

“TOGETHER
WE CAN,
TOGETHER
WE WILL”

PERFORMANCE REPORT

October 2023 - June 2026



NewberryHousing.org

A Message from the Executive Director

To Our Residents, Commissioners, Community Partners, Staff, and Stakeholders:

It is my honor to present the **Newberry Housing Authority Performance Report** for October 2023 through June 2026. This report reflects not only the work completed during this period, but also the resilience, dedication, and collaboration that have shaped a new chapter for our agency.

When I assumed the role of Executive Director in October 2023, the Newberry Housing Authority was facing significant operational, financial, and compliance challenges. The agency was navigating troubling audit findings, outdated policies, organizational inefficiencies, and the need to rebuild trust both internally and externally. While the path forward was not easy, we embraced the opportunity to strengthen our foundation and position the agency for long-term success.

Over the past two and a half years, we have made measurable progress in every area of the organization. Through the commitment of our Board of Commissioners, staff, residents, and community partners, we have improved financial oversight, enhanced compliance procedures, modernized operations, expanded resident engagement, strengthened safety initiatives, and elevated the public image of the Newberry Housing Authority.

Some of our most notable accomplishments during this reporting period include:

- Successfully improving audit performance and implementing stronger financial controls in partnership with BDO USA, PC.
- Removal from HUD's Troubled and Substandard designation following a successful SEMAP review.
- Securing a \$250,000 HUD Emergency Safety and Security Grant to improve resident safety through upgraded lighting, security cameras, and carbon monoxide detectors.
- Launching a new agency brand, logo, and award-winning website to better communicate with residents and the community.

- Expanding resident programming and partnerships through health fairs, youth initiatives, holiday assistance programs, back-to-school events, counseling services, and community collaborations.
- Investing in staff development through professional certifications, training opportunities, updated personnel policies, and operational improvements.
- Modernizing agency systems and infrastructure, including the implementation of Yardi Voyager housing management software and enhanced safety technology across all properties.

Most importantly, we remained committed to our mission of providing safe, decent, and affordable housing while creating opportunities for self-sufficiency and community growth. Every accomplishment highlighted in this report reflects our belief that affordable housing is more than shelter—it is the foundation for stability, dignity, and opportunity.

Today, the Newberry Housing Authority serves more than 1,100 residents through Public Housing, Housing Choice Voucher, HOME, and Mainstream Voucher programs. Behind every number is a family, senior, child, or individual whose life is impacted by the work we do each day.

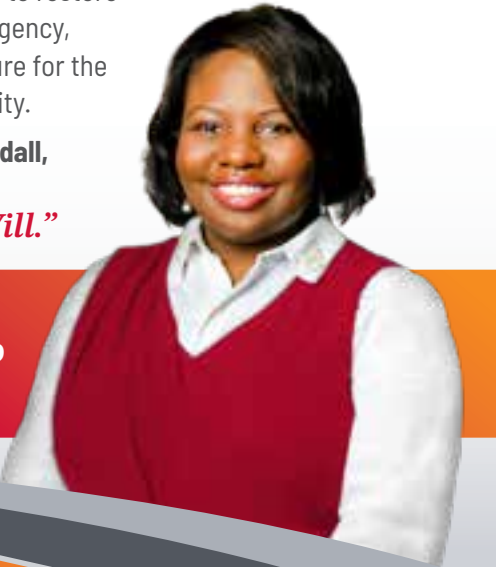
While we are proud of the progress achieved, we recognize that our work continues. As we move forward, our priorities remain focused on financial stability, organizational excellence, housing preservation, resident empowerment, and strategic growth opportunities that will strengthen affordable housing throughout Newberry County.

I extend my sincere appreciation to our Board of Commissioners for their leadership and governance, to our staff for their dedication and perseverance, and to our community partners whose collaboration has been essential to our success. Most importantly, I thank our residents for allowing us the privilege to serve you.

Together, we have worked to restore stability, strengthen our agency, and create a stronger future for the Newberry Housing Authority.

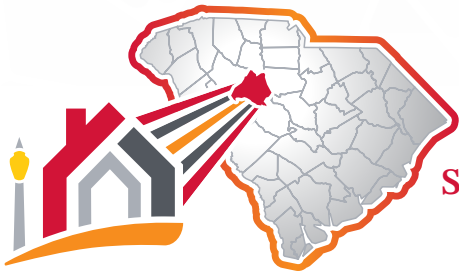
In the words of Jane Goodall,
"Together We Can,
Together We Will."

