



# **Board of Commissioners Meeting**

## **Executive Report**

### **November 19, 2025**



## Executive Progress Report: November 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 October 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.

### Executive Summary

#### Internal Process Improvement

Human Resources: Joyce Willoughby, Director / Hannah Suggs HR Business Partner

#### Objectives:

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

#### **For the Month of October 2025:**

##### Hires:

- Housing Support Specialist - HCVP
- Housing Specialist - HCVP
- Housing Specialist - HCVP
- Intake Specialist - HCVP
- Eligibility & Occupancy Specialist – Asheville Terrace

**Total: 5**

##### Terms:

**Total: 0**

#### Upcoming Events:

- Planning has begun for our end of the year banquet that will be held in December.
- Performance reviews are being developed to being in 2026.
- Additional handbook edits are being made before submission for approval.



## Accounting Monthly Report – Ryan McClung, Interim CFO

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

| OBJECTIVES                                                                                               | PROGRESS                                                                                                                                                                                                                                                                        | IMPACT                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Improve the HACA's financial operations, structure and reporting capability</b>                       | <ul style="list-style-type: none"><li>• 2024 audit in its final review steps.</li><li>• Addressing concerns and questions post Acct SOP training to enhance clarity.</li><li>• With assistance from consultant, updated budget discussions underway with dept. Heads.</li></ul> | <ul style="list-style-type: none"><li>• Meet HUD deadlines for annual audits moving forward</li><li>• Enhance communication and strengthen inter dept connections.</li><li>• Provide clear and accurate guidelines to the departments. Improve spending habits.</li></ul>                     |
| <b>Diversify revenue sources to promote financial sustainability and stability</b>                       | <ul style="list-style-type: none"><li>• Lack of diversification and additional funding.</li><li>• Interconnected with HCV and property manager's work to fill vacancies.</li></ul>                                                                                              | <ul style="list-style-type: none"><li>• Negative income statement regularity. Internal planning for expense cutting and revenue growth required.</li><li>• Filling vacancies post-Helene to improve HUD funding gap.</li></ul>                                                                |
| <b>Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment</b> | <ul style="list-style-type: none"><li>• Continued push to paperless invoice approval and processing</li><li>• Revisiting RentCafe for current AMP tenant virtual payments.</li><li>• <b>Begin revisit to Procure to Pay for 2026 potential rollout.</b></li></ul>               | <ul style="list-style-type: none"><li>• Refinements are required.</li><li>• Integration of invoice and payable scanning to SharePoint allows digital researching. Push for E-signatures continuing to cut paper waste.</li><li>• Allow updated methods of payment to our residents.</li></ul> |
| <b>Ensure work processes and decision-making practices are aligned to support HACA's mission</b>         | <ul style="list-style-type: none"><li>• Developing Accounting Procedures and Processes</li><li>• Investigate trainings for newer staff, improved oversight of workloads.</li></ul>                                                                                              | <ul style="list-style-type: none"><li>• Streamlining department to better serve the organization with efficiencies</li><li>• The addition of new staff and responsibilities allows refinement and higher specialization.</li></ul>                                                            |

## Public Safety: Jon Mobley, Protective Services Coordinator

### Objectives:

1. Ensure security presence is maintained at all high-need properties.
2. Support East Security Company's transition to new contracting arrangements.
3. Continue to monitor and respond to safety concerns at all properties, especially those with higher incident rates.



## **Current Status**

East Security has continued providing services and is now operating under 1099 contractual agreements with HACA. There has been no shutdown of security services, and coverage has remained in place throughout the transition. East Security has a court date set for November 18th where they hope to obtain their licensing back.

A cost analyst was done on bringing Easy Security Guards on staff, which the analyst showed would be much more expensive.

## **Progress**

- East Security and Service Specialist received training on Incident Reports to help make sure they are usable in court
- Ban list policies have been updated, adding 7 individuals to the list and removing 2.
- Chris and Daniel (PSS Leads) have been doing amazing jobs helping to create SOP's for their post.
- Internal communication and coordination have remained strong, ensuring sustained monitoring and responsiveness across properties.

## **Impact**

Incident reports have become fact based without opinions from Guards and Specialist. Opinions are placed in email, removing them from any documents that may be used in court to help professionalism and consistently throughout the department.

The SOPs are helping standard training throughout the department!

## **Information Technology: Brad Henson, IT Manager**

### **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:**

The IT department has been focusing on replacing old Windows10 computers due to them being end of life last month. We are making steady progress.



ADNS is working on a project to identify the issues with our internet intermittently dropping throughout Central offices. We've identified an older switch in HCV Admin that is slower than our internet speeds and very old. We have a project with ADNS to replace the switch. It has been approved but not completed yet.

We continue to tag and track new assets in the Asset Tiger software as we receive new equipment and resolve ticket requests that are submitted via our ticketing system.

Working toward launching Verizon's asset management software after all computer equipment is updated and tracked.

## Property Management

Evette Smith, Sr. Director of Asset Management

### Objectives:

1. Maintain attractive, well-manicured properties/ building and quality fleet management

### Central Properties, Southside, West Properties, North Properties

#### **TURNOVER TO KEYS PROJECT UPDATE**

##### **Overview:**

In October, we launched the Turnover to Keys Project with the goal of reducing total vacancies by at least **60% by year-end**. The project focuses on improving coordination between the **Property Management and Admissions** teams to expedite the process from unit turnover to resident move-in.

