



Board of Commissioners Meeting
Wednesday, April 23, 2025
Presented by: Rhodney Norman, Interim ED



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

Executive Progress Report: April 23, 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 March 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: 6 *(click to see Job Opening details)*

For the Month of: March 2025

Hires:

1. Housing Specialist - HCVP
2. Maintenance Mechanic – Hillcrest
3. Maintenance Mechanic - Hillcrest

Total: 3

Terms:

1. Housing Support Specialist – HCVP

Total: 1

Voluntary: 1



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HR Projects - Ongoing

- All Staff Meeting – April 17, 2025
- Quarterly HR Training for Directors/Managers
- Continuous Review of HR Handbook/Policies
- Reviewing and Editing Job Descriptions
- Employee Review Process/Performance Evaluations
- Employee Recognitions
- Internal Company Newsletter

Accounting Monthly Report – Ryan McClung, Finance Manager

March 2025

OBJECTIVES	PROGRESS	IMPACT
Improve the HACA's financial operations, structure and reporting capability	-2023 HACA Audit complete -Year End underway with consultants BDO -Begin planning for 2024 Audit -Contracted payroll clerk hired. -Looking for PT AP Clerk	-Meet HUD deadlines for annual audits moving forward -Ease workload on current staff to improve efficiency.
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	-Streamline purchasing through Amazon Business account. -Continued push to paperless invoice approval and processing -Revisiting RentCafe for current AMP tenant virtual payments.	-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.
	-Developing Accounting Procedures and Processes	-Streamlining department to better serve the organization with efficiencies



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Public Safety: Jon Mobley, Protective Services Coordinator

Objectives:

1. Continue working with East Security Company at all problem sites
2. Removed Altamont as a "Problem Site" and added East Security 7 days a week to Aston Towers
3. Continue to maintain Security on all shifts

Progress:

1. East Security has continued patrol at Aston and Barlett.
2. Reports are being sent after every shift and communication has be great.
3. Shifts have all been filled my HACA staff and/or East Security

Impact:

1. Residents at Asheville Terrace are still stating how appreciative they are for the added security.
2. Property Staff are communicating well with Security for things they need to keep an eye on.

Very smooth transition!

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 transition to business phone users for HCVP, and updating all 911 protocols as all locations
2. Commencement of Asset Tracking Project (System and SOP's)
3. Maplecrest Network and Wi-Fi set up
4. Expansion of access points at Pisgahview
5. Recycling of old outdated equipment at all locations
6. Ongoing training of staff on IT ticketing system

Impact:

1. Increased communications with residents when not physically in the office
2. Expanding access capabilities
3. Internal systems are more compliant and safer
4. Staff equipment growth and tracking increasing productivity



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Compliance and Internal Audit: Elaine Scott, Specialist

Objectives:

1. Strengthening internal safety practices and emergency readiness across departments and properties.
2. Finalize key safety materials and align the Safety Committee for continuity during upcoming medical leave. Vice Chair, Devin Brown has agreed to lead in my absence.
3. Support compliance with state and federal regulations, including evaluation of potential reporting requirements under the Emergency Planning and Community Right-to-Know Act (EPCRA) a federal law under SARA Title III that requires facilities to report the storage, use, and release of hazardous substances above certain thresholds.
4. Complete draft of the Asheville Housing Authority's Safety Manual in preparation for leadership approval and distribution.

Progress:

1. Compliance and Internal Auditing:

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

2. Safety Initiatives:

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

3. Training and Development:

- Began research into available training resources and programs related to compliance and auditing to prepare for personal professional development.
- 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:

- Collaboration with Scott Rice is improving documentation and response times resulting in increased efficiency of the claims handling process.
- 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:

- Increased our membership to include all HACA properties. The team is now excited to be more prepared to handle incidents and communicate effectively.
- 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:

- Initiating personal training programs will directly benefit my ability to manage compliance, audits, and

safety initiatives with greater expertise.

