



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

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## **Executive Progress Report to the Board of Commissioners For Wednesday, September 25, 2024**

**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 the monthly report for the month of **August 2024** and is shared publicly to encourage transparency in the operations of the HACA. This document will be presented monthly to the Board of Commissioners, by the President and CEO.

### **Executive Summary**

#### **Status of Child Care RFP – Progress**

The HACA staff have been in communication with Christine Avery Academy and they are planning to start services on October 1, 2024 at the Lonnie D. Burton Center. PEAK Academy is operating fully.

Community Action Opportunities have not signed their lease. Regardless of the lack of a lease, they decided to move into the Pisgahview space without notice. This is an incredibly bold move that is illegal and represents a liability to the HACA. Our attorneys are currently negotiating the terms of the lease and have been asked to address this incident and our intention is to either have them enter into the lease or vacate the premises.

#### **Special Recognition**

Rhodney Norman, Ronnie Gillespie, Bobbie McNeil and the entire Maintenance Team!

The Housing Authority of the City of Asheville Maintenance staff worked to get the Edington and the Lonnie D. Burton Centers operational for the launch of the PEAK academy and the Christine Avery Learning Center. Working long hours and on weekends they were instrumental in the buildout and relocation of the Southside Management Office, moving the offices of the Resident Services staff, making needed repairs to the facilities and helping to clean out the buildings. We appreciate all of your hard work!



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## Internal Process Improvement

### Objectives:

1. Recruit and Retain Quality Employees
2. Strengthen HACA's Financial Well-being
3. Develop Internal Control Protocols

### Progress:

**Information Technology** – The IT department under the leadership of Adina Bianchi has completed the following tasks:

1. Improvements to existing website and progress on redesign
2. Assessed options for new desk phone service provider and selected one that will provide higher quality phones and support.
3. Started assessing options for software platform to facilitate digitizing and storing paper files
4. Created SOPs for employee onboarding and offboarding
5. Created access to online housing application from the website and facilitated staff/community training session

### Impact:

1. Readily available IT support for staff that is easily accessible through the IT help desk
2. The streamlining of access to housing through the web portal
3. Increased utilization of technology to equip staff to streamline processes across departments

## Compliance and Internal Audit

**Insurance Claims** – Lead by Ms. Elain Scott, with the objective to have a single point of contact for all insurance claims and to ensure proper documentation and follow-through on claims activities.

Month:	<b>August</b>	To Date		
Number of Claims Filed	Number of Accidents	Type of Incident	Insurance Payout/ Total Amount of Loss	Description
4	1	2-PD, 2-WC on company vehicle		Property Damage – 20 Short Michigan major water damage due to pipe rupture. 37B Cordorva St Police/Marshals looking for fugitive busted door down and used tear gas throughout the unit. WC-Maint. An employee while working on garbage truck was riding outside rear of truck, he claimed driver was going too fast. The jolt affected his back. He was immediately taken to urgent care.

Updated: Monday, September 23, 2024

**WC** – Worker's Compensation    **VA** – Vehicle Accident Claim    **GC** – General Claims (Fire, Property Damage, etc.)    **PI** – Personal Injury (Tenant Claim)



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**Safety Committee** – Ms. Elaine Scott is the lead for the new safety committee and is charged with coalescing a team that will design processes, procedures, update the safety manual and improve overall organizational safety for all the HACA staff.

**Progress:**

1. Re-Implemented the Safety Committee and held the first meeting on 9/5/24 with eight members present.
2. The second Safety Committee meeting will focus on Active Shooter Drills and discussions on our Emergency Preparedness Plans. I also invited Officer Senyak to speak and give suggestions for our Active Shooter Drills.
3. Prepared and received approval to distribute the Driver's Responsibility Memorandum.

**Impact:**

1. Improved organizational safety awareness and preparedness.
2. This will enhance compliance and accountability in organizational policies.
3. This will strengthen all drivers' accountability and reduce liability for accidents.

