschool Program Site Lead – Edington Center
2. Housing Choice Voucher Program Manager – HCVP
3. Youth Impact Assistant – Edington Center

Terminations: 6

Voluntary: 5

1. Senior VASH Housing Specialist – HCVP
2. Housing Support Specialist – HCVP
3. Housing Support Specialist – HCVP
4. Director of Finance
5. Administrative Assistant – Edington Center

Involuntary: 1

6. Maintenance – Hillcrest



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On-Going HR Initiatives:

1. All Staff Meeting – April 2025
2. Annual Sexual Harassment/Unlawful Workplace Harassment Training
3. Reviewing and editing employee handbook
4. Reviewing and editing job descriptions
5. Employee Review Process/Performance Evaluations
6. Employee Recognition
7. Internal Company Newsletter

Accounting Monthly Report – Ryan McClung, Finance Manager

January / February 2025

OBJECTIVES	PROGRESS	IMPACT
<p>Improve the HACA's financial operations, structure and reporting capability</p>	<ul style="list-style-type: none"> -2023 HACA Audit complete -Year End underway with consultants BDO -Begin planning for 2024 Audit -Contracted payroll clerk hired. -Looking for PT AP Clerk 	<ul style="list-style-type: none"> -Meet HUD deadlines for annual audits moving forward -Ease workload on current staff to improve efficiency.
<p>Diversify revenue sources to promote financial sustainability and stability</p>	<ul style="list-style-type: none"> -Dogwood Grant (RSS) increased for 2025 to \$200,000 	<ul style="list-style-type: none"> -Increase funds for residents and resident support services
<p>Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment</p>	<ul style="list-style-type: none"> -Streamline purchasing through Amazon Business account. -Continued push to paperless invoice approval and processing -Revisiting RentCafe for current AMP tenant virtual payments. 	<ul style="list-style-type: none"> -More centralized purchasing for cleaner records -Additional staff and time will be needed in the interim to scan all invoices and checks starting 1/1/2025 -Allow updated methods of payment to our residents.
<p>Ensure work processes and decision-making practices are aligned to support HACA's mission</p>	<ul style="list-style-type: none"> -Developing Accounting Procedures and Processes 	<ul style="list-style-type: none"> -Streamlining department to better serve the organization with efficiencies



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Public Safety: Jon Mobley, Protective Services Coordinator

Objectives:

1. Bring in East Security Company at all problem sites
2. Have reports after every shift for Protective Service Coordinator, Property Director, Manager and team
3. Fill all open shifts

Progress:

1. East Security coverage has started and Aston, Barlett, and Altamont and has been great
2. Reports are sent out after every shift.
3. Shifts have all been filled by my HACA staff and/or East Security

Impact:

1. We are starting to see a decrease in incidents. Residents have personally approached me starting there appreciation for the added security.
2. Property Staff are able to get an accurate report of incidents taking place on their properties and are able to responded accordingly

Information Technology: Brad Henson, IT Specialist

Objectives:

1. Optimize IT Infrastructure and health and safety of systems
2. Maximize efficiency of use of equipment and reduce expenditure
3. Provide timely and effective IT support
4. Leading with Innovation and Development of systems

Progress:

1. Completion of installation of new Yealink by RingFree desk phones
2. Commencement of Asset Tracking Project (System and SOP's)
3. Ongoing training of staff on IT ticketing system

Impact:

1. Ticket resolution time has significantly decreased
2. Internal systems are more compliant and safer
3. Staff equipment growth and tracking increasing productivity

Compliance and Internal Audit: Elaine Scott, Specialist

Objective(s):

1. Ensure Compliance and Internal Auditing Success:

- a. Audit all departments to ensure adherence to internal policies and external regulations.
- b. Collaborate closely with Scott Rice to improve document retention practices and response times related to claims.



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2. Strengthen Safety Initiatives:

- a. Train Safety Committee members, focusing on emergency preparedness, safety protocols, and team coordination for responding to incidents.
- b. Implement ongoing training for committee members to equip them with the necessary skills and knowledge for emergency situations.

3. Training and Development:

- a. Deliver formal training in areas such as compliance, auditing procedures, leadership development, and emergency management.
- b. Expand technical skills in areas like compliance software, data analysis, and risk management to enhance performance.

