



Board of Commissioners Meeting
August 27, 2025
Presented by: Rhodney Norman, Interim ED



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

Executive Progress Report: August 27, 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 month of July 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

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

Objectives:

1. Recruit and Retain Quality Employees
2. Employee Engagement
3. Metrics & Data

July 2025

Hires:

1. Accountant – Accounting & Finance
2. Senior Advisor – Central Admin
3. Housing Specialist – HCVP

Total: 3

Terms:

1. Housing Specialist – HCVP
2. Accountant – Accounting & Finance
3. Groundskeeper - Maintenance

Total: 3

Voluntary: 2



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Recruitment:

- Finance Director/CFO – remains a primary focus in filling this role
- HCVP – Extra efforts and focus and hiring for this department due to high volume in turnover/transfers

Ongoing Projects:

- Employee Engagement Committee – Working on a Recognition Awards and Holiday/End of Year Banquet
- Updating Job Descriptions
- Performance Evaluations

Upcoming Events:

- HACA Social Media – HACA Communications Unit: We will be launching social media platforms next month to assist with communicating more information to the community we serve.
- We published our first monthly internal & resident newsletters this month.

Accounting Monthly Report – Ryan McClung, Interim CFO

July 2025 – Click [Here](#) for Financial Reports

OBJECTIVES	PROGRESS	IMPACT
Improve the HACA's financial operations, structure and reporting capability	--2024 audit initiated with auditors Novogradac -Planning stages in SOP creation and trainings for all HACA staff of Accounting procedures as applicable to their roles.	-Meet HUD deadlines for annual audits moving forward -Enhance communication and understanding of department requirements for efficient workload.
Diversify revenue sources to promote financial sustainability and stability	-Lack of diversification and additional funding in recent months. -Interconnected with HCV and property manager's work to fill vacancies.	-Negative income statement regularity. Internal planning for expense cutting and revenue growth required. -Filling vacancies post-Helene to improve HUD funding gap.
Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment	-Streamline purchasing through Amazon Business account. Improve limitations. -Continued push to paperless invoice approval and processing	-More centralized purchasing for cleaner records. Refinements are required. -Successful integration of invoice and payable scanning to SharePoint allows digital



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OBJECTIVES	PROGRESS	IMPACT
	-Revisiting RentCafe for current AMP tenant virtual payments.	researching. Push for E-signatures continuing to cut paper waste. -Allow updated methods of payment to our residents.
Ensure work processes and decision-making practices are aligned to support HACA's mission	-Developing Accounting Procedures and Processes -Communicate department SOPs to all staff to ensure uniform communication with external organizations.	-Streamlining department to better serve the organization with efficiencies -The addition of new staff and responsibilities allows refinement and higher specialization. -Inter-departmental communication requires improvement.

Public Safety: Jon Mobley, Protective Services Coordinator

Objectives:

1. Maintain consistent security presence at all high-need properties.
2. Reinstate East Security as 1099 contractors until their license is reinstated, anticipated in early November. This arrangement currently results in monthly cost savings for HACA.
3. Collaborate with Ms. Santos and relevant staff to finalize the Standard Operating Procedure (SOP) for Ban List additions and removals.

Current Status

1. East Security has resumed operations with a full team in place.
2. Security coverage has been maintained without any gaps.
3. The Ban List SOP is in draft form and undergoing review.

Impact

1. Residents have expressed enthusiasm and relief at the return of security coverage.
2. Properties have resumed prior safety momentum, with trends moving in a positive direction.



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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. Have had severe network speed issues at Pisgah View and Hillcrest due to APD having several officers logged into our cameras remotely and using most if not all our bandwidth.
 - a. Got quotes from ADNS to install new firewalls and POE switches at Pisgah View and Hillcrest to facilitate more bandwidth.
 - b. Got quotes from ERC for increased bandwidth at those same locations from 100mbps to 1000mbps. Increase and equipment were approved.
 - c. Equipment installation is complete and waiting for ERC to increase bandwidth at Hillcrest.
 - d. Pisgah View has the increased bandwidth now.
2. Assisted with the accounting and HCVP moves.
 - a. Disconnected equipment and reinstalled into new offices.
3. I Installed several printers for users in new areas. Set up several new computers, monitors, etc., tagged, and added to Asset Tracking software.
4. Added new users to Exchange and OneDrive backups weekly.
5. Set up, tagged, and added new cell phones to tracking software.
6. Other common support requests solved and tracked in HelpDesk software.