## Human Resources

**Objectives:**

1. Recruit and Retain Quality Employees

**Progress (August / September):**

**New Hires:**

- 1 - Assistant Site Manager
- 2 - General Laborer
- 1- Housing Support Specialist
- 1- Maintenance

**Terminations:**

- 1-Maintenance (Voluntary - Illness)
- 1-Controller (Voluntary - Other Employment)
- 1-FSS (Voluntary - Other Employment)
- 1-Custodian (Voluntary - Job Dissatisfaction)
- 8-Youth Program Assistant (End of Season)

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**12- Total Terminations**

We have hired a Finance Director who is scheduled to start on 9/23/2024  
Also have hired a Director of HCVP with a scheduled start date of 10/7/2024

## Public Safety

**Objectives:**

1. Communicate more effectively and timely with City and County officials when criminal activities are taking place on the HACA communities



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2. Preparing more formal memorandums to document incidents
3. Continue to pursue vehicle parking enforcement
4. Banned List Reporting

**Protective Services: Jon Mobley, Protective Services Coordinator**

**Progress:**

1. Applications have started coming in for Protective Service Specialist
2. We are currently scheduling interviews to fill 4 PSS positions
3. Communication has now opened with the Sheriff's Office about possible partnership with off duty Sheriff
4. Asheville Towing has agreed to take care of our towing needs at Housing Properties (waiting for contract for review)
5. Working with the Sheriff's Department can use the budgeted money to fill gas in Protective Service Coverage

**Impact:**

1. Abandon cars should be removed from Housing Properties ASAP

## Community Relations

**Objectives:**

1. Strong Community Relations
2. Increase Community Awareness

**Progress:**

1. I met with Andy Barnette from Habitat for Humanity to discuss the parameters of our homeownership program and the opportunity to create a unique partnership to further our Homeownership program.
2. Met with the LEAF Global Arts team and toured their facility. We discussed the opportunity for collaboration on a HACA Youth Choir, music lessons and other activities to expand youth involvement in the arts.
3. Participated in the planning committee meeting for "A Voteless People is a Voiceless People" initiative to engage young black men in the civics of voting.
4. I attended the Asheville Buncombe Continuum of Care Board meeting and general membership meeting. (member) - A presentation was conducted regarding the Ramada Inn Project. A recommendation was not made to the City of Asheville at this time due to ongoing due diligence.
5. I attended the Buncombe County Racial Equity Committee Meeting (member)

## Resident Participation Activities and Engagement

**Objectives:**

1. Expand available resources for resident wellbeing (youth and adult services)
2. Provide improved services that support resident self-reliance and economic independence
3. Build better tools for communications with residents



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165 SOUTH FRENCH BROAD AVE.  
ASHEVILLE, NORTH CAROLINA 28801

**Progress:**

Resident engagement is ongoing.

1. Rent Café registration letters have been sent to residents
2. Resident Rent Café registration assistance meetings are planned for October.
3. An authority wide newsletter is in development. Information is being gathered and once the template is complete, it will be sent out regularly (no less than quarterly).
4. Resident Services staff continue to assist the Resident Associations to identify eligible uses and effectively deliver resources and services.

**Vacancy Report – September 2024**

<b>• Evictions Totals – Updated: September 23, 2024</b>	<b>38</b>
Evicted - Criminal Activity	7
Evicted - Lease Violation	0
Evicted - Non-Compliance	0
Evicted - Non-Payment	31
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: 59**

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: 11**

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: 48**

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.

**Accounting Monthly Report – Ryan McClung, Account Manager**

**Objectives:**

1. Improve the HACA's financial operations, structure and reporting capability
2. Diversify revenue sources to promote financial sustainability and stability
3. Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment
4. Ensure work processes and decision-making practices are aligned to support HACA's mission

**Progress:**

1. The 2023 Audit is still underway for Asheville Housing Authority.



## ASHEVILLE HOUSING AUTHORITY

165 SOUTH FRENCH BROAD AVE.  
ASHEVILLE, NORTH CAROLINA 28801

- The auditor, Novogradac, intends to have all paperwork in by September 13, 2024.
  - The due date for the Audit Report submission to REAC is September 30, 2024.
2. The escheatment process is still underway. Escheat refers to the process HACA takes to reconcile all issued checks that have not been cashed by the recipients in the standard period of time.
- We contact each recipient of uncashed checks via letters and phone calls.
  - We reissue the checks upon recipient response and fulfillment of identity confirmation.
    - The recipient needs to be able to prove that they are the owners with their government ID.
    - If the recipients don't respond by October 15, 2024, we send the fund to the State of NC where the recipient can contact for the funds from that point.

