



**Executive Progress Report**  
**Presented by Mr. Rhodney Norman**  
**Board of Commissioners Meeting**  
**Wednesday, November 20, 2024**



Executive Progress Report to the Board of Commissioners
For Wednesday, November 20, 2024

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 the monthly report for the month of October 2024 and is shared publicly to encourage transparency in the operations of the HACA. This document will be presented monthly to the Board of Commissioners, by the President and CEO.

Executive Summary

Internal Process Improvement

Objectives:

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

Progress:

Information Technology

- Preparing for switch to new phone provider on December 5th. New desk phones have been received and provisioned.
• Setup and testing for InTune rollout (platform for remote device management)
• Coordinating with Starlink to provide internet to residents
• Ongoing technical support for staff

Compliance and Internal Audit

Insurance Claims – Lead by Ms. Elaine Scott, with the objective to have a single point of contact for all insurance claims and to ensure proper documentation and follow-through on claims activities.

Table with 5 columns: Month, October, To Date, Insurance Payout/ Total Amount of Loss, Description. Row 1: 3, 3-8, Property and Vehicle, The only payout currently was a settlement to a resident whose vehicle windshield was damaged. Total amount of, If the occurrence was due to Hurricane Helene and it was a similar occurrence



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Month:	October	To Date		
Number of Claims Filed	Number of Accidents	Type of Incident	Insurance Payout/ Total Amount of Loss	Description
			loss has not been verified to date by NCHARRP.	(i.e. property or vehicle damage) they were combined into the same claim number.

Updated: Monday, November 18, 2024

**WC** – Worker’s Compensation Personal Injury (Tenant Claim)    **VA** – Vehicle Accident Claim    **GC** – General Claims (Fire, Property Damage, etc.)    **PI** –

**Winterization Plan**

- Detailed Checklists & Training Protocols: Progress continues on creating property-specific checklists, ensuring staff at all properties are equipped to handle cold-weather procedures effectively. The Safety Committee Team is discussing training protocols to educate staff on their roles during winterization.
- Emergency Item Lists: Ongoing compilation of necessary supplies for each property to ensure readiness for severe weather conditions. Items include backup heating sources, de-icing materials, and essential maintenance tools.

**Fleet Vehicle Inventory Checklist**

- Development of a comprehensive tracking system for tools, hardware, and equipment stored in HACA fleet vehicles. This system will include item descriptions, assignment dates, costs, and the condition of items upon return. Initial framework is complete, and implementation is underway. This was discussed with NCHARRP.

**Defensive Driving Training Initiative**

- Research is being conducted to identify certified programs for maintenance staff to enhance driving safety and ensure adherence to policy guidelines. Three Warning Rule will need to be reviewed by Interim CEO to be added to the Driver’s Responsibility Memorandum that was recently shared with staff through Paychex Flex.

**Safety Committee Activities**

- **Active Shooter Drills:** Recent meetings have focused on preparedness for active shooter scenarios, with training materials and session plans being developed.
- **Emergency Preparedness Plan Manual:** Steady progress is being made on drafting a comprehensive manual to address various emergencies, from natural disasters to security threats.

**Housing Authority Training Initiatives**

- Training sessions are being planned for key safety topics, including First Aid/CPR (with Narcan training), AED operation, fire extinguisher use, building evacuation procedures, and on-scene incident command response. I have been in contact with Ms. Manning at AB Tech.



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**Additional Items to Share**

**1. Leadership Transition Support**

- Providing administrative continuity and support during the current leadership changes to ensure smooth operations across departments.

**2. Verizon Contract Closure**

- Finalizing the termination of the Verizon contract, addressing all remaining billing issues to ensure a clean closure.

**3. Compliance and Audit Functions**

- Preparing the monthly claims list for the upcoming board meeting and conducting detailed reviews to maintain compliance with organizational and regulatory standards.

**4. Personal Note**

- I remain fully committed to supporting the board and staff during this period of change and am eager to contribute to the organization's continued success.

## Human Resources

**Objectives:**

1. Recruit and Retain Quality Employees

**Progress (October):**

**New Hires: 4 Full Time**

**Terminations: 2 Full Time Voluntary**

## Public Safety

**Objectives:**

1. Communicate more effectively and timely with City and County officials when criminal activities are taking place on the HACA communities
2. Preparing more formal memorandums to document incidents
3. Continue to pursue vehicle parking enforcement
4. Banned List Reporting

**Protective Services: Jon Mobley, Protective Services Coordinator**

**Progress**

1. Protective Service Specialist applications are being reviewed.
2. Communication has now opened with APD. Working closely with Detective Beddow.
3. Large increase in workload for all PSS due to trespassing.



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**Impact:**

1. We are currently trying to schedule interviews for 5 open PSS positions
2. We hope that working with Detective Beddow will build relationships with APD for more assistance.
3. More PSS are needed. Hoping to work with HR to make positions more appealing to fill open shifts.