Impact:

1. Strengthening system capabilities across all properties
2. Internal systems are more efficient, compliant and safer
3. Asset tracking and reporting more accurate and reporting sustainable



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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
3. Focus on maintenance work orders, HQS repairs and efficient unit turnaround across all properties

Progress

Central Properties

We are currently prioritizing **unit turnarounds** and **HQS (Housing Quality Standards) repairs** across all our developments to ensure high-quality living conditions for our residents.

- **Aston Tower**

The **lobby renovation** is in its final stages and nearing completion, offering a refreshed and welcoming space for residents and visitors.

- **Laundry Facilities**

Upgrades to the laundry rooms are progressing well:

- **Completed:** Aston and Asheville Terrace now feature brand-new washers and dryers.



North Properties

The team remains focused on **unit turnarounds** and **resolving maintenance work orders** to maintain quality housing for all residents.

- **Asheville Parks and Recreation**

Hosted a fun and energetic **Foam Party** for the children, bringing joy and summer excitement to the community.



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- **The Dream Center**

Continues to support residents by providing **bags of food** on a regular basis, helping to meet essential household needs.

West Properties

Efforts remain concentrated on **unit turnarounds** and addressing **maintenance work orders**.

- **Deaverview:** *The Refuge* hosts a **summer camp** Monday through Thursday, providing engaging activities for school-age children. The **Dental Van** recently visited the property, offering **free dental services** for residents and their children.
- **Pisgah View:** **Team Block** is distributing **food and essential supplies every Tuesday** throughout the summer, supporting residents' ongoing needs. **Children First** has launched their **on-site Summer Camp program**, bringing structured fun and learning to local youth. **Asheville Parks and Recreation** hosted a **Foam Party** for the children, adding excitement and joy to summer programming.

Southside Properties

The team remains focused on **unit turnarounds** and **resolving maintenance work orders** to maintain quality housing for all residents.

Residents continue to benefit from monthly **fresh fruit and vegetable distributions**, provided by Manna every **fourth week of the month**. **Housekeeping inspections** were successfully conducted across the properties, beginning in **May** and concluding in **June**.

Woodfin: The renovation project is ongoing.

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.

Vacancy Report – July 2025

Evictions Totals – July	27
Updated: August 22, 2025	
Evicted - Criminal Activity	4
Evicted - Lease Violation	6
Evicted - Non-Compliance	0
Evicted - Non-Payment	17
Evicted - Drug Activity	0



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

- **Ready for Occupancy: 61**

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: 6**

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: 77**

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

Summary

July 2025 was a productive month with measurable success across community engagement, youth programming, Southside Kitchen operations, FSS program support, and homeownership initiatives.

Key Achievements:

- Expanded resident support services with measurable outcomes
- Successfully completed health inspection and operational improvements in Southside Kitchen
- Secured new contracts and community partnerships
- Maintained robust youth engagement through camps and educational programs

[**Click here to see Resident Services full report**](#)



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Family Self Sufficiency & Home Ownership Program

Family Self-Sufficiency/Homeownership Report - July 2025

Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	5	33	39	2	41	120	240
Established FSS Accounts	4	31	27	0	32	94	188
Traditional escrow FSS Account Balances	\$20,926	\$95,061	\$42,644	\$0	\$60,715	\$269,475	\$488,821
Award based escrow FSS Account Balances	\$250.00	\$24,013.00	\$4,575.00	\$0.00	\$5,000.00	\$40,030	\$73,868
Total Distributed since 01/2017							\$2,156,059
Graduates (Since 1/2017)							204
Results and Updates this Month:	We had four new participants in July and seven new escrow accounts. We had six graduations in July.						
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	0	0	0	0	2	2
New Homeowners (this month)	0	1	0	0	0	1	2
Total Current Homeowners							81
Total Homeowners to date							94
Results and Updates this Month:	We had two new homeowners in July. We have one resident under contract.						