Progress:

1. Compliance and Internal Auditing:

- a. Made significant progress in initiating collaboration with Scott Rice to address document retention and streamline claims-related processes.
- b. Continued to track and update the monthly claims list.

2. Safety Initiatives:

- a. Identified key Safety Committee members and will began planning a training program to enhance their knowledge and involvement in emergency protocols.
- b. Collaborated with subject-matter experts to develop training materials for committee members.

3. Training and Development:

- a. Began research into available training resources and programs related to compliance and auditing to prepare for personal professional development.
- b. Identified areas where additional knowledge will improve my effectiveness and efficiency in my role. Awaiting formal approval to productively enhance my role in Compliance.

Impact:

1. Compliance and Risk Management:

- a. Collaboration with Scott Rice is improving documentation and response times resulting in increase efficiency of the claims handling process.
- b. Continued work on the claims list ensures more streamlined tracking and quick access to necessary information, which will help reduce delays in risk management.

2. Safety and Security:

- a. Increased our membership to include all HACA properties. The team is now excited to be more prepared to handle incidents and communicate effectively.
- b. Once we get started, the committee members will become more confident and capable of managing safety situations across the Housing Authority properties.

3. Personal Growth and Organizational Impact:

- a. Initiating personal training programs will directly benefit my ability to manage compliance, audits, and safety initiatives with greater expertise.
- b. Training will enhance my overall contribution to the Housing Authority by ensuring I'm better equipped to handle complex situations and make data-driven decisions.



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Month:	Jan / Feb	To Date 2025		
Number of Claims Filed	Number of Accidents	Type of Incident	Insurance Payout/ Total Amount of Loss	Description
1	1	Property		Property damage caused by vehicle accident
2		Property		Water/mold damage. Pipe ruptured in kitchen
2		Property		Claims denied. Sewer line not covered 9.17.24 and 12.29.24
1			\$1318.09	Subrogation claim paid and closed to NCS 10.5.24

Updated: March 21, 2025

Property Management

Evette Smith, Director of Asset Management

Objectives:

1. Maintain attractive, well-manicured properties/ building and quality fleet management
2. Continue to hire qualified staff to fill open positions

Progress: Central Properties, North Properties, West Properties, Southside Properties

We have a vacancy rate of 86% occupancy agency wide, all properties are devoting their time to unit turnarounds and move ins, we are diligently working towards our goal of 96% occupancy.

Our priorities are reducing vacancies. We are focusing on capital improvements of units, cleaning up grounds, and enhancing our curb appeal on each site.

Management Staff are geared up to attend Fair Housing & Reasonable Accommodation Standards Training and receive their certification.

We are still recovering from damage done by Hurricane Helene and how it has impacted residents. Site Managers and Assistants have boots on the ground assisting residents with HACA Hurricane Hardships and giving guidance on agencies that are helping with rental assistance etc. Every effort is being made to avoid evictions.

We are still working on Woodfin to complete the renovation project.



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Vacancy Report – January / February 2025

Evictions Totals – January / February 2025	27
<small>Updated: March 21, 2025</small>	
Evicted - Criminal Activity	7
Evicted - Lease Violation	5
Evicted - Non-Compliance	0
Evicted - Non-Payment	15
Evicted - Drug Activity	0

When a tenant is evicted, they are locked out usually with 7 days to arrange to retrieve their personal belongings.

• **Ready for Occupancy: 31**

When a unit is “ready for occupancy” that means it is cleaned, and the site is waiting to receive the tenant file from admissions. Currently applicants are offered one unit. If they do not accept, they are moved to the end of the list. We are examining the effect of this policy.

• **Assigned File for Move-in: 15**

Assigned file for Move-in means that the site has received a file for a particular unit, and they are arranging for the move-in date.

• **Maintenance Turn: 56**

The Maintenance team utilizes a punch list to indicate what needs to be done to prepare a unit for occupancy. Depending on the severity of the unit when it is turned back over to the site when the prior tenancy is terminated. Units in this condition usually need a number of services including painting, holes repaired, windows and general scrubbing.

Resident Services

Shaunda Jackson, Director of Resident Services

Objectives:

1. Increased resident engagement
2. Continued growth of staff
3. Grow program funding

[Click here](#) to view Shaunda’s full report and images of all the work that she and her team are doing.