Respectfully,
Jessica M. Holcomb
Executive Director



Executive Leadership History

- **Annelle Davis** (1968–1975)
- **Thomas M. Halfacre** (1975–1984)
- **Mary Jane Smith** (1984–2003)
- **Jan B. Piersol** (2004–2020)
- **Regina L. Koon** (2020–2023)
- **Jessica M. Holcomb** (2023–Present)



Serving the City
& County of
**Newberry,
South Carolina**

Patricia Caldwell Named 2026 South Carolina Commissioner of the Year

Board Chairman Patricia Caldwell received statewide recognition from the **Carolinas Council of Housing Redevelopment & Codes Officials (CCHRCO)** for exceptional leadership and service.

Board of Commissioners

The Newberry Housing Authority is governed by a seven-member Board of Commissioners appointed and ratified by City Council.

Current Board Members

- **Patricia Caldwell**, *Chairman*
- **Cornelius Cromer**, *Vice-Chairman*
- **Carolyn Robinson**, *Resident Commissioner*
- **Janet Long**, *Commissioner*
- **Dr. Tonya Deese-Jeter**, *Commissioner*
- **Alan Davis**, *Commissioner*
- **Jane Bunnell**, *Commissioner*



Our Mission

The Newberry Housing Authority provides quality affordable housing, promotes resident success, fosters strategic partnerships, nurtures community building, and ensures the long-term sustainability of housing opportunities for all.

Our Vision

A future where all individuals and families have access to safe, quality affordable housing, opportunities to achieve their fullest potential, while creating thriving neighborhoods and sustainable opportunities for current and future generations.



Accountability

Empathy

Ethics

Excellence

Integrity

Loyalty

Quality

Respect

Transparency

Trust

About Newberry Housing Authority

The organizational meeting of the Housing Authority of the City of Newberry was held on October 17, 1968. A cooperation agreement was signed with the City of Newberry, and an application for 250 public housing units was submitted to the United States Department of Housing and Urban Development (HUD).

Today, Newberry Housing Authority (NHA) Provides Housing Assistance Through:

- Public Housing Program
- Housing Choice Voucher Program
- Mainstream Voucher Program
- Vincent Place HOME Property

NHA Currently Provides:

315 Public Housing Units

12 HOME Units

40 Mainstream Vouchers

239 Housing Choice Vouchers

5 HUD-VASH Vouchers

Organizational Transformation

Beginning in late 2023, NHA initiated a comprehensive organizational transformation focused on:

- Financial **Accountability**
- Operational **Efficiency**
- Compliance **Improvement**
- Staff **Development**
- Resident **Engagement**
- Public **Transparency**
- Strategic **Partnerships**

Key Initiatives Included:

- Procurement of **BDO USA, PC** as Fee Accountants
- Updated Agency **Policies & Procedures**
- Board & Staff **Training Programs**
- Monthly **Professional Development Days**
- Launch of **New Branding & Website**
- Transition to **Yardi Voyager Software**
- **Safety & Security Upgrades** across Properties

The Agency Employs:

13 Full-Time Staff

Employee Recognition & Retirements

NHA honored several long-serving employees for their years of dedication and service.

Their collective decades of service significantly contributed to the agency's mission and legacy.

Retirees Recognized

Wilson Bowles 42 years

John Glasgow 39 years

Elizabeth "Betty" Way 30 years

Laurie K. Meadow 28 years

Carrie J. Epting 22 years

Torchia G. Werts 21 years

Financial & Compliance Improvements

Major Accomplishments

Between 2023 and 2026, the agency **aggressively addressed prior audit findings and strengthened internal controls.**

Completed 2023, 2024 & 2025 Audits on Time

Reduced Audit Findings Significantly

Strengthened Financial Reporting Procedures

Improved Procurement Compliance

Implemented Reconciliation Reviews Monthly

Established Segregation of Duties

Conducted Staff Retraining on HUD Compliance

Enhanced Tenant Eligibility Documentation Procedures

HUD & Operational Successes

Removed from HUD Troubled/ Substandard Designation

Completed Successful SEMAP Reviews in 2025 & 2026

Improved Fiscal Oversight & Accountability

Infrastructure & Safety Investments

In 2025, NHA was awarded a

\$250,000

HUD EMERGENCY Safety & Security Grant

Planned Improvements

- Carbon Monoxide Detectors
- Enhanced Security Lighting
- Security Camera Upgrades
- Safety Infrastructure Improvements

Additional Investments Included:

- Key Card Access Systems
- AEDs & First Aid Stations
- Alarm Systems
- Playground Installation at Bethlehem Gardens

Branding & Communications

NHA underwent a full rebranding initiative in 2024.

