



Resident Services
Shaunda Jackson, Director
January 28, 2026



EXECUTIVE PROGRESS REPORT TO THE BOARD OF COMMISSIONERS

RESIDENT SERVICES

SHAUNDA JACKSON, DIRECTOR

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.



RESIDENT SERVICES EXECUTIVE SUMMARY | YEAR IN REVIEW 2025

In 2025, Resident Services provided comprehensive, resident-centered support across Asheville Housing Authority communities serving both senior-oriented and family-oriented housing. Throughout the year, the department delivered high-touch services focused on housing stability, health and wellness, food security, youth development, and economic stability, while adapting to evolving organizational expectations related to accountability, data, and long-term sustainability.

Resident Services conducted approximately 3,870 wellness checks and follow-ups, reinforcing a proactive approach to resident engagement and early intervention. These efforts were particularly critical in senior communities and among households experiencing health, mobility, or financial challenges. In parallel, administrative support activities, including recertifications, documentation assistance, applications, and resume support, represented a substantial portion of staff workload and played a foundational role in maintaining resident compliance, benefit access, and overall housing stability.

Food insecurity interventions, transportation assistance, utility and rental support referrals, and health-related navigation accounted for a significant share of resident interactions throughout the year. These services addressed immediate needs while helping to prevent escalation into crisis. In addition to direct case management and referral efforts, the Southside Kitchen served over 200,000 meals to children, seniors, and families throughout the year, providing a critical source of nutrition and stability for households experiencing food insecurity. Youth programming, education advocacy, employment support, financial literacy, and homeownership services further contributed to long-term resident stability and advancement, particularly within family-oriented communities.

The year was also marked by an increased demand for hands-on support following the aftermath of Hurricane Helene. Resident Services staff conducted expanded outreach, wellness checks, and referrals to assist residents impacted by storm-related disruptions. This response reinforced the department's role as a frontline support and recovery resource during periods of community-wide stress.

In response to growing expectations for data-driven decision-making and sustainability, additional funding was secured to implement a Resident Services database. This investment strengthens the department's capacity to track services, outcomes, and trends, and positions Resident Services to meet enhanced reporting requirements while supporting future funding alignment.

Alongside direct service delivery, Resident Services continued to advance economic mobility and housing stability through the Family Self-Sufficiency program and the targeted use of grant resources. In 2025, 36 FSS participants successfully graduated, achieving a major milestone toward self-sufficiency. A total of \$396,447.51 in escrow disbursements was released to graduating participants, with individual



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amounts ranging from \$2,472 to \$27,305, reflecting differences in program tenure, income growth, and savings accumulation. Additionally, 51 new households enrolled in the FSS program, strengthening the pipeline of residents working toward long-term financial independence.

Grant funding from Dogwood Health Trust played a critical role in reducing barriers that directly impact housing stability, youth development, and economic advancement. In 2025, Dogwood funds were strategically allocated to support residents through transportation assistance for 26 residents totaling \$25,619.53, education-related supports for 6 residents totaling \$2,690.92, eviction prevention assistance for 66 residents totaling \$36,133.40, and security deposit assistance for 8 residents totaling \$9,111.08. Grant funds also supported 8 new homeowners totaling \$45,944, as well as critical home repairs for one resident totaling \$4,056, ensuring safe and stable living conditions.

In addition, \$192,500 in Dogwood funding supported afterschool and summer programming for children across three sites, providing safe, structured environments that promoted academic support, enrichment, and youth development while supporting working families and reducing out-of-school time risk. Beyond direct financial assistance, \$10,000 in Dogwood funding supported community engagement, resulting in 19 community events designed to strengthen resident connection, participation, and access to resources.

To further support education and workforce goals, Resident Services distributed 19 laptops to residents enrolled in programs such as OnTrack and GED or actively pursuing employment goals. In addition, 164 bus passes were distributed to reduce transportation barriers related to employment, education, and essential appointments.

Collectively, these outcomes reflect a coordinated, resident-centered approach that pairs programmatic support with targeted financial assistance to address both immediate needs and long-term stability. The 2025 results demonstrate Resident Services' role as a critical support system for residents, particularly during periods of heightened demand, while underscoring the importance of aligning staffing, systems, and infrastructure with the scale and complexity of resident needs across the housing portfolio.



Resident Services Annual Activity by Category

