



Board of Commissioners Meeting
Executive Report
January 28, 2026



Executive Progress Report: December 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 December 2025 and is shared publicly to encourage transparency in the operations of 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

FOR THE MONTH OF: DECEMBER 2025

1. NEW HIRES

1. Deborah Probe – Accounts Receivable Accountant

2. TERMINATIONS - NONE

OTHER PROJECTS

1. Finalizing edits to the Employee Handbook.
2. Reviewing and updating job descriptions.
3. File auditing and compliance reviews.



ACCOUNTING

Ryan McClung, Interim CFO

DECEMBER 2025 – [CLICK HERE FOR FULL FINANCIAL REPORTS](#)

OBJECTIVES	PROGRESS	IMPACT
Improve the HACA's financial operations, structure and reporting capability	<ul style="list-style-type: none"> --2024 audit completed. Search for new auditors for 2025. -Addressing concerns and questions post-Acct SOP training to enhance clarity. -Review of operations with COO to improve clarity in reporting. 	<ul style="list-style-type: none"> -Meet HUD deadlines for annual audits moving forward -Enhance communication and strengthen inter-dept connections. -Provide clear and accurate guidelines to the departments.
Diversify revenue sources to promote financial sustainability and stability	<ul style="list-style-type: none"> -Lack of diversification and additional funding. -Interconnected with HCV and property manager's work to fill vacancies. 	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -Continued push to paperless invoice approval and processing -Revisiting RentCafe for current AMP tenant virtual payments. -Begin revisit to Procure to Pay for 2026 potential rollout. 	<ul style="list-style-type: none"> -Refinements are required. -Integration of invoice and payable scanning to SharePoint allows digital 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	<ul style="list-style-type: none"> -Developing Accounting Procedures and Processes -Investigate trainings for newer staff, improved oversight of workloads. 	<ul style="list-style-type: none"> -Streamlining department to better serve the organization with efficiencies -The addition of new staff and responsibilities allows refinement and higher specialization.



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 remains on staff as 1099 employees. Due to personnel issues with the staff we have changed post between 2 staff members

PROGRESS

- East Security has struggled to provide coverage onsite but a new plan has been implemented to address this issue
- Ban list policies have been updated, adding 4 individuals to the list and removing 0.
- Chris and Daniel continue to do great work with client and guest relationships and staff training
- Internal communication and coordination have remained strong, ensuring sustained monitoring and responsiveness across properties



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 is finalizing the Windows 10 replacement initiative, with the remaining units nearly ready for deployment. Simultaneously, we are optimizing the Front Desk Interactive Voice Response (IVR) system by updating menu options and recordings.

Upon completion of these tasks, we will launch our Mobile Device Management (MDM) rollout using the Verizon MaaS360 solution. We have a consultation with Verizon this week and anticipate a two-month timeline to onboard all corporate laptops and cell phones. In the meantime, we continue to manage equipment through Asset Tiger and address all incoming service tickets promptly.

PROPERTY MANAGEMENT

EVETTE SMITH, SR. DIRECTOR OF ASSET MANAGEMENT

Objectives:

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

SHERI GUYTON, DIRECTOR: ALTAMONT, ASTON, BARTLETT, SOUTHSIDE (ERSKINE, LIVINGSTON, WALTON)

PROGRESS:

- Curb appeal is one of our top priorities. Our office and maintenance teams are actively walking the properties to ensure standards are met.
- We have issued multiple tickets and conducted frequent tows for non-operable vehicles, with most occurring at our **Bartlett properties**. Beginning **January**, we will be implementing **stronger towing enforcement across all properties**.
- We have enlisted the support of our Central Maintenance staff to assist with trash control to maintain



litter-free properties.

- We have been actively walking our properties to conduct a **Physical Condition Assessment (PCA)** for the 2026 Replacement Reserve budget.

CENTRAL AND SOUTHSIDE PROPERTIES

OVERVIEW

We are 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 93% average occupancy within properties by March 31, 2026.

PROGRESS TO DATE:

- In December, the properties achieved an average occupancy of 90% and welcomed 13 new families.
- Continue daily check-ins with the Admissions Team to make sure we're receiving files and staying ahead of schedule."
- As files are processed and expedited to properties, residents sign their leases and receive their keys. They are then immediately entered into Yardi, enabling the collection of rent and fees to begin without delay.

FOCUS AREAS:

- Daily vacancy review meetings to maintain accountability and momentum.
- Identifying recurring turnover bottlenecks (e.g., maintenance delays, documentation gaps).
- Increasing rent collection

CURRENT FOCUS

- Coordinating communication between property management, resident services, and external agencies.
- Review and Approval of 2026 Operations and Replacement Reserve Budget
- PBV Vacancy Eligibility Report, 25 apartments achieved new occupancy.
- Maintain and review adjustments to YARDI ledgers to ensure accuracy and compliance. Ongoing maintenance and validation of YARDI ledger adjustments to ensure correctness.
- Monitoring inspection outcomes to measure progress toward improved compliance. Receive a passing HQS (Housing Quality Standards) inspection in order to remove the Abatement hold.