HUD Updates

Sheri Guyton, Director Administration

Objectives:

1. Document and track 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. 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 have created a slower process. Staff is given the permissions they need for job functions
3. Gathering timelines for submissions as I'm beginning to gain access to systems



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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. PBV Vacancy Loss Eligibility Payment for June indicated we had 12 move-ins. Vacancy payment request was created by researching apartments that have been moved from vacant to occupied and request a 1 month to 2 months payment depending on length of vacancy and reason.
2. Continuing to update Gross Rent with corrections to 12/1/2024 to resident ledgers. Each ledger requires accuracy as corrections are needed 8 months prior with an average of 22 minutes for each ledger. Over 1200 updates have been made to date.
3. Continue to process move ins while paying close attention to rent and subsidy charges to ensure accuracy with resident ledgers.
4. Continue to process deposit accounting for all move-outs for prior month and stay current Work closely with accounting to ensure accuracy for a seamless process.
5. Continue to work on Asheville Assisted Housing monthly voucher submission. Working on gathering information for 2026 contract renewal which has a deadline of September 23, 2025, to submit to HUD.



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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:

Staffing Update – July 2025

HCV department positions filled.

Chris Wilson has over 4 years of housing experience, extensive Yardi proficiency, and prior management of a 500+ household caseload. She has already demonstrated exceptional teamwork and program knowledge.

Kahelia McDuffie brings more than 5 years of housing experience from a large state housing agency, with responsibilities spanning intake, lease-ups, PBV and waitlist eligibility, special programs, and landlord communications regarding rent increases and tenant vacate notices.

Upcoming Start – Housing Specialist. Grady Bobbitt will join the team on September 2 as a Housing Specialist. He has a strong professional background in the HCV program, caseload and property management, Yardi experience, and two housing certifications.

Program Leadership. Our new HCV Program Manager, Michelle Dow-Williams, will start on August 18. Michelle brings a wealth of HUD program expertise, having served at HUD for over 30 years before retiring in 2023.

Open Positions. As part of the department restructuring and the launch of the new Admissions Department, a Housing Specialist from the HCV team has transitioned into a new role, resulting in an additional Housing Specialist vacancy that will be filled soon. The Special Programs Coordinator position also remains open, with hiring anticipated soon.

Housing Support Specialists. Two Housing Support Specialist positions are currently open. The department is temporarily covering these roles with staff from a temp service. The openings were



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created by the department restructuring and the existing Housing Support Specialist accepted a position with one of our partner organizations, attracted by a higher pay offer. Recruitment is underway to fill these positions permanently.

Recruitment Progress. Interviews conducted throughout June to August have helped identify several qualified candidates for key vacancies. Additional interviews are scheduled, and the recruitment process remains on track, with hiring decisions expected shortly after final interviews are completed.

Follow-Up Process with Homeward Bond/Compass Point Village

HACA staff have continued to meet with the CPV team multiple times this month, both in person and virtually, to ensure a smooth transition process for TBV participants. The transition is well underway, with the goal of completing all 67 by the end of September, building on the momentum from last month.

The ongoing partnership between HACA and CPV remains committed to ensuring the process is efficient, timely, and participant-focused.

Staff Training & Development Update:

The six-week Yardi training series, conducted every Thursday from July 10 through August 14, has been successfully completed. Staff feedback was very positive, highlighting that the sessions were both highly informative and directly beneficial to daily workflows. Additionally, staff received instruction from the Equifax Account Manager with The Work Number on processing employment verifications.

Looking ahead, HOTMA in-house training is scheduled for September 3–4 and will be delivered by Nan McKay & Associates. This training will focus on the new regulations and provide detailed guidance on how HACA will implement them in line with the updates and changes already approved in our Administrative Plan.

Inspections:

The month of July

Total Inspections completed by Landmark – 169

Total Inspections completed by Up Close – 109

Impact:

Customer Service

In July, the HCVF department continued to receive positive feedback from walk-in clients through the department's comment box. Clients consistently commended the staff for their courtesy, professionalism, and willingness to assist. All complaints were promptly escalated to management



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and resolved; however, many of these escalations were due to temporary delays in response times caused by the relocation of staff workspaces and the operational adjustments during the transition period.

- In July, the HCVP staff assisted **617** visitors at our office.

Breaking News:

"Upcoming Opening of Housing Choice Voucher (Section 8) Waitlist – October 1, 2025"

July - Stars@HACA

In July, the HCV Department proudly recognized **Bonnie Campbell** as *Top Star of the Month* and **Kendra Roberts** as *Rising Star of the Month*.

While we were unable to capture photos or hold an in-person recognition due to the department's restructuring, their achievements remain a valued highlight for the month. The restructuring involved transitioning to a shared space with the Finance Department.

The HCV team worked collaboratively to box up their offices and move into their new workspace within the department. Other staff members packed up their offices and transitioned to a hybrid work schedule, taking their belongings home to continue their duties remotely.