



Board of Commissioners Meeting
Executive Report
April 22, 2026



Executive Progress Report: March 2026

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 January and March 2026 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

HANNAH SUGGS HR BUSINESS PARTNER

Quarter 1 HR Report

January-March 2026

Metric	Q1 2026
Turnover Rate	8.7%
Retention Rate	91.30%
Voluntary Turnover	2.37%
Voluntary Resignations	3

Executive Summary

Workforce trends during the first quarter of 2026 reflect continued organizational stabilization, with retention remaining above benchmark targets and voluntary turnover staying low. While overall turnover increased in March, this was primarily driven by non-voluntary separations rather than employee-initiated departures. The agency continues to maintain workforce stability in alignment with national housing authority standards.

Turnover & Retention (agency-wide):

- Retention remained above the 90% benchmark, consistent with national workforce standards.
- Voluntary turnover continues to be low, indicating improved employee satisfaction and engagement.
- Increased turnover in March was driven primarily by terminations rather than resignations.

Monthly Breakdown (from prior report):

- January: 97.7% retention, 2.3% turnover
- February: 96.12% retention, 3.95% turnover
- March: 97.58% retention, 2.44% turnover



Hires & Terminations (agency-wide):

Hires – 2

Terminations – 11

- January – 1 hire, 3 terminations
- February – 0 hires, 5 terminations
- March – 1 hire, 3 terminations
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Key observations:

- Hiring activity remained limited due to operational constraints and evolving workforce strategy.
- The majority of separations across the quarter were involuntary or related to organizational needs rather than voluntary exits.

Workforce Overview (Agency-Wide)

The current average length of employment for 2026 terminations is *7 years, 4 months, and 20 days*. This indicates that separations continue to impact longer-tenured employees, consistent with trends identified earlier in the year.

Employee Type	Total
Full-Time	113
Part-Time 40	2
Part-Time 20	10
Temp/Seasonal	1
Stipend	30
Total:	156

Current Open Positions:

Current critical openings include:

- Director of Private & Public Partnerships
- Operations Manager
- Electrician
- Grounds Landscaper

Recruitment continues to focus on essential operational roles.

Organizational Changes (April 2026 Update)

A significant organizational transition is underway within HR:

- **Reduction in Force (RIF):**
 - Phase 1 completed: April 6, 2026
 - Phase 2 planned: April 30, 2026
- **HR Department Structure:**
 - **Hannah Suggs** – Employee Experience Partner
 - **Consult HR Partners (CHRP)** – Providing offsite HR operational support and advisory services.

This new structure reflects a strategic shift toward a streamlined HR model with external partnership support.

Workforce Observations & Outlook

- The agency remains within national benchmarks for turnover (<10%) and retention (>90%).
- Voluntary resignations remain low, suggesting improved employee retention and engagement.



- Workforce reductions and restructuring efforts in April are expected to impact Q2 metrics and organizational capacity.
- Continued focus will be placed on:
 - Workforce stabilization post-RIF
 - Strategic hiring for critical roles
 - Employee experience and retention initiatives

Conclusion

The first quarter of 2026 reflects a stable workforce environment with strong retention and controlled turnover. While organizational changes in April represent a significant transition, the foundation established in Q1 positions the agency to strategically adapt while maintaining operational continuity.

PUBLIC SAFETY

JON MOBLEY, PROTECTIVE SERVICES COORDINATOR

OBJECTIVES:

1. Ensure security presence is maintained at all high-need properties.
2. East Security has applied for a new license and is now waiting for a response from PPS Board. Anticipated start date is mid-April
3. Continue to monitor and respond to safety concerns at all properties, especially those with higher incident rates.

CURRENT STATUS

East Security has applied for a new license and is now waiting for a response from PPS Board. Anticipated start date is mid-April

PROGRESS

- East Security has struggled to provide consistent coverage at Asheville Terrace this month. Terrace Management has requested that one of the guards not be allowed to come back due to various complaints from residents. Shifts will be covered by myself and East Security Owner Christian Hatley when coverage is not available.
- The hiring process has started for Asheville Terrace Protective Services Staff.
- 19 additions were added to the banned list. 0 removed



ACCOUNTING

Tara Boestan-Smith, Director of Finance

MARCH 2026 – [CLICK HERE FOR FULL FINANCIAL REPORT](#)

