



**Asheville Housing Authority**  
**Regular Meeting of the Board of Commissioners**  
**Minutes: March 26, 2025**  
**Meeting Location: 165 S. French Broad Ave., Asheville, 28801**  
[Click Here](#) to view all meeting materials

**I. Work Session Meeting Opening & Roll Call:**

**Chair Bacoate opened the Work Session and asked for roll call at 4:05 PM.**

HACA Mission Statement and Core Values were read.

Quorum was present. **Board Members Present:** Chair Mychal Bacoate, Vice-Chair Kimberly Collins, Commissioner Sean Aardema, Commissioner Scott Farkas, Commissioner Carol Goins, Commissioner Roy Harris, Commissioner David S. Robinson Sr., Commissioner Maggie Slocumb, Commissioner Kidada Wynn. **Also in attendance:** HACA Interim ED Rodney Norman, and Attorney Susan Russo-Klein of Roberts & Stevens, P.A, **Not in Attendance:** HACA Executive Assistant Cherin Marmon-Saxe.

○ **Approval of Agenda:**

**Vice-Chair Collins moved** to accept the Work Session Agenda as presented. **TBD seconded.** All Ayes, No Nays; The Commissioners unanimously approved the motion.

- **Review of Resolutions, Meeting Schedule Change, and Interlocal Agreement with Brevard**
- **Resolution 2025- 04 Approval of HACA Agency Wide 2025 Budget**

Finance Manager Ryan McClung explains that the previous Director of Finance proposed a 5% increase in overall expenses, including a 4% cost of living increase across the board for staff increases, and an additional 1% for any additional operational increase.

**Chair Bacoate, Vice-Chair Collins, and Commissioner Slocumb asked for clarification** on Budget dates and timing. **Interim ED Rodney Norman explained** that Ms. Holland, HACA's previous Director of Finance prioritized the completion of the 2024 Audit, and the Budget followed. He also clarified that the Budget is for calendar year 2025, January to December. He went on to clarify that once the 2025 Budget is approved, there will be adjustments made to include back pay from January for the 4% increases.

**Chair Bacoate questioned** the timing of the Audit completion. **Rhodney stated** that there were delays due to the storm and other events, and it is a priority to get ahead of the Audit schedules going forward.

**Commissioner Farkas asked** if there are storm related costs included in these budget numbers. **Rhodney clarified** that storm related costs are included in replacement reserves and funding applied for.

Rhodney clarified a question on the Insurance line item of the Budget asked by Vice-Chair Collins.

**Commissioner Slocumb asked** how the 4% salary increase compares to previous years increases. **Rhodney explains** that in 2023 there was a 10% increase/bonus amount given, to make up for several years previously where there were no increases, and this brought HACA into a competitive range. There was no increase in 2024. Chair Bacoate continued discussion about budget planning and timing moving forward.

**Commissioner Slocumb asks** for clarification about our income sources, and what makes up the Other Revenue amount. Rhodney and Noele Tackett explain that because we are Buncombe County voucher holders, and HACA PBV are RAD units we receive subsidy on the units as well as rent.

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**Vice-Chair Collins asks for explanation** of Tenant Services budget numbers, focusing on Surplus Cash, administrative costs and PODS, and requests a breakdown of administrative salaries for Tenant Services, including the number of employees and their roles.

**Rhodney stated** that he will follow up with more specifics about these numbers. Attorney Susan Russo responded to VC Collins' questions about HACA's relationship with PODS, explaining that in 2023 HACA adopted PODS as an entity.

### ○ **Resolution 2025- 05 Approval to Write Off Bad Debt from July-December 2024**

Rhodney explains this bi-annual process for cleaning up accounting records two times a year. Debt represented includes unpaid rent, fees damages, and while not written out of the ledgers, HACA continues to recapture monies owed. There is continued conversation about the fluctuations and impact of Hurricane Helene on these numbers.

### ○ **HACA Board of Commissioners Meeting Schedule**

Has been changed back to monthly. Commissioners should check if there are conflicts with their schedules, and notify Cherin Marmon-Saxe about any conflicting dates.

### ○ **Inter-Local Cooperation Contract between HACA and Brevard Housing Authority**

Contract in place between HACA and Brevard Housing Authority since 1990, where HACA charges 10% Operation fee and 50% Accounting fee for managing finances, provide additional staffing when needed. Contract renews automatically with a 60-day clause if either party sees fit to change or dissolve. **Vice Chair Collins inquires** about the search process for CEO positions, noting that historically, HACA has shared the CEO role with Brevard. **Rhodney confirms** that Brevard has not utilized their option to have their own CEO.

### ● **Review of Amended and Restated Bylaws**

**Susan Russo Klein presents** proposed bylaw changes including update to number of Commissioners and quorum, Causes for Removal, and Election of Chair and Vice-Chair and successors.