ALLISON SMITH, DIRECTOR: DE AVERVIEW, HILLCREST, KLONDYKE, PISGAHVIEW

OCCUPANCY OBJECTIVE: TO OBTAIN A 100% OCCUPANCY

OVERVIEW:

Our primary focus is to increase occupancy by prioritizing move-ins. Once an applicant file is received from the Tenant Selection Office, an orientation will be scheduled promptly to streamline the move-in process and support a smooth transition for new residents.

PROGRESS:

Actively still in progress, Prioritizing the applicant, make contact as soon as a file is received, scheduling a NMI appointment as soon as possible. Actually, Welcome them home...

TENANT ACCOUNT RECEIVABLE OBJECTIVE: TO COLLECT 100% OF RENT

OVERVIEW:

We aim to collect rent on a daily basis and provide tenants with the information and resources they need to pursue financial assistance for rent or related charges. Weekly account reminders will be issued and follow-up communication will be maintained with non-profit agencies that offer pledges or promissory notes to support tenants.

PROGRESS:

Actively On-going

Discuss strategies on collecting past due rents with each Manager

- Call or Email residents regarding their past due rent
- Support residents seeking assistance for rent from outside agencies.
- Meeting with residents who have high & low outstanding account balances.
- Explain how their payment supports the overall operation of the agency.
- “Knock and Talk” with residents at their home

VACANCY OBJECTIVE: IS TO ACHIEVE 5% OR LESS

OVERVIEW:

Our objective is to keep vacancy numbers 5% or under. This includes ensuring units are turned over quickly and efficiently. When we receive notice that a tenant will be vacating, we will promptly enter the information



using the **Notice** function, alerting the Tenant Selection Department of an upcoming vacancy for the property. This practice supports timely unit assignments and reduces overall vacancy periods.

PROGRESS:

Actively happening in each development, on-going

- Check vacant units every day to avoid vagrant break-ins causing damage.
- The Maintenance Tech and Manager work closely together to curate sufficient deadlines.

HOUSING QUALITY STANDARD'S OBJECTIVE: TO OBTAIN 100% PASS RESULTS

OVERVIEW:

Management Teams remain committed to maintaining safe, healthy living environments for all residents. This includes addressing necessary unit repairs in a timely manner and upholding all Housing Quality Standards to promote tenant safety, healthy environment and overall well-being.

PROGRESS:

In progress and on-going

[CLICK HERE TO SEE PISGAH VIEW APARTMENTS HOLIDAY PROGRAMS](#)



Vacancy Report – December 2025

Evictions Totals	39
Updated: January 23, 2026	
Evicted - Criminal Activity	12
Evicted - Lease Violation	7
Evicted - Non-Compliance	0
Evicted - Non-Payment	20
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: 52**

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: 66**

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

[CLICK HERE TO SEE RESIDENT SERVICES FULL REPORT](#)

OBJECTIVES:

1. Maintain continuity of resident-centered services during a high-demand holiday period while responding to evolving organizational priorities.
2. Support housing stability through wellness checks, direct assistance, and coordinated referrals for residents experiencing increased seasonal need.
3. Align Resident Services operations with a sustainability-focused, revenue-aware model while strengthening data, documentation, and accountability systems.

PROGRESS:

1. Conducted ongoing wellness checks and resident outreach, prioritizing seniors, families with children, and households facing financial or health-related challenges during the holiday season.
2. Provided support with food access, utility concerns, documentation assistance, and referrals while adjusting youth and family programming to align with school breaks.
3. Secured additional funding to support implementation of a Resident Services database, strengthening the department's capacity to meet increased data, reporting, and revenue-alignment expectations.

IMPACT:

1. Residents continued to receive consistent support during a period of heightened need, helping to reduce service gaps and support housing stability.
2. Staff adaptability and commitment sustained service delivery despite increased administrative and data demands with existing staffing capacity.
3. Investment in data infrastructure positions Resident Services to improve reporting accuracy, strengthen accountability, and align resident outcomes with sustainability and revenue requirements.



KAROLINA HOPKINS MANAGER: FAMILY SELF SUFFICIENCY & HOME OWNERSHIP

Family Self-Sufficiency/Homeownership Report - December 2025							
Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	5	29	41	3	43	118	239
Established FSS Accounts	5	25	30	1	35	96	192
Traditional escrow FSS Account Balances	\$22,746	\$60,675	\$53,522	\$1,575	\$94,287	\$250,010	\$482,815
Award based escrow FSS Account Balances	\$2,250.00	\$10,111.00	\$6,134.00	\$0.00	\$6,650.00	\$38,905	\$64,050
Total Distributed since 01/2017							\$2,292,148
Graduates (Since 1/2017)							218
Results and Updates this Month:	We had three new participants in December and four new escrow accounts. We had no graduations in December.						
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							85
Total Homeowners to date							98
Results and Updates this Month:	We had no new homeowners in December We have one resident under contract.						