### Impact:

1. The Housing Authority of the City of Asheville uses the accrual accounting method. Accrual accounting requires all expenses are booked in the month incurred. Due to the accrual method, most expense and income accounts for August appear lower to last month given the shorter number of business operating weeks.
2. Our financial reports show that we spent less compared to last month but remained on average / higher end of average compared to the rest of the year.
3. Edington's lower income affected their bottom line despite lower expenses compared to last month, with exceptions appearing in higher Admin and Tenant Services costs. While it was lower, it remains on the high end in a month-by-month comparison. RAD properties showed higher General Expenses primarily due to a rise in Bad Debt Write Offs. HCVP had lower General Expenses due primarily to fewer COVID-19 Landlord Incentives. FCOCC's income is higher due to missed management fee reporting in the previous month, appearing doubled to compensate. FCOCC also shows higher Admin expenses in the form of Travel and Office Supplies and Equipment.

## Resident Services Monthly Reporting - Shaunda Jackson, Director

### Objectives:

1. Increased resident engagement
2. Continued growth of staff
3. Grow program funding

### Progress:

1. Close out youth summer programming at the Edington Center, Hillcrest and Pisgah view.
2. Pratt & Whitney Career fair to take place on Saturday, August 24.
3. The Buncombe County Health Department recently assessed Southside Kitchen and provided us with a list of minor repairs to address. We are also in the process of ensuring that all necessary staff are hired and in place before the first day of school. Thank you for your continued support as we work to improve our operations!
4. Relocate resident services staff from upstairs offices to downstairs offices.
5. Assessed the Lonnie D. Burton building and worked with the Director of Maintenance to get the building ready for moving in.
6. Obtain timeline and transition plan for partners moving into the Edington Center.



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7. Resident Services staff assisted with multiple back-to-school events and backpack giveaways at all family sites.
- August 16th:
- In partnership with Read2Succeed, the Edington Center hosted an exciting Back-to-School Bash, marking the end of a fantastic camp season and gearing up for the new school year with a bang. The event was a vibrant celebration, filled with laughter, games, and plenty of surprises. Campers enjoyed a range of fun activities, including face painting, and a bounce house. To add a special touch, we distributed almost 160 brand-new backpacks filled with essential school supplies, ensuring every child is set up for success in the coming school year. The backpacks included notebooks, pencils, crayons, and other goodies, all packed with care to make the transition back to school as smooth and enjoyable as possible. The backpacks were donated through the United Way.
  - The last day of PVA's summer camp concluded with a vibrant and memorable event showcasing the talents and creativity of our camp participants. The highlight of the day was a spirited fashion show where each child had the opportunity to display their unique style and talents to their peers and families. Each child received a new outfit and a backpack to start the school year. The success of PVA's summer camp finale underscores our commitment to creating impactful and memorable experiences for our community's youth. We look forward to building on this success in future programs and continuing to support the growth and development of all our participants.
8. Pratt & Whitney Career Fair- Over 200 individuals received resume support, interview coaching and onsite interviews.
9. We're pleased to share that all repairs to the kitchen were completed on Tuesday, August 20th. Additionally, Southside Kitchen at the Edington Center welcomed Chef Clarence on Wednesday, August 21st. We're excited to continue improving our services with his leadership! Thank you for your support.
10. All offices were relocated from upstairs at the Edington Center.
11. Lonnie D. Burton was only in need of a few minor repairs.
12. The last day of summer camp was Friday, August 16th and PEAK Academy started their transition on Monday, August 19th.

**Impact:**

1. Over 500 families received backpacks and school supplies.
2. Over 200 individuals received resume support, interview coaching and onsite interviews.
3. The kitchen is currently feeding over 400 meals a day to our children; breakfast and lunch to PEAK Academy and dinner to the Edington Center after-school program. In October, the kitchen will start feeding Christine Avery Learning Centers, Youthful Hand and Positive Vision for Academics after school.
4. Christine Avery Learning Center is scheduled to move into Lonnie D. Burton on September 1<sup>st</sup>.

