



Board of Commissioners Meeting
Wednesday, January 22, 2025
Presented by: Rhodney Norman, Interim ED



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

Executive Progress Report to the Board of Commissioners For January 22, 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 the monthly report for the month of **December 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: Rhodney Norman, Interim Executive Director

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: Adina Bianchi, Director of Information Technology

1. Provisioning and installation of new desk phones which will be fully managed internally
2. Started assessment of options for resident internet service provider (AT&T fiber, Spectrum, Verizon)
3. Ongoing staff IT support

Compliance and Internal Audit: Elaine Scott, Compliance and Audit Coordinator

Objective(s):

1. Address and resolve open emergency claims efficiently.
2. Enhance safety preparedness through training and community collaboration.
3. Foster a supportive work environment by boosting staff morale

Progress:

1. Emergency Claims Update:

- **Hurricane Helene Impact:** Several emergency claims arose during the hurricane and subsequent office closure. Currently, 16 claims remain open from September 2024 to January 2025.
 - **Fire Damage:** Two claims are awaiting final paid invoices.



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165 SOUTH FRENCH BROAD AVE.
ASHEVILLE, NORTH CAROLINA 28801

- **Adjuster Review:** Seven claims are under review by NCHARRP adjuster Marsha Odom, with reports pending.
- **Estimates and Bids:** Five claims have received estimates, and HACA is waiting for contractor bids.
- **Theft Incident:** Copper pipes were stolen, and the claim is in progress.
- **Police Chase Incident:** The most recent claim involves a driver evading police, crashing into a building, and fleeing on foot. The suspect was later apprehended and charged. NCHARRP will pursue subrogation.

2. Safety Committee Initiatives:

- Successfully hosted a meeting with Officer Issaiah Senyak before the holiday break.
- Plans for Active Shooter Drill training at each property are moving forward.
- A submission has been made to NCHARRP for the Safety Committee to be featured in their quarterly newsletter. Awaiting confirmation.

3. Staff Morale Initiative:

- Discussions with HACA's Interim CEO include introducing monthly food trucks sponsored by Central Office, Compliance, and the Safety Committee to boost staff morale. Details are forthcoming.

Impact:

1. Progress made in addressing claims ensures timely resolution and property restoration.
2. Enhanced safety awareness and training foster a safer community and workplace.
3. Proposed initiatives aim to increase staff engagement and satisfaction.

Next Steps:

1. Continue gathering data and resolving open claims.
2. Follow up with NCHARRP adjuster Marsha Odom on pending reports.
3. Finalize and implement plans for property-specific safety training sessions.
4. Await NCHARRP's decision on the Safety Committee newsletter feature.
5. Advance food truck initiative planning and execution.

Human Resources; Joyce Willoughby, Director

Objectives:

1. Recruit and Retain Quality Employees

Progress (December 2024):

Hires: 3

New Hires: 3

Rehires:

Terminations: 1

Voluntary:

Involuntary: 1 – Community Health Worker; Contracted ended



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ASHEVILLE, NORTH CAROLINA 28801

We have successfully transitioned our payroll processing from Paychex to iSolved Platinum Group, offering staff a more user friendly environment to enter time and manage their information.

Public Safety; Jon Mobley, Protective Services Coordinator

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. Effective and Updated Banned List Reporting

Progress

- 1. Asheville Terrace is going great working with East Security company with one guard at night
2. Bids have been received for Aston Towers, Bartlett and Altamont.
3. 9 people were added to the Ban List and two were removed.