- 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.

Property Management

Evette Smith, Director of Asset Management

Objectives:

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

Progress:

1. **Central Properties:** focused on unit turnarounds and HQS repairs. Aston Tower is undergoing a lobby facelift, including deep cleaning, painting, and floor replacement. Special thanks to James Howard, the Community Health Worker for Resident Services, for providing residents with transportation to the grocery store and Walmart
2. **North Properties:** welcomed two new maintenance team members who are addressing maintenance repairs and unit turnarounds. Hillcrest has removed several homeless encampments and is working on ground cleanup.
3. **West Properties:** Pisgah View has partnered with The Block, an organization that assists residents with medical needs, groceries, and other support. Ms. Smith has collaborated with the Asheville Police Department to enhance community services. Deaverview has cleared the Apple Orchard of homeless encampments, here are the before and after pictures.



4. **Southside Properties:** focused on unit turnarounds and maintenance work orders. Special thanks to the HACA Grounds Team and Southside Stipend workers for maintaining and keeping the grounds clean.



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Overall:

Site Managers and Assistants are working to assist residents that are delinquent in rent by connecting them with agencies and exploring ways to avoid evictions. The renovation project is ongoing.

Vacancy Report – January / February 2025

Evictions Totals – January / February 2025

Updated: April 17, 2025

28

Evicted - Criminal Activity	9
Evicted - Lease Violation	6
Evicted - Non-Compliance	0
Evicted - Non-Payment	13
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: 32**

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: 20**

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: 50**

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

March was marked by robust resident engagement, program coordination, and internal system improvements across multiple communities and initiatives. Community events such as Claxton's Pi Day Math Morning and “Pages & Plats Paint & Sip” created meaningful engagement opportunities for residents and families. The



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Resident Council Engagement Meeting in Klondyke saw participation from community members, including Just Economics of Western North Carolina and the P.E.A.C.E. Team.

Resident support continued with significant focus on Hardship Requests, Recertification Packet assistance, FSS enrollments, and wellness check-ins. Flyers were distributed in preparation for key events, and diaper, water, and food distributions remained ongoing. In Deaverview and Pisgah View, families were also supported through the Community Markets and mobile health clinics, including the Appalachian Mountain Community Health Center's regular presence.

Behind the scenes, the team continued updating files, maintaining current documentation, and confirming dates for spring and summer Parks & Rec programming, including Rec N Roll and the Youth Bike Rodeo. Coordination with Be Well remains ongoing regarding unresolved water tank pickups in Klondyke.

A special highlight includes the official information session for the Pisgah View Residents Association, attended by over 38 residents. Planning is also underway to organize a disability advocacy group at Deaverview.

Additionally, Manna Food Bank confirmed its regular monthly distribution schedule, while the "Ending the SNAP Felony Ban" event was successfully held on March 27th in collaboration with Operation Gateway and the NC Justice Center.

1. Acknowledgements

- **Angela Clemmons, Shaunda Jackson, Leopoleon 'Duke' Finley, and Karolina Hopkins, Allison and Evette Smith** for organizing and hosting the Pisgah View Resident Council information session.
- **Andrew Boell** continues to exceed expectations, stepping up to assist with hardship applications, rent ledger corrections, and Southside Housing Support.
- Collaboration between **Andy Boell, Sheri Guyton and FSS staff** on correcting rent balances and hardship applications has been instrumental, particularly in light of Southside's staff transition.
- The **Housing Support Specialist team** provided meaningful support during their recent meeting, assisting with policy questions updates and documentation.
- **Yvette Jones and James Howard JR** at Altamont went above and beyond, assisting elderly residents with daily needs such as groceries and mobility equipment.
- The **Read2Succeed team** for their continued contributions to after-school tutoring and programming at Pisgah View and Deaverview.
- **Just Economics of Western North Carolina** and the **P.E.A.C.E. Team** for their ongoing support with the development of the resident council.
- Recognition for a client who successfully purchased a car and another who applied for employment with HACA.