**PVA End of Summer Fashion Show**



**Back to School Backpack Giveaway**

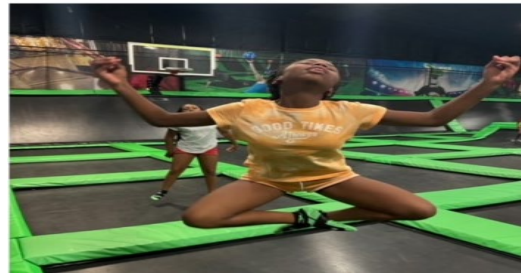




End of Summer Trip to Dollywood



Fun at the Trampoline Park



Visit to the Greenville Zoo





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**Family Self Sufficiency Report**

**Family Self-Sufficiency/Homeownership Report - August 2024**

<b>Family Self-Sufficiency Program</b>	<b>Central AVL</b>	<b>Southside</b>	<b>West AVL</b>	<b>Maple Crest</b>	<b>North AVL</b>	<b>Tenant-Based</b>	<b>Total</b>
Current FSS Participants	7	33	30	0	36	142	<b>248</b>
Established FSS Accounts	6	29	18	0	27	103	<b>183</b>
Traditional escrow FSS Account Balances	\$17,256	\$122,922	\$35,680	\$0	\$84,982	\$461,493	<b>\$722,332</b>
Award based escrow FSS Account Balances	\$2,250.00	\$5,061.00	\$2,075.00	\$0.00	\$11,550.00	\$31,905	<b>\$52,841</b>
Total Distributed since 01/2017							<b>\$1,767,044</b>
Graduates (Since 1/2017)							<b>174</b>
<b>Results and Updates this Month:</b>	<b>We had twelve new participants in August and six new escrow accounts. We had no graduations in August.</b>						
<b>Homeownership Program</b>	<b>Central AVL</b>	<b>Southside</b>	<b>West AVL</b>	<b>Maple Crest</b>	<b>North AVL</b>	<b>Tenant-Based</b>	<b>Total</b>
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	1	0	0	0	0	<b>0</b>
New Homeowners (this month)	0	0	0	0	0	1	1
Total Current Homeowners							<b>78</b>
Total Homeowners to date							<b>88</b>
<b>Results and Updates this Month:</b>	<b>We had no new homeowners in August. We have 2 residents under contract.</b>						



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## Property Management Monthly Reporting

### Evette Smith, Director of Asset Management

#### Objectives:

1. Maintain attractive, well-manicured properties/ building and quality fleet management
2. Continue to hire qualified staff to fill open positions

#### Progress:

##### 1. Central Properties

- Central Properties have devoted a lot of their time to completing HQS repairs and unit turnarounds for August 2024. The Goal is to complete all unit turnarounds to complete move ins with the waiting list opening.

##### 2. North Properties

- North Properties have devoted most of their time to completing HQS repairs and unit turnarounds. Hillcrest is next to receive help completing the unit turnarounds to have units ready when the wait list opens.

##### 3. West Properties

- West Properties have devoted most of their time to completing HQS and unit turnarounds. The maintenance team that has been assisting PVA with vacancies has been making great progress with the unit turnarounds. We are in hopes of having a considerable number of units ready for when the wait list opens.

##### 4. Southside Properties

- Southside Properties is devoting most of their time to completing unit turnarounds and HQS with the waiting list opening we want to have all units completed and ready for move in.

#### Impact:

1. All properties have been impacted by the number of vacancies with PVA and Hillcrest staffing issues have caused them to struggle to keep up with HQS repairs and unit turnarounds as well as the conditions former residents have left the units. The course of action is to remediate the situation by sending teams to both properties to aid in catching up.
2. We are still renovating the Woodfin units; we hope to be done by October 2024.