**Vacancy Report – October 2024**

<b>Evictions Totals – Updated: November 18, 2024</b>	<b>29</b>
Evicted - Criminal Activity	5
Evicted - Lease Violation	2
Evicted - Non-Compliance	0
Evicted - Non-Payment	22
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: 55**

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: 5**

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: 30**

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.

**Accounting Monthly Report – Janie Holland, Director of Finance**

**Objectives:**

1. Improve the HACA's financial operations, structure and reporting capability
2. Diversify revenue sources to promote financial sustainability and stability
3. Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment
4. Ensure work processes and decision-making practices are aligned to support HACA's mission

**Progress:**

1. Finalizing the HACA audit
2. In the middle of the BHA audit
3. Developing budgets for HACA, BHA, and Asheville Terrace



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**Resident Services Monthly Reporting - Shaunda Jackson, Director**

**Objectives:**

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

**Family Self-Sufficiency/Homeownership Report - October 2024**

Family Self-Sufficiency/Homeownership Report - October 2024							
Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	7	34	30	0	39	137	247
Established FSS Accounts	6	30	19	0	30	100	185
Traditional escrow FSS Account Balances	\$17,998	\$145,419	\$40,033	\$0	\$90,412	\$436,789	\$730,651
Award based escrow FSS Account Balances	\$2,250.00	\$5,311.00	\$2,075.00	\$0.00	\$12,050.00	\$32,405	\$54,091
<b>Total Distributed since 01/2017</b>							<b>\$1,806,971</b>
Graduates (Since 1/2017)							177
<b>Results and Updates this Month:</b>	We had no new participants in October and two new escrow accounts. We had two graduations in October.						
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
<b>Total Current Homeowners</b>							<b>79</b>
Total Homeowners to date							89
<b>Results and Updates this Month:</b>	We had one new homeowner in October. We have 2 residents under contract.						



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## Property Management Monthly Reporting

### 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:**

1. Central Properties
  - Central Properties are working on move ins to ensure that we reach the goal by year end.
2. North Properties
  - North Properties are working on move ins to ensure that we reach the vacancy goal by year end.
3. West Properties
  - West properties are working on move ins to ensure that we reach the vacancy goal by year end.
4. Southside Properties
  - Southside Properties are working on move ins to ensure that we reach the vacancy goal by year end.

**Impact:**

1. The Hurricane was impactful, and we are recovering.

## Maintenance Monthly Reporting

### Rhodney Norman, Director Maintenance

**Objectives:**

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

**Progress:**

As we move the month of October crews got back to vacant unit work and HQS inspections to help reduce the number of vacancies. We have also continued working on site cleanup and brush clearing on HACA properties. I met with members of HUD's disaster team at Asheville Terrace for any significant damage.



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## HUD Updates

### Sheri Guyton, Director 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. Documentation of 80% of HUD systems has been completed. Understanding and familiarizing myself with each system, why we use them and how it affects productivity if not using the appropriate systems for staff.
2. Gathering information still about what specific job functions they execute that requires access to and understand why they have access.
3. Gathering timelines for submissions. Once completed, I can identify areas for improvement.

#### Impact:

1. Easily 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 to give them the permissions they need for job functions
3. Ensure our reporting to HUD is timely and accurately submitted.

#### Other:

Continue to learn processes by attending meetings and webinars to further my knowledge of HUD systems and gain specific knowledge as needed for the job at hand.

Corrected and completed 51 Abatement certifications for HQS fails. Corrected and completed 124 Hardship Waivers and recertifications to date. I will continue to complete recertifications for HACA wide.





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## Housing Choice Voucher Reports

**Dalerie Beard, Director Housing Choice Voucher Program**

### **Vacant Unit Leasing Initiative**

We are actively addressing the issue of vacant units to ensure they are leased up as quickly as possible. This includes assessing bottlenecks and implementing strategies to expedite the leasing process. The goal is to maximize voucher utilization and reduce unit turnover time, which will improve housing stability for our program participants.

### **Yardi System Enhancements**

We are collaborating closely with Yardi representatives to resolve permissions and program functionality issues that are affecting staff workflow. This includes configuring user access and refining system capabilities to ensure staff can efficiently perform work assignments. The meeting with Yardi is focused on optimizing our software to align with our operational needs, ultimately increasing productivity and accuracy in our processes.

### **Audit Preparation**

We are currently compiling and organizing the necessary documentation required for our audit. We have been working diligently with other departments to ensure that all requested information is submitted. This approach aims to streamline the audit process and uphold the agency's financial integrity.

### **Departmental Assessment and Restructuring**

I am conducting a comprehensive assessment of the HCV department to evaluate its current structure and identify opportunities for improvement. The goal is to reorganize the department to enhance efficiency, staff performance, and program outcomes in accordance with HUD guidelines. The restructuring will be strategically designed to better serve the needs of our clients while aligning with the agency's objectives.