2. Key Indicators

- **FSS Program:**
 - 3 graduates this month, with total escrow disbursements of \$26 323.
 - 11 new FSS enrollments in March
 - 1 Working Wheels car purchase applicant

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- 45 FSS files reviewed and updated; Annual Escrow Letters distributed
- **Career & Education:**
 - 4 residents confirmed for July 2025 start in Medical Assistant Apprenticeship Pilot Program
- **Dogwood Grant Spending – March 2025:**
 - FSS: \$10,824.64
 - 3 car repairs provided through Dogwood Trust
 - 1 tuition assistance provided
 - 1 laptop purchase for BA student
 - 1 deposit assistance provided
 - Homeownership: \$500
 - pre-purchase home inspection
 - Hurricane Relief: \$1,728.19
 - Deposit, move in fees and rent payment for the resident that lost everything after the Hurricane Helene
 - **Total: \$13,052.83**
- **Youth Services:**
 - Updated design for the Youthful Hand logo in honor of Ms. Elinor Earle:



- **Resident Support:**
 - 6 families received diapers, wipes, and formula (3 at PVA, 3 at Deaverview)
 - Multiple wellness checks conducted
 - Ongoing delivery of food/water during off weeks from Community Markets
- **Enhanced Housing Stability:**
 - 3 homes currently under contract; 1 expected to close April 11
 - Emergency transfer assistance provided to a resident experiencing repeated break-ins
 - 2 reasonable accommodation transfers completed with the FSS staff assistance



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- **Edington Center Rental:**
 - 10 events scheduled,
 - 7 events completed,
 - 2 events rescheduled to a later date,
 - 1 event canceled.
- **Resident Council and Community Engagement**
 - This month, Resident Council meetings were organized for four sites: Hillcrest, Klondyke, Pisgah View, and Bartlett Arms Apartments. Coordination involved working with site managers and FSS staff to secure space and materials. Leading up to each event, flyers and FSS enrollment information were distributed door-to-door, along with surveys for residents.
 - Each meeting included food, beverages, games with prizes, and a walk- through of the voting process and timeline. Community organizations collaborated to support the nomination process.
 - **Attendance:**
 - Hillcrest Apartments – 20
 - Klondyke Apartments – 15
 - Pisgah View Apartments – 38
 - Bartlett Arms – 40

3. Meeting / Exceeding Expectations

- SharePoint training proved beneficial, equipping staff with project management tools that have already improved internal workflow.
- Increased interest in FSS from PBV and HCV clients reflects strong community trust and engagement.

Family Self-Sufficiency/Homeownership Reporting

Family Self-Sufficiency/Homeownership Report - March 2025

Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	7	34	36	2	38	133	250
Established FSS Accounts	6	31	24	0	29	102	192
Traditional escrow FSS Account Balances	\$20,705	\$133,409	\$38,435	\$0	\$53,001	\$407,873	\$653,423
Award based escrow FSS Account Balances	\$2,250.00	\$19,763.00	\$3,325.00	\$0.00	\$4,750.00	\$31,055	\$61,143
Total Distributed since 01/2017							\$1,943,042
Graduates (Since 1/2017)							188
Results and Updates this Month:	We had eleven new participants in March and six new escrow accounts. We had three graduations in March.						
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 March. We have 3 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:

1. Vacant Inspections & Cleanouts

- Crews conducted 34 vacant inspections.
- Completed 29 unit cleanouts.

2. Work Orders Processed

- A total of 113 work orders were handled during the month.

3. Spring Cleaning Initiatives

- Deaverview Community: Began Spring cleaning with brush removal and addressing homeless encampments.
- Pisgahview Community: Initiated similar clearing efforts, with plans to extend to Southside and Hillcrest communities.