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## **Maintenance Monthly Reporting**

**Rhodney Norman, Director Maintenance**

**Objectives:**

1. Establish centralized maintenance infrastructure
2. Improve work efficiencies and timely completion of work orders

**Progress:**

1. In partnership with Asset Management, the Maintenance staff has launched a focused strategy to address the maintenance needs.
2. Since the last report, Maintenance has hired 2 employees for the Grounds crew.
3. We focused on Pisgah view with more staff twice a week with the backlog of vacant units and outstanding HQS inspections. We are entering week 3 had have seen significant improvement.
4. We have begun refinishing and replacing the flooring at Woodfin Apts. This property was left uninhabitable by the previous leaseholder. We have made significant progress in the restoration of the units in this building to habitability standards. Currently we are preparing for an inspection by North Carolina Housing Finance Agency.
5. The Grounds crew have been working in Pisgah view clearing brush behind and between buildings in Pisgah view also removing and clearing a few homeless sites.

## Maintenance Site Clean-up Showcase Pisgahview

Site improvements is a core objective of the Housing Authority. In 2023 we began planning for the hiring of more maintenance team members with the intention of reviving the once prominent Grounds Crew. Cutting back overgrowth improves site safety, decreases rodent activity, and is important to site beautification.

Before:



After:



Clearing dense overgrowth and preparing for grass.



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## HUD Updates

### Sheri Guyton, Director Administration

#### Objectives:

1. Document and Task 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. Documentation of 80% of HUD systems has been completed. Understanding and familiarizing myself with each system, why we use them and how it affects productivity if not using the appropriate systems for staff.
2. Ongoing progress in gathering information about what specific job functions they execute that requires access to and understanding the appropriate level of access.
3. Gathering timelines for submissions. Once completed, I will compile an agency wide annual timeline for deliverables

#### Impact:

1. Easily 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 to give them the permissions they need for job functions
3. Ensure our reporting to HUD is timely and accurately submitted.

#### 5 Year Plan/MTW Status:

We will be asking for final board approval of Resolution No. 2024-27 on September 25, 2024. Once approved, we will upload the required documentation to HUD (Housing & Urban Development). The submission deadline is October 17,2024.



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ASHEVILLE, NORTH CAROLINA 28801

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## Housing Choice Voucher Reports

### Noele Tackett, Director Housing Choice Voucher Program

#### General Update –

Since our last meeting, HCVP has primarily focused on continued training for new Housing Support Specialists and the conversion to Yardi's RentCafe.

We opened the PBV-Site-based waiting lists on August 26<sup>th</sup>. Applicants were able to apply to the property of their choice using an electronic application through RentCafe. Between August 26<sup>th</sup> and August 31<sup>st</sup>, we received 280 applications.

#### Acknowledgements –

I want to recognize all HCVP staff for their efforts behind our impressive results. Continued staff training, conversion clean-up, over 35-unit assignments and managing well over 500 visitors to our lobby all in addition to our normal day-to-day duties.

#### Key Indicators –

##### Meeting/Exceeding Expectations:

- HCVP staff completed 168 on-time recertifications
- 291 Housing Quality Standards inspections were completed
- Over 35 PBV files were sent to the developments in preparation for lease signing

##### Items of Moderate Concern:

- Majority of TBV staff are relatively new and have newly added responsibilities

##### Unexpected Anomalies/Areas of Concern

- HCVP Housing Support Specialists-to-caseload ratio
- Newer HCVP Housing Support Specialists with limited training
- Landlord Outreach Coordinator position vacancy