Resident services staff are continuing efforts to update files and ensure all folders are in order. They are also sending out escrow letters and scanning case files into SharePoint. IFHPA (Kathy Avery) assisted a client in obtaining baby food that had been difficult to locate. Additionally, staff followed up with Be Well to have water tanks picked up in Klondyke, with 3 remaining.

There are ongoing residents’ concerns regarding hardships not being processed and residents being charged rent when hardships should have been applied. Rent Café has also proven inaccessible and not user-friendly for all residents.



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Coordinators continue to conduct wellness checks, deliver water and supplies, and provide assistance with recertifications, tax preparation services through AARP at Pack Square, credit repair, budgeting, and resumes.

Family Self-Sufficiency/Homeownership Reporting

January 2025

Family Self-Sufficiency/Homeownership Report - January 2025							
Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	8	34	33	1	37	134	247
Established FSS Accounts	7	30	22	0	29	103	191
Traditional escrow FSS Account Balances	\$18,369	\$150,492	\$35,565	\$0	\$48,100	\$423,827	\$676,353
Award based escrow FSS Account Balances	\$2,500.00	\$5,311.00	\$2,825.00	\$0.00	\$4,000.00	\$28,755	\$43,391
Total Distributed since 01/2017							\$1,904,712
Graduates (Since 1/2017)							184
Results and Updates this Month:	We had one new participant in January and three new escrow accounts. We had three graduations in January.						
Homeownership Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current Homeownership Applicants	4	2	5	0	1	12	24
Completed Homebuyer Education	1	1	1	0	1	25	69
Completed All Prerequisites	0	2	1	0	1	14	18
Under Contract	0	1	0	0	0	0	0
New Homeowners (this month)	0	0	0	0	0	1	1
Total Current Homeowners							81
Total Homeowners to date							91
Results and Updates this Month:	We had no new homeowners in January. We have 1 resident under contract.						

February 2025

Family Self-Sufficiency/Homeownership Report - February 2025							
Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	8	32	34	1	37	132	244
Established FSS Accounts	7	29	22	0	27	101	186
Traditional escrow FSS Account Balances	\$20,121	\$139,325	\$37,000	\$0	\$49,271	\$418,865	\$664,583
Award based escrow FSS Account Balances	\$2,500.00	\$19,013.00	\$2,825.00	\$0.00	\$4,500.00	\$29,230	\$58,068
Total Distributed since 01/2017							\$1,914,581
Graduates (Since 1/2017)							185
Results and Updates this Month:	We had three new participants in February and two new escrow accounts. We had one graduation in February.						
Homeownership Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current Homeownership Applicants	4	2	5	0	1	12	24
Completed Homebuyer Education	1	1	1	0	1	25	69
Completed All Prerequisites	0	2	1	0	1	14	18
Under Contract	0	1	0	0	0	0	0
New Homeowners (this month)	0	0	0	0	0	1	1
Total Current Homeowners							81
Total Homeowners to date							91
Results and Updates this Month:	We had no new homeowners in February. We have 2 residents under contract.						



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Maintenance Reporting

Rhodney Norman, Director

Objectives:

1. Establish centralized maintenance infrastructure
2. Improve work efficiency and timely completion of work orders

Progress:



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HUD Administration

Sheri Guyton, Director of HUD Administration

Objectives:

1. Document and Task all HUD systems and recertification deadlines for users
2. Chart functionality, and identify which staff have access
3. Improve the submission timeline for all Plans and Reports

Progress:

1. Slight progress has been made as HACA has been locked out of some of HUD systems since early November 2024. Progress has been made to allow my permissions to be restored to access HUD systems. Re-understanding and re-familiarizing myself with each system, why we use them and how it affects productivity if not using the appropriate systems for staff
2. Staff changes and having access denied to some systems has created a slower process. As I'm gaining access to systems, I ensure staff is given the permissions they need for job functions
3. Gathering timelines for submissions as I'm beginning to gain access to systems

Impact:

1. Identify who has access and know when recertifications are due. Understanding the process on how it affects productivity
2. Ensure access is appropriate for each user and give permissions they need for job functions
3. Ensure our reporting to HUD is timely and accurately submitted.

Other:

1. To date, 697 hardship waivers have been completed and updated with corrections to residents' ledgers beginning in October 2024 to current date.