**Commissioner Slocumb asks** for clarification about Section 5.02 about the scheduling of the regular annual meetings. Changes have been suggested to better align elections with Commissioner terms, budgets etc. Susan explains that these are guidelines and can be adjusted to best fit the activities of the Authority and the Board. **Chair Bacoate reiterates** that the Bylaws are a living document, and with the guidance of Council can be revisited in the future as needed.

**Commissioner Farkas proposes** increasing tenant representation on the Board from one to three members. In light of the increase in the size of the Board overall, there should be more tenant representation. Extensive discussion followed regarding how this looks, making sure that tenants fully understand the impact of the commitment, the workload, the timing of meetings, the flexibility required etc. **Chair Bacoate** also discusses the Mayor's role in the appointment of the Board. Susan clarifies that currently the Mayor is not restricted to appointing only one tenant, and that the current Bylaws state that not more than 1/3 of the Commissioners shall be tenants. She also suggests a staggering of appointments.

**Chair Bacoate confirms** no closed session is required.

### ● **Meeting Adjourned: 5:17**

**II. Regular Session Meeting Opening & Roll Call:** [Click Here](#) to view all meeting materials

**Chair Bacoate opened the Regular Session and asked for roll call at 5:22 PM.**

HACA Mission Statement and Core Values were read.

Quorum was present. **Board Members Present:** Chair Mychal Bacoate, Vice-Chair Kimberly Collins, Commissioner Sean Aardema, Commissioner Scott Farkas, Commissioner Carol Goins, Commissioner Roy Harris, Commissioner David S. Robinson Sr., Commissioner Maggie Slocumb, Commissioner Kidada Wynn. **Also in attendance:** HACA Interim ED Rhodney Norman, and Attorney Susan Russo-Klein of Roberts & Stevens, P.A, **Not in Attendance:** HACA Executive Assistant Cherin Marmon-Saxe.

○ **Approval of Agenda:**

**Attorney Susan Russo Klein stated** the General Accounts from previous closed sessions will be made available at a future date. Amended Consent Agenda includes:

- Approval of Agenda for March 26, 2025
- Approval of Previous Minutes from Regular Meeting: January 22, 2025
- Approval of Previous Minutes from Special Meeting: March 12, 2025
- Approval of Previous Minutes from Special Meeting: March 18, 2025
- Approval of Resolution 2025-04: HACA Agency Wide Annual Budget for 2025
- Approval of Resolution 2025-05: Write off Bad Debt July-Dec 2024
- Approval of Inter-Local Cooperation Contract between HACA and Brevard Housing Authority
- Approval of Reinstatement of Monthly Board of Commissioners Meetings, beginning with April 23, 2025
- Approval of Revisions to HACA Bylaws

**Commissioner Goins made a motion** to approve the Consent Agenda. **Vice Chair Collins** seconded; All Ayes, No Nays, Unanimously Approved

○ **Public Comment:**

Commissioner Kidada Wynn read The Public Comment Rules of Order. 3 public speakers addressed assorted items including:

- Southside Gardens update
- Buncombe County Health Department – Mobile Health Services
- Appalachian Community Medicine – Mobile Medical Services

○ **Executive Report** [Click Here](#) to view full Executive report

• **Housing Choice Voucher program Update – Presented by Dalerie Beard, Director**

- Hiring of Program Manager
- 2 Promotions
- Extensive training for entire team
- Team building and telework days fostering positive work environment
- Prioritizing Lease Up and Vacancies
  - 93 vacant units, 17 from February
  - 23 move-ins
  - 25 units turned over to Property Managers

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- 6 units rejected by applicants.
- 438 walk ins, accepting 169 applications for the month of February
- YARDI training
  - 3 day in person / 1 day free training
  - Asset Management and Resident Services included; Dates TBD
- Inspections
  - 159 PBV / 152 HACA owned.
- Waitlist opening extended an additional 30 days

Mrs. Beard and Rhodney further clarify YARDI and the importance of good and consistent training to address Commissioner Harris' question.

Commissioner recognizes the improvement in the vacancy numbers at 93, and asks Mrs. Beard what the expectation is for vacant units once we stabilize. Mrs. Beard says her preference is 0%.

### • **Asset Management Update – Presented by Evette Smith, Director**

Evette reiterates her team's commitment to filling the vacancies and movement of files when received from HCVP. There is a big focus on capital improvements for the units, continued grounds' clean-up, clearing hurricane damage, and increasing curb appeal.

Property managers are working with the residents to identify who needs hurricane hardships and collaborate with partner agencies who offer rental assistance so that residents have support and avoid eviction.

**Commissioner Harris asks** Evette to describe the typical process for getting a unit ready for occupancy. **Evette explains** the various steps from move-out to new occupant and further explains that it is a frequent occurrence that units are left in a terrible state with residents not clearing out the unit and leaving a great deal of damage. This adds more time for that turnover to happen.