##### As of 07/19/2024 the following progress is reported regarding application files.

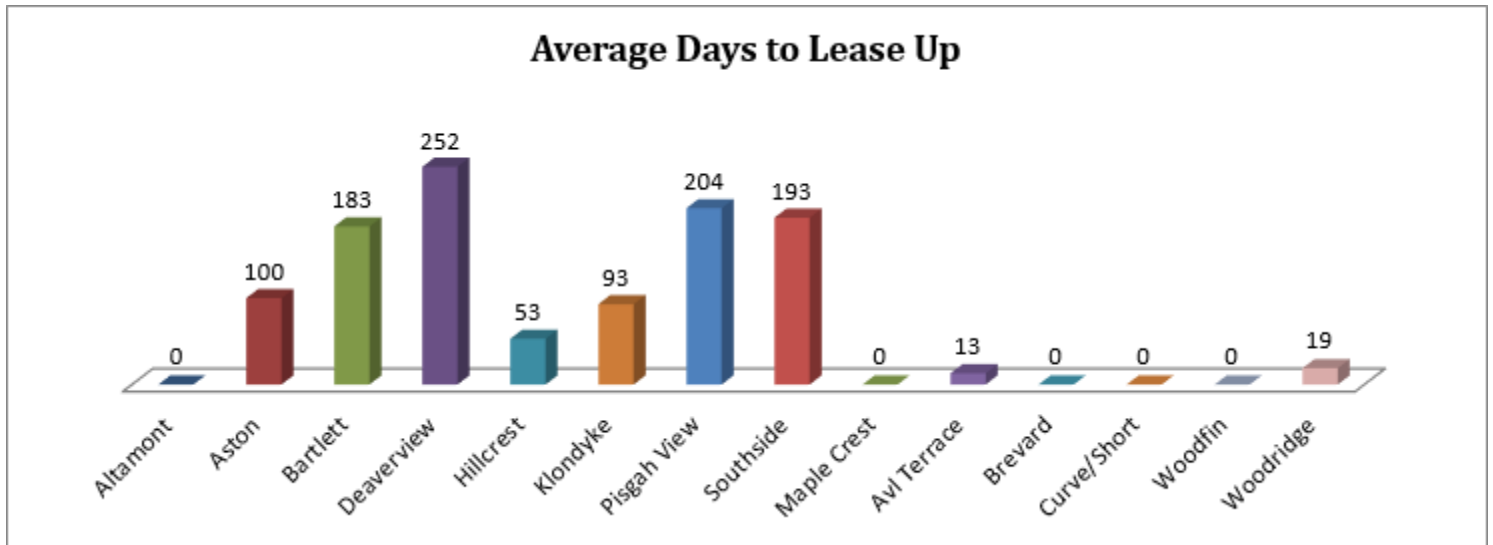
- Sent over 35 applicant files to property managers
- 60 applicants are currently under review to determine eligibility
- 65-unit offers were made



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**165 SOUTH FRENCH BROAD AVE.**  
**ASHEVILLE, NORTH CAROLINA 28801**

**Asheville Housing & Related Properties - Occupancy Report**

Asheville Housing & Related Properties - Occupancy August 2024												
Property	Units	Occupied	Occ Rate	Rehab/ Hold	Make Ready	Ready	Moved In	Vacant Days	Average			
RAD PBV	Altamont	55	54	✓ 98%		1	0	0	✓ 0			
	Aston	161	145	✗ 90%		16	3	300	✗ 100			
	Bartlett	114	101	✗ 89%		13	4	731	✗ 183			
	Deaverview	160	131	✗ 82%	7	22	1	252	✗ 252			
	Hillcrest	227	204	✗ 90%		23	1	53	⚠ 53			
	Klondyke	182	176	⚠ 97%	1	5	3	278	✗ 93			
	Pisgah View	256	222	✗ 87%		34	1	204	✗ 204			
	Southside	274	258	⚠ 94%		16	3	579	✗ 193			
	Maple Crest	96	86	✗ 90%		10	0	0	✓ 0			
Other	Avl Terrace	248	239	⚠ 96%		7	2	5	66	✓ 13		
	Brevard	163	161	✓ 99%		2	0	0	✓ 0			
	Curve/Short	2	1	✗ 50%	1		0	0	✓ 0			
	Woodfin	19	0	✗ 0%	19		0	0	✓ 0			
	Woodridge	160	155	⚠ 97%		4	1	3	57	✓ 19		
<b>Total</b>	<b>2117</b>	<b>1933</b>	<b>✗ 91%</b>	<b>28</b>	<b>153</b>	<b>3</b>	<b>24</b>	<b>2520</b>	<b>✗ 105</b>			