Vacancy Report – December 2024

Evictions Totals – 32

Updated: January 20, 2025

Table with 2 columns: Eviction Category and Count. Rows include: Evicted - Criminal Activity (7), Evicted - Lease Violation (4), Evicted - Non-Compliance (0), Evicted - Non-Payment (21), 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: 35

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: 17

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: 59

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



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165 SOUTH FRENCH BROAD AVE.
ASHEVILLE, NORTH CAROLINA 28801

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	PROGRESS	IMPACT
Improve the HACA's financial operations, structure and reporting capability	-Finalizing HACA 2023 Audit -Preparing for Year End -Closing of books with BDO consultants -Begin planning for 2024 Audit	-Meet HUD deadlines for annual audits moving forward
Diversify revenue sources to promote financial sustainability and stability	-Dogwood Grant (RSS) increased for 2025 to \$200,000	-Increase funds for residents and resident support services
Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment	-Preparing 1099 electronic filing for 2024 payables to vendors – due 1/31/2025 -Researching options on paperless repositories for AP and contract documents	-Moving from manual preparation to electronic through Yardi and IRS freeing up time and reducing errors -Additional staff and time will be needed in the interim to scan all invoices and checks starting 1/1/2025
Ensure work processes and decision-making practices are aligned to support HACA's mission	-Developing Accounting Procedures and Processes	-Streamlining department to better serve the organization with efficiencies

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 – December 2024

I want to take a moment to extend my heartfelt thanks to the entire Resident Services team for their extraordinary efforts throughout December. Your dedication, hard work, and compassion have made a lasting impact on the lives of our residents during a particularly challenging time. Whether it was delivering essential services, supporting families, or simply being present when residents needed you



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ASHEVILLE, NORTH CAROLINA 28801

most, your commitment has not gone unnoticed. I am incredibly proud of everything you've accomplished in serving our community, and I truly appreciate each and every one of you.

Program Highlights:

Chosen PODS Grant: We are excited to announce that Chosen PODS has received a \$25,000 grant from Dogwood Health Trust! This funding will allow us to continue supporting our community through our afterschool program, ensuring we provide valuable resources and opportunities for our youth.

FSS and HOP Programs: In December, we utilized the Dogwood Health Trust grant to support our Family Self-Sufficiency (FSS) and Homeownership Opportunity Program (HOP) residents. Specifically, we allocated \$801.55 for car repairs for FSS participants and \$4,305.00 for home repairs for HOP residents, providing critical support to help them remain stable and secure.

FSS Program Updates: We enrolled one new participant in the FSS program during December and opened one new escrow account.

As per our FSS Action Plan, there were no FSS graduations in December.

Generous Donations: Special thanks to April Brown (Bank of America), Merrill Lynch, Mr. Butch Robinson, Marcia Hawkins, Tanya Resper, Mrs. Dimarzio, Chosen members, and Providence Baptist Church (Kernersville, NC), who generously donated toys and gift cards to every child attending Chosen PODS. Their kindness helped make the holidays brighter for so many children in our community.

Youth Engagement: In December, we hosted two weekends of cookie baking and decorating at Pisgah View Apartments (PVA) and Deaverview Apartments (DVA). These sessions were a fantastic opportunity for our young residents to come together, express their creativity, and spread holiday cheer by making treats for them and joy among our youth.

Staff and Resident Achievements:

Homeownership Milestone: Congratulations to Owen, one of our dedicated maintenance technicians and a former FSS participant, who achieved a significant milestone by closing on his first home in December. This accomplishment is a testament to Owen's hard work and perseverance, and we celebrate this wonderful achievement with him.

Supporting Residents in Need: A big shout-out to Parris Finley, our FSS Coordinator, for her outstanding support of a resident who lost everything during Hurricane Helene. Parris has gone above and beyond to help this resident find housing, secure food, clothing, and other essential items as she prepares to move into her new home in January. Her dedication and compassion have made a world of difference during this difficult time.

Ongoing Relief Efforts: We continue to distribute water and other resources to residents upon request, along with conducting health and wellness checks to ensure the safety and well-being of our community members.

Community Events: View Christmas Giveaway Video [Here](#)

Holiday Bingo and Dinner: A heartfelt thank you to Angela Clemmons, Ms. Yvette Jones, and



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ASHEVILLE, NORTH CAROLINA 28801

Clarence Robinson for organizing a successful Holiday Bingo and Dinner event at Altamont. The residents had an amazing time, and it was a fantastic way to bring everyone together during the holiday season. Their efforts in making this event special truly brought joy to everyone who attended.