4. Bartlett Arms Boiler System Replacement

- Quotes are being gathered for replacing the outdated boiler system at Bartlett Arms.
- The current system has surpassed its life expectancy, with parts now obsolete.
- Estimated cost for replacement is between \$20,000 and \$28,000.

5. Keyless Entry System – Asheville Terrace

- Installation is 70% complete.
- Lower-level work has been finalized.
- Awaiting replacement door hardware for the upper level before completion.

6. Staff Updates

- Hillcrest Community: Two new maintenance staff members hired, with an additional prospect set to start on April 28th.



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



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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.

Progress:

1. New Hires

We are excited to welcome Horace Carrington, who joins our team as the new Senior VASH Housing Specialist. Horace brings with him more than 23 years of dedicated service at a large Housing Authority in Washington, D.C., where he made a lasting impact through his commitment to housing programs and the communities they serve.

His broad experience, deep understanding of the Housing Choice Voucher Program, and passion for supporting vulnerable populations make him an incredible asset to our department. We're excited to have him on board and look forward to the knowledge, leadership, and compassion he brings to our veterans and our team.

2. Promotions

We are excited to announce the promotion of Angela Hannah to the role of Fair Housing Coordinator!

Angela has been a dedicated member of the HACA team for nearly four years, serving most recently as an Admissions Intake Specialist. During her time with us, she has been a vital asset to the Housing Choice Voucher Program (HCVP) department, often serving as the first point of contact for clients. Her exceptional customer service, professionalism, and deep understanding of our mission have consistently made a positive impact on those we serve.

In her new role, Angela will bring that same passion and commitment to advancing fair housing efforts within our community. We are confident that her experience, attention to detail, and care for others will continue to shine as she takes on this important position.

Please join us in congratulating Angela and wishing her continued success!



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3. Training

March was a month of growth and achievement! Housing Specialists Sandra Kuykendall and Bonnie Campbell successfully completed their training, showing outstanding dedication and professionalism throughout the process. We're proud to share that both passed their exams with flying colors, which is an excellent reflection of their hard work and commitment to serving others.

In addition, Andrew Boell completed the Supervision and Management training with impressive results. His focus and leadership potential truly stood out, and he too passed his exam with flying colors.

We are also thrilled to recognize Angela Hannah for successfully completing the Hearing Officer Specialist training and passing her exam!

This achievement is a true testament to her dedication, professionalism, and commitment to upholding fairness and integrity in her work.

As she continues her journey this April with advanced training in Fair Housing and Reasonable Accommodation, we know she will continue to grow her expertise and make an even greater impact. Angela's passion for justice and equity is truly inspiring. She makes sure people are treated fairly, especially those who might face barriers due to disability, income, or other circumstances.

Congratulations to Sandra, Bonnie, Andrew and Angela on their achievements!

4. Vacant Unit Leasing 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 March:**
 - Total Vacant Units – 106
 - Total Units assigned – 32
 - Total Files forwarded to Property Managers (PMs) – 17
 - Total Move-ins – 17
 - Total Transfers - 3
 - Total Unit offers rejected – 11
 - Total Units became vacant - 20

5. Inspections

- **The month of March:**
 - Total Inspections completed by Landmark – 121
 - Total Inspections completed by Up Close - 106

Impact:

Customer Service

In March, the HCVP department received positive feedback through the department's comment box, with clients expressing appreciation for the professionalism and support provided by staff. One area identified for



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improvement was the waiting time to receive a returned phone call from an assigned housing specialist. In response, the department implemented RingFree, a desktop calling application installed on each employee's computer. This system allows staff to manage incoming and outgoing calls directly from their computers, improving responsiveness and overall communication with clients.

Other:

Wait List Extension

We are pleased to announce that the Project-Based Voucher (PBV) waitlist has been extended for an additional 30 days (May 31, 2025). 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, including Maple Crest Apartments, as we continue to assess the needs of our community and ensure that as many families as possible are supported during this time.