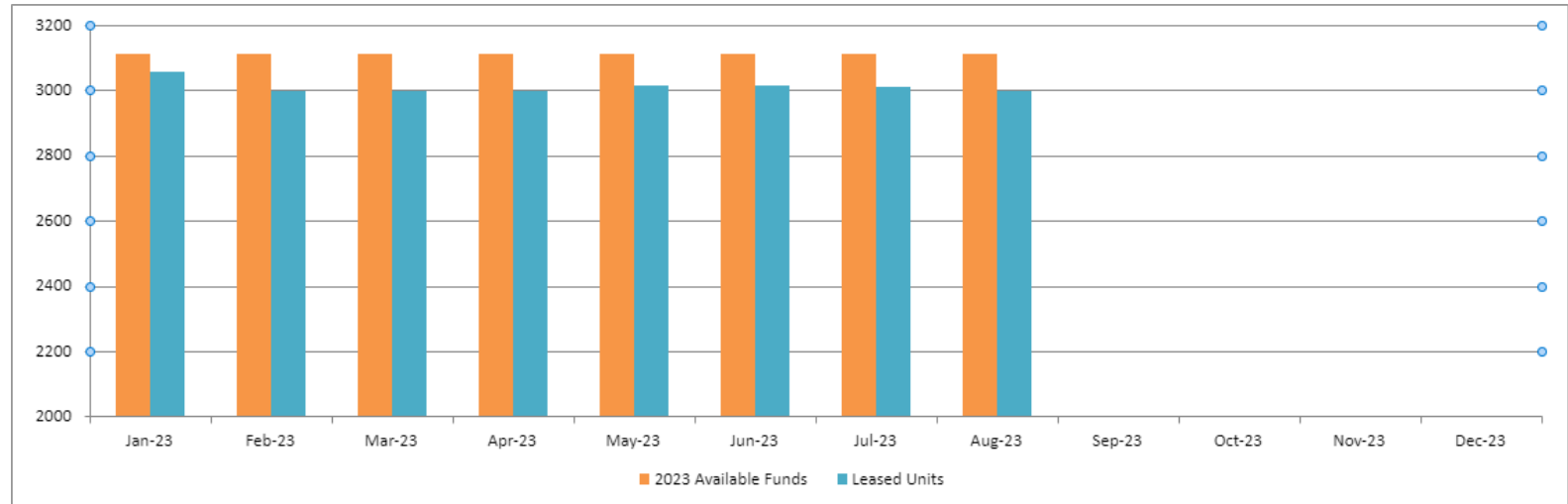




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**Asheville Housing Vouchers Report**

Asheville Housing Vouchers - August 2024							Monthly Processes				
Lease-Up							Mobility Moves	Moved In	Moved Out	Inspect	Re-Exam
Voucher Program	Total Vouchers	Available to Lease	Leased	Occupancy Rate	Available	Assigned/ Looking					
Project Based - RAD (HACA Owned & Managed Properties)	1525	1481	1377	93.0%	148	N/A	0	16	8	81	59
Project Based - LIFE House of Asheville (LH vouchers)	20	20	17	85.0%	3	3	0	0	0	1	1
Tenant Based - Regular HCVs	1368	1065	1089	102.3%	-24	50	2	1	1	152	74
Tenant Based - VA Supportive Housing (VASH) Vouchers	366	366	290	79.2%	81	18	0	3	1	40	19
Tenant Based - Non-Elderly Disabled (NED) Vouchers	75	75	59	78.7%	16	3	0	0	0	5	4
Tenant Based - Mainstream Vouchers	37	37	30	81.1%	7	3	0	0	0	1	1
Tenant Based - Emergency Housing Vouchers (EHV)	47	47	37	78.7%	6	0	0	0	0	1	3
Tenant Based - Foster Youth to Independence (FYI) Vouchers	8	8	6	75.0%	2	0	0	0	0	0	0
Tenant Based - Enhanced Vouchers (EVO) - Spruce Hill Apts	13	13	10	76.9%	3	0	0	0	0	0	4
Tenant Based - Portable (Vouchers Ported Out to Other PHAs)	N/A	N/A	5	N/A	0	0	0	0	0	0	0
Tenant Based - Homeownership	N/A	N/A	77	N/A	0	0	0	0	0	10	3
<b>Total HCVP</b>	<b>3459</b>	<b>3112</b>	<b>2997</b>	<b>96.3%</b>	<b>242</b>	<b>76</b>	<b>6</b>	<b>20</b>	<b>10</b>	<b>291</b>	<b>168</b>



2024 Budget Authority (HAP MS, and EHV)  
 12-Month Per Unit Cost  
 Vouchers Supported by BA

30,260,912  
 810.43  
 3112

Occupancy based on BA	
98%	95%
3049	2956