Housing Choice Voucher Program

Dalerie Beard, Director of Housing Choice Voucher Program

Objectives:

1. Hire experienced and knowledgeable candidates for key roles in the HCV program.
2. Foster an inclusive and supportive workplace culture to increase employee retention and morale.
3. Enhance staff knowledge of HUD regulations by conducting regular webinars led by HUD experts to build staff expertise in compliance, program administration, and best practices.
4. Ensure consistent internal monitoring of HCV program operations to meet HUD compliance standards.
5. Focus on employee well-being and work-life balance by regularly gathering feedback from staff on workplace improvements and making necessary adjustments to maintain high morale.



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Progress:

1. New Hire

We are pleased to announce the hiring of Marie Sullivan as the new HCV Program Manager in the HCV department. With 7 years of experience in the Housing Choice Voucher Program, Ms. Sullivan brings a wealth of knowledge and expertise to the team. Her extensive background in housing operations, policy implementation, and program management will be instrumental in strengthening our department and enhancing delivery of service. We look forward to her leadership and contributions as we continue to improve and grow our program.

2. Promotion

We are excited to announce the well-deserved promotions of Sandra Kuykendall and Morgan Miller. Sandra has been promoted from Admissions Specialist to Housing Specialist, where she will be assigned a caseload and continue to support and assist clients with their housing needs. Morgan Miller has been promoted from Admissions Housing Support Specialist to Housing Placement Coordinator and Landlord Liaison, where she will play a key role in facilitating housing placements and strengthening relationships with landlords. Congratulations to both Sandra and Morgan on their new roles and continued contributions to our team!

3. Training

We are proud to recognize Morgan Miller for successfully completing leadership training in preparation for potential department advancement. She demonstrated exceptional dedication and proficiency, earning an impressive 93% on the exam. Her commitment to professional growth and leadership development highlights her readiness for greater responsibilities within the department. Congratulations to Morgan on this achievement!

4. Vacant Unit Leasing Initiative Update

The team has been actively working on leasing vacant units as quickly and efficiently as possible. This ongoing effort remains a top priority to ensure we meet our goals and serve our community effectively.

- The month of February:
 - Total Vacant Units - 93
 - Total Move-ins – 23
 - Total Files forwarded to Property Managers (PMs) – 20
 - Total Unit offers rejected – 6
 - Total Units became vacant - 17

5. Paperless System Transition Update

The initial Yardi training, which began on March 5, 2024, faced challenges as the material was not effectively relayed by the Yardi trainer, making it difficult for staff to absorb the information. On August 1, 2024, a new trainer restarted the training, providing a more structured approach. However, the team continued to struggle with the online format and expressed the need for in-person training.

After multiple discussions with Yardi, they have agreed to conduct three days in person training, with one of those days provided at no cost. While the team previously met weekly with a Yardi representative for training, those sessions concluded on February 6, 2025.

Management is currently working with Yardi to finalize the date and time for the in-house training, ensuring that all necessary areas are thoroughly covered without rushing through the material. They are also evaluating whether additional training days may be necessary to provide detailed, step-by-step instruction and hands-on guidance, allowing staff to fully grasp the system and its functionalities.

By adopting this new approach, our agency is making significant progress in streamlining processes and enhancing service efficiency.



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6. Inspections

- The month of February:
 - Total Inspections completed by Landmark – 159
 - Total Inspections completed by Up Close - 152

We have collaborated with other departments to compile the necessary documents for the auditor ahead of the deadline. Our efforts are ongoing as we continue working with them to ensure all required information is finalized and submitted.

Impact:

1. Departmental Assessment and Restructuring Update

Our goals for departmental assessment and restructuring include:

- Filling key roles with staff who bring program experience and knowledge to strengthen the team's overall expertise and effectiveness.
- Introducing monthly team-building activities to foster a positive and collaborative work environment.
- Implementing telework days to address the lack of office space while supporting flexibility and employee well-being.

These initiatives aim to create a more efficient, motivated, and cohesive team as we continue to deliver excellent service.

Other:

1. Wait List Extension

We are pleased to announce that the Project-Based Voucher (PBV) waitlist has been extended for an additional 30 days. This extension aims to provide families affected by the recent hurricane with the opportunity to apply for housing assistance.

Please note that the waitlist may remain open for several months as we continue to assess the needs of our community and ensure that as many families as possible are supported during this time.