**Vice Chair Collins inquires** about the consistency of eviction notices. **Evette explains** that everyone receives notification of late rent. Property managers offer support and information about agencies who can help with arrearage, but you cannot make anyone act. Changes to the court system and the tolerance of judges to see a big case load of evictions. Management then has to make decisions on which to push through, which impacts consistency of enforcement.

**Commissioner Harris speaks** about the \$225 million coming to Asheville. Criteria for funding from this includes proving unmet needs. 70 % of the money must go to low and moderate income communities. Discussion continued about HACA preparing all documentation and paperwork together so that once the money is available, unmet needs are clearly defined. Get as much information as possible together so that HACA can be strongly advocated for.

### • **Resident Services Update – Presented by Shaunda Jackson, Director**

Shaunda gives the Board details on numbers of total participants in FSS, 244 to date, 186 of which are established, and disbursements in excess of \$1.9 million since 2017. In the month of February, there were 2 new escrow accounts, and one new graduate in the Homeownership program, bringing the total to 81. There are 2 people under contract, and one additional who is currently building on their Habitat home.

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Team continues to collaborate with Evette and Mrs. Beard to keep the evictions and vacancies low. They continue to offer resources, engage with community partners to support residents with funding sources, and cleaning assistant so that evictions do not happen for non-payment of rent, or failing inspections.

Family Self Sufficiency coordinators collaborate with community partners to support residents in need with rebuilding homes after tremendous hurricane loss, car repairs, being accepted into apprenticeship programs, cover costs associated with this education and training and eventually offer employment.

Resident Services is prioritizing reestablishing Resident Councils at all of the properties. Angela Clemmons has visited several of the properties, explaining the goals for resident Councils, the process as it is required by HUD, and how to get started. Third party community partners are driving the election process to keep it fair and unbiased. Altamont is already in the nomination stages.

In response to a question from the Board about specific duties of the Resident Councils, Shaunda explains that they represent the voice of their communities, and will address topics including beautification, safety, and meet with Rhodney about concerns they have. Presidents from each of the property councils will form the Resident Advisory Board, who will then meet with the Board of Commissioners on a regular basis.

**Vice Chair Collins asks** what Rent Café is. **Rhodney and Allison Smith**, Property Manager of Pisgah View **explain** that it is YARDI. **Shaunda further explains** that this is resident support, where residents can pay their rent, fill out applications, complete their recertifications.

**Vice Chair Collins asks** Shaunda to explain her role at the Edington Center and overall. **Shaunda gives details** including EC, Southside Kitchen, Peak, Lonnie Burton Center, Christine Avery, PODS and resident outreach and programs that she manages. Vice Chair asks for clarification about maintenance for the building and surrounding areas. Shaunda and Rhodney explain that there is a shared maintenance crew with HACA, and the a dedicated team is the goal for the future.

**Vice-Chair Collins asks** for clarification about the parking for all staff that support programs being run from EC and expresses concerns that reasonable accommodation is not being made for the partners who are leasing and paying for using the buildings and facilities. Further discussion ensued regarding requirements for reserved spots to ensure that maintenance staff always have sufficient access and space to maneuver in and out of the building. In addition, trash removal cannot be hampered, so space is required for dumpsters and dump trucks.

**Vice Chair Collins suggests** that a site visit be made to assess the full picture, and that all signage for HACA Staff parking be removed, and towing policy be terminated immediately.

**Chair Bacoate** strongly suggests that an amenable solution and compromise be made by all parties quickly.

- **CEO Search Firm Proposals – Presented by Susan Russo Klein, Attorney, Roberts Stevens and Terri Anello, HACA Procurement and Contract Manager**

Susan Russo Klein and Terri Anello discuss the procurement process for hiring a CEO search firm, including the options of formal and informal bidding.

The hiring committee has been reviewing proposals from three firms:

- Gans, Gans, and Associates
- Armstrong McGuire

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- KM Partners

All charge the same fee and provide a one-year guarantee. The differentiating factor will be the timeframe for completion of the search and hiring a permanent CEO.

**Chair Bacoate and Vice Chair Collins discuss** the urgency of filling the CEO position and the need for a quick and efficient search process.

**The Board agrees** to review the proposals and report their preference to Chair Bacoate by Friday, April 4, 2025.

**Commissioner Aardema asks** if the Hiring Committee has the ability to reach out to the firms directly with any questions. Susan answers yes, but she is taking the lead on this and explains that each have stated that they will make a presentation to the Board.

Chair Bacoate reiterates that Commissioners must call him no later than April 4<sup>th</sup> with their preferences for Search Firm, and then notifications will be made within 48 hours.

- **Meeting Adjourned: 6:42 PM**



**Asheville Housing Authority**  
**Regular Meeting of the Board of Commissioners**

**Minutes: November 20, 2024**

Meeting Location: HACA Central, 165 S. French Broad Ave., Asheville

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Mychal Bacoate, Board Chair

**Date:** \_\_\_\_\_

**ATTEST:**

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Rhodney Norman, Associate Secretary

**Date:** \_\_\_\_\_