##### **Key Objectives:**

- Streamline the unit turnover process to reduce downtime between move-outs and move-ins.
- Strengthen collaboration between Maintenance, Management, and Admissions teams.
- Achieve a **60% reduction in vacant units by December 31, 2025**.



### **Progress to Date:**

The **Management Teams** are actively addressing unit readiness, prioritizing high-demand properties, and minimizing repair delays.

- The **Admissions Team** is expediting move-in file reviews to align with unit availability.
- A shared tracking system has been introduced to monitor unit status from turnover to key issuance.

### **Next Steps / Focus Areas:**

- Weekly vacancy review meetings to maintain accountability and momentum.
- Identifying recurring turnover bottlenecks (e.g., maintenance delays, documentation gaps).
- Increasing cross-department communication to ensure seamless handoffs.

## **RESIDENT RETENTION AND SUPPORT INITIATIVES**

### **Overview:**

Alongside the *Turnover to Keys Project*, management has placed renewed focus on **supporting residents in occupied units** who are at risk of noncompliance due to **housekeeping or inspection-related issues**. The goal of this effort is to provide proactive interventions that help residents **remain safe and stably housed**.

### **Key Actions:**

- Conducting follow-up visits for units that **fail housekeeping inspections** to assess resident needs and provide targeted support.
- Partnering with the **Council on Aging** and **Adult Protective Services (APS)** to connect residents with appropriate resources and case management.
- Providing education on cleaning standards, pest prevention, and safety compliance to help residents maintain their units in good condition.

### **Goals:**

- Reduce lease terminations and evictions related to housekeeping noncompliance.
- Support residents in maintaining safe, sanitary, and stable housing environments.
- Strengthen partnerships with community agencies to ensure residents receive holistic assistance.



### Current Focus:

- Identifying high-risk households for early intervention.
- Coordinating communication between property management, resident services, and external agencies.
- Monitoring inspection outcomes to measure progress toward improved compliance and resident stability.

## Vacancy Report – October 2025

| <b>Evictions Totals</b>           | <b>37</b> |
|-----------------------------------|-----------|
| <b>Updated:</b> November 17, 2025 |           |
| Evicted - Criminal Activity       | <b>5</b>  |
| Evicted - Lease Violation         | <b>8</b>  |
| Evicted - Non-Compliance          | <b>0</b>  |
| Evicted - Non-Payment             | <b>24</b> |
| Evicted - Drug Activity           | <b>0</b>  |

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

- **Ready for Occupancy: 83**

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: 7**

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: 76**

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

October was filled with client check-ins, progress updates, and community engagement activities. The RS team assisted multiple participants with completing Tenant-Based Voucher requests, directed them to property Management, and continued providing ongoing support through meetings, referrals, and follow-ups. Three new participants were enrolled in the FSS Program this month.

Quarterly check-ins were completed, and staff continued cross-training and job-shadowing. New FSS staff began independently scheduling intake appointments and conducting intake meetings and contract procedures with guidance from the FSS leadership team.

Additional participant support this month included coordination of food boxes, bus passes, and referrals for rent, utility, and food assistance. Several residents were also assisted with IRS payments and hardship requests.

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

## Family Self Sufficiency & Home Ownership Program

| Family Self-Sufficiency/Homeownership Report - October 2025 |                                                                                                        |             |            |             |            |              |             |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-------------|------------|-------------|------------|--------------|-------------|
| Family Self-Sufficiency Program                             | Central AVL                                                                                            | Southside   | West AVL   | Maple Crest | North AVL  | Tenant-Based | Total       |
| Current FSS Participants                                    | 4                                                                                                      | 32          | 39         | 3           | 41         | 113          | 232         |
| Established FSS Accounts                                    | 4                                                                                                      | 26          | 27         | 1           | 32         | 92           | 182         |
| Traditional escrow FSS Account Balances                     | \$23,340                                                                                               | \$56,470    | \$49,788   | \$945       | \$83,169   | \$235,050    | \$448,762   |
| Award based escrow FSS Account Balances                     | \$250.00                                                                                               | \$25,013.00 | \$5,384.00 | \$0.00      | \$6,150.00 | \$40,655     | \$77,452    |
| Total Distributed since 01/2017                             |                                                                                                        |             |            |             |            |              | \$2,260,657 |
| Graduates (Since 1/2017)                                    |                                                                                                        |             |            |             |            |              | 214         |
| Results and Updates this Month:                             | We had four new participants in October and two new escrow accounts. We had one graduation 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                                                                                                      | 0           | 0          | 0           | 0          | 2            | 1           |
| New Homeowners (this month)                                 | 0                                                                                                      | 1           | 0          | 0           | 0          | 1            | 2           |
| Total Current Homeowners                                    |                                                                                                        |             |            |             |            |              | 84          |
| Total Homeowners to date                                    |                                                                                                        |             |            |             |            |              | 97          |
| Results and Updates this Month:                             | We had one new homeowner in October. We have one resident under contract.                              |             |            |             |            |              |             |