Holiday Events: We extend our deepest gratitude to Elizabeth from Slay the Mic and Brian “Tiger” Muckelvene, DJ Chuck T from Charlotte, NC, Tony Shivers and Walter Bradley for bringing holiday joy to our communities by providing toys and pictures with Santa on Sunday, December 22. These events were held at Klondyke, Pisgah View Apartments (PVA), and Hillcrest and were a wonderful treat for our residents.

Edington Center: In December, we successfully booked six events in the auditorium, providing a versatile space for community gatherings, programs, and special events. These bookings reflect the growing demand for our facility and our commitment to supporting diverse activities that engage and benefit our residents.

Family Self-Sufficiency/Homeownership Report – December 2024

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Family Self-Sufficiency Program								Total
	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based		
Current FSS Participants	8	34	33	1	38	134		248
Established FSS Accounts	7	30	20	0	28	101		186
Traditional escrow FSS Account Balances	\$18,369	\$146,337	\$38,633	\$0	\$35,651	\$406,590		\$645,579
Award based escrow FSS Account Balances	\$2,500.00	\$5,311.00	\$2,825.00	\$0.00	\$12,300.00	\$36,480		\$59,416
Total Distributed since 01/2017								\$1,888,703
Graduates (Since 1/2017)								181
Results and Updates this Month:	We had one new participants in December and one new escrow account. We had no graduations in December.							
Homeownership Program								Total
	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based		
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 one new homeowner in December. We have 1 residents under contract.							



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ASHEVILLE, NORTH CAROLINA 28801

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

All properties are working on move ins expediting move ins as soon as a file is given. We will also access our Replacement Reserve budgets for year 2025 and plan to start projects for each property once approved.

We welcome back Allison Smith as Site Manager of Pisgah View Apartments.

Management Staff will be attending training for their Certification in Property Management along with several internal training courses to ensure all staff are doing things consistently.

We are still recovering from damage done by Hurricane Helene. All impacted residents have been relocated, and structural damage is being taken care of.

As we are approaching the month end, staff will meet to discuss how to provide residents with resources for those that are struggling with past-due rent balances every effort will be made to avoid evictions.

Woodfin Property is still in the last of the renovation phase and should be ready for rent by the month end February 2025.

Maintenance Monthly Reporting

Rhodney Norman, Director

Objectives:

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

Progress:

Since the last report Maintenance staff have been working ongoing with unit turnaround, Unit Abatements and work orders. We have seen an increase in heat calls and once investigated have been user error.

We have sent 4 older vehicles to the shop this month for various repairs and since the cold spell we have had 2 that won't start.



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ASHEVILLE, NORTH CAROLINA 28801

We have identified the vehicles for 2025 2nd wave of fleet vehicles and hope to have them on site by spring. Big thanks to the grounds crew and Maintenance mechanics that came out several times for trash collection during the holiday break. I appreciate the commitment.

HUD Updates

Sheri Guyton, Director of 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

1. Documentation of 50% of HUD systems has been completed with staff changes. Understanding and familiarizing myself with each system, why we use them and how it affects productivity if not using the appropriate systems for staff. Staff changes is presenting issues with access.
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. Currently we are experiencing issues with permissions to access the system.

Corrected and completed 457 Hardship Waivers and recertifications to date. I will continue to complete recertifications for HACA wide. I am correcting ledgers back to October 1, 2024, and updating the current charges.



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Housing Choice Voucher Reports

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 make necessary adjustments to maintain high morale.

Progress:

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 December we had a total of 27 move-ins.

- 3 – Housing Choice Vouchers (HCV)
- 24 – Project-Based Vouchers (PBV)
- 7-Pisgah View Apartments
- 3- Livingston/Erskine/Walton
- 1- Klondyke/Scattered Sited
- 7- Hillcrest Apartments
- 1- Aston Park Towers
- 4- Deaverview Apartments
- 1- Maple Crest Apartments

1. Paperless System Transition Update

The team continues to meet weekly with Yardi representative for training as we work toward transitioning the department to a paperless system.