Highlights

- New Official **Logo & Visual Identity**
- Enhanced Resident **Communications**
- Quarterly **Press Releases & Newsletters**
- Improved Public **Transparency**
- Launch of **NewberryHousing.org**
- CCHRCO 2024 **Website of the Year Award**

Newberry Housing Authority

Affordable Housing Community Services

CCHRCO Carolina Council of Housing Redevelopment & Codes Officials

2024 WEBSITE of the YEAR

1st Place Large Public Housing Agency SC

Community Impact & Resident Services

NHA expanded programming and community engagement opportunities designed to improve resident quality of life.

Programs & Events

Holiday Assistance Programs

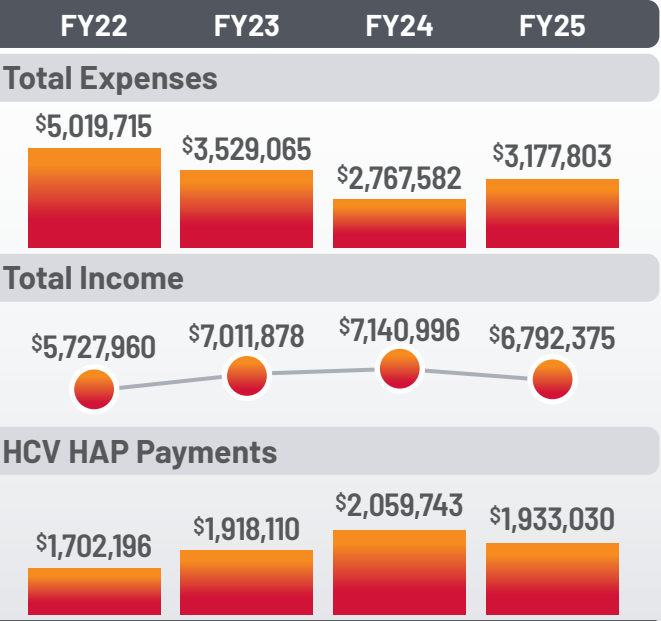


Senior Luncheons

Family Holiday Dinners



Financial Viability



Strategic Partnerships



Back-to-School Bash



Health & Wellness Fair

Schools to Neighborhoods



Community Baby Showers



Resident Council Revitalized



Additional Programs & Events

(Not Pictured)

VITA Tax Preparation Services

Summer Food Program

“What Home Means to Me” Poster Contest

NHA youth participated in the national “What Home Means to Me” poster contest through NAHRO.

Student Recognition (2024)

- **Ja’Liyah Grier**
Elementary Division, Third Place

Student Recognition (2025)

- **Ja’Liyah Grier**
Elementary Division, Third Place
- **Zaya Coleman**
Middle School Division, Third Place
- **Kemara Tobe**
High School Division, Third Place



Looking Ahead: Strategic Priorities

(2026-2031)

As NHA continues to move forward,
our 7 Strategic Priorities include:

1

Strengthen Community
and Regional Partnerships

2

Promote Resident Self-Sufficiency, Housing
Transitions, and Independent Living

3

Develop and Preserve Affordable
Housing Opportunities

4

Strengthen Organizational
Sustainability and Financial Capacity

5

Enhance Organizational Excellence
and Workforce Development

6

Increase Community Engagement,
Marketing, and Public Awareness

7

Improve Safety, Security, and
Quality of Life for Residents

Closing Reflection

The progress achieved between October 2023 and June 2026 reflects a
renewed commitment to accountability, collaboration, and service.

Through strong leadership, dedicated staff, engaged residents, and supportive
community partnerships, the Newberry Housing Authority has strengthened
its foundation and positioned itself for continued growth and success.

**Together, we continue building stronger communities and
brighter futures for the residents of Newberry County.**



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NewberryHousing.org A set of three small icons: a house, a person in a wheelchair, and a person with a cane.

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