OBJECTIVES	PROGRESS	IMPACT
Improve the HACA's financial operations, structure and reporting capability	<ul style="list-style-type: none"> -Brainstorming reporting methods to maintain budget tracking. Many considerations toward Resident Services. -Implementation of cash flow analysis reporting. -Increased communication on arrears with managers/directors. 	<ul style="list-style-type: none"> -Meet HUD and internal deadlines. -Enhance communication and strengthen inter-dept connections. Provide better program detail in Resident Services reporting. -Provide clear, accurate, guidelines to involved parties.
Diversify revenue sources to promote financial sustainability and stability	<ul style="list-style-type: none"> -Work tied to HCV recertifications and reduction of vacancies. -Inter-department planning with COO, DoF and RS staff. 	<ul style="list-style-type: none"> -Internal planning for expense cutting and revenue growth. -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. -Began revisit to Procure to Pay for April 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"> -Cultivate Finance team's understanding of processes and procedures -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.



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

CURRENT PROJECTS

COMMUNICATION & SECURITY ENHANCEMENTS

- **IVR Optimization:** The new IVR is live and functional.

MOBILE DEVICE MANAGEMENT (MDM) LAUNCH

- **Deployment Status:** We had the final onboarding and have successfully installed the MDM on a few new phones.
- **Technical Update:** Still deciding on a direction to take on the PC MDM side. It does not install as seamlessly as we were promised and will probably be delayed for some time.
- **Timeline:** The 2-month timeline we previously thought possible could be considerably longer. No estimate yet, as we are still sorting out issues and figuring out the best course of action.

OPERATIONS & MAINTENANCE

- **Asset Management:** We continue to utilize **Asset Tiger** for rigorous equipment tracking.
- **Support:** Our team remains committed to the prompt resolution of all incoming service tickets to ensure minimal operational downtime.



PROPERTY MANAGEMENT

EVETTE SMITH, SR. DIRECTOR OF ASSET MANAGEMENT

OBJECTIVES:

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

ALLISON SMITH, DIRECTOR: ALL PROPERTIES

OCCUPANCY OBJECTIVE: TO OBTAIN A 100% OCCUPANCY

OVERVIEW:

Our primary focus is to increase occupancy by prioritizing move-ins. Managers are diligently scheduling new move-ins as they receive New Move-in files from the admissions department. Managers are also meeting with Maintenance Advisors to determine the needs of the property. All efforts are focused on occupying vacant units.

PROGRESS:

All Management Teams are focused on providing excellent customer service and communicating promptly with NMI prospects, essentially selling the attributes of each unit and property.

TENANT ACCOUNT RECEIVABLE OBJECTIVE: TO COLLECT 100% OF RENT

OVERVIEW:

The management teams collect rent daily; we monitor the TAR (tenant account receivables) daily.

PROGRESS: Actively Ongoing:

- 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
- Met with residents during the “Rent Café Launch”

VACANCY OBJECTIVE: IS TO ACHIEVE 5% OR LESS



OVERVIEW:

Our objective is to keep vacancy numbers 5% or under. This includes effective communication with the Admissions department / Tenant selection by notifying them of 30-day notices received from tenants as they prepare to move out. The Notice function alerts the Tenant Selection Department of an upcoming vacancy for the property. This practice supports timely unit assignments and reduces overall vacancy periods.

Each Site manager meets with the Superintendent and Maintenance Supervisor weekly to update which units are priority.

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:

All Management Teams are walking the property daily, identifying curb appeal issues / concerns, meeting with contractors and seeking quotes for future projects.

Vacancy Report – January 2026

Evictions Totals	26
Updated: April 16, 2026	
Evicted - Criminal Activity	7
Evicted - Lease Violation	5
Evicted - Non-Compliance	0
Evicted - Non-Payment	14
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: 43**

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 12**

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: 65**

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.



[Click Here](#) to access all Board Materials

FAMILY SELF-SUFFICIENCY PROGRAM

KAROLINA HOPKINS, FSS MANAGER

Family Self-Sufficiency Program Report -March 2026							
Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	3	31	46	3	43	118	244
Established FSS Accounts	3	27	32	1	35	96	194
Traditional escrow FSS Account Balances	\$21,175	\$70,612	\$60,379	\$2,532	\$110,423	\$266,791	\$531,912
Award based escrow FSS Account Balances	\$250	\$12,111	\$7,459	\$0	\$9,250	\$40,767	\$69,837
Total Distributed since 01/2017							\$2,301,769
Graduates (Since 1/2017)							220
Results and Updates this Month:	We had no new participants in March and no new escrow accounts. We had no graduations in March.						