Tasks completed by Yardi on January 9, 2024, call:

- Discussed current Recerts
- Done via online portal sub domain <https://online.haca.org/>
- Review status via reports & compliance dashboard via RentCafe PHA role in Voyager
- How to send Recert reminders to those residents that have not completed
- Review recerts in Site Manager
- Questions regarding move in processes and differences in way staff process
- Submitted case #15696982 to Voyager team to assist with best practices



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ASHEVILLE, NORTH CAROLINA 28801

- Discussed need to change email template when applications are accepted via the Online Application dashboard via the RentCafe PHA role
- Wording causing confusion with applicants
- Put menu path in action items as no one on the call has access to the administration role
- Reviewed how to print all documents in Site Manager

2. Monthly One-on-Ones Update

Monthly one-on-one meetings are conducted with team members to ensure open communication, collaboration problem-solving and opportunity for feedback. Key points and action items are documented during each meeting. They are conducted with full attention, fostering a supportive environment where team members feel valued and heard.

Next Steps:

1. Meeting agendas will be shared ahead of time to allow team members to prepare updates, questions, and topics for discussion.
2. Continue soliciting feedback from team members on the effectiveness of the one-on-ones.
3. Introducing an online suggestion box for all team members to share their ideas, concerns, and feedback.
4. Introducing an online grading system that allows team members to provide feedback on all department meetings through an online grading tool.

3. Audit Preparation Update

We have collaborated with other departments to continue compiling the necessary documents for the auditors. Our efforts are ongoing as we continue working with them to ensure all required information is submitted in a timely manner.

Impact:

1. Staffing Concerns

The Housing Choice Voucher Program is currently facing significant operational challenges due to multiple key vacancies, including the positions of Housing Program Manager, Housing Support Specialist, Senior VASH Housing Specialist, Team Lead, File Clerk, and Inspector. These vacancies create gaps in our operations that could impact service delivery, staff morale, and program compliance.

Two full-time Housing Support Specialists are departing, further compounding these challenges. One specialist, who worked closely with our veteran population, is relocating with family. The other has expressed concerns related to salary and difficulties of managing client interactions, including customer complaints.

To address these challenges, it is imperative to prioritize the recruitment of candidates who possess the necessary program knowledge and experience to strengthen the team's expertise and effectiveness. Provide training to address the challenges of client interactions and customer service.



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Next Steps

1. Focus on hiring individuals with the necessary experience and skills to contribute to the team's success.
2. Assess and adjust salary ranges to ensure they align with market standards and reflect the value of program expertise.
3. Provide training and resources to help staff manage client interactions and foster a supportive work environment that reduces turnover and encourages employees to stay with the HACA for the long term.

The immediate and strategic filling of these positions promptly and offering competitive compensation is essential for maintaining operational stability, ensuring compliance, and continuing to deliver quality service to the community. These efforts will strengthen the program's capacity to meet the needs of those we serve effectively and efficiently.

Other:

Wait List Extension

We are pleased to announce that the Project-Based Voucher (PBV) waitlist will 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.

Holiday Festivities

From December 16th to December 19th, the HCV Department celebrated the holiday season with a series of fun and engaging activities. These festivities brought holiday cheer, encouraged team bonding, and provided a joyful break from daily routines.

Event Highlights

- Each day featured unique activities, including Christmas Bingo, a Jingle Bell Hunt, and Poke-a-Tree, ensuring everyone could participate and enjoy the festivities.
- The team came together to transform the office and lobby with holiday decorations, creating a festive atmosphere.
- A hot chocolate station and holiday music added to the holiday spirit, making the space warm and inviting for all.
- An Ugly Sweater Contest and Best Holiday Decorating Door Contest brought out the team's creativity and competitive spirit, with judges selecting the top winners.
- Staff were recognized for their contributions to the department, particularly their support for management and their commitment to fostering a positive workplace environment.

The holiday festivities were a testament to the strength of the team's friendship and spirit.

Next Steps

1. Monthly team building activities will be implemented to sustain and enhance morale and engagement.

I am incredibly proud of this awesome team and grateful for their support and enthusiasm. The holiday festivities were a wonderful reminder to the entire team of what we can achieve together, both in work and in celebration.