



Board of Commissioners Meeting
Executive Report
May 20, 2026



Executive Progress Report: April 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 of April 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

April 2026 HR Data Report

Turnover & Retention (agency-wide):

April 2026 workforce data reflects significant organizational restructuring due to the implementation of a two-phase Reduction in Force (RIF). These organizational changes resulted in increased separation activity during the month and impacted overall workforce retention metrics.

- *April* – **82.30% retention, 28.31% turnover, 1.89% voluntary turnover.**
- *Total terminations for April* – 31 employees.
- *Voluntary separations* – 2 employees.

RIF Phase 1 took place on **April 6, 2026**, and primarily impacted maintenance and administrative staff, resulting in **10 employee terminations**.

RIF Phase 2 took place on **April 30, 2026**, and primarily impacted afterschool program positions, resulting in **17 employee terminations**.

In addition to the RIF-related separations, several other terminations occurred throughout the month, contributing to the total of **31 terminations for April**.

While turnover metrics increased significantly due to the organizational restructuring, voluntary turnover remained low, indicating that workforce reductions were primarily organizationally driven rather than employee initiated.



Hires & Terminations (agency-wide):

The following section provides a summary of agency-wide hiring and separation activity for April 2026.

- April – 3 new hires and 31 terminations.

April Hiring:

- Custodian – Edington Center
- Site Manager – Hillcrest
- Accountant

April Terminations:

- Reduction in Force (Phase 1) – Maintenance & Administrative Staff – 10 Employees
- Reduction in Force (Phase 2) – Afterschool Programs – 17 Employees
- Additional Terminations – 4 Employees

Workforce Overview (Agency-Wide)

Snapshot (as of April 30, 2026)

The current average length of employment for 2026 terminations is **5 years, 7 months, and 26 days**. Despite the increase in turnover during April, average tenure data indicates that the organization continues to retain a significant number of long-term employees.

Employee Type	Total
Full-Time	106
Part-Time 40	1
Part-Time 20	2
Temp/Seasonal	0
Stipend	27
Total:	136

Current Open Positions/Planned New Hires:

The following positions are currently planned for recruitment and onboarding:

- Landscapers (3)
- Director of Public and Private Partnerships
- Operations Manager

HR Operations & Workforce Support:

Hannah Suggs, Employee Experience Partner, remains the onsite HR support staff member for all employees as the organization continues partnering with CHRP consultants on several major HR operations initiatives.

Current projects and ongoing HR operational support include:

- Completion and revision of the new employee handbook
- Development and legal review of the new employment application
- Leave administration support
- Progressive discipline administration
- Benefit administration
- General employee relations and workforce support



Agency Workforce Observations:

April 2026 workforce metrics were heavily impacted by the agency’s two-phase Reduction in Force initiative. While overall turnover increased substantially during the month, the majority of separations were organizationally driven and not the result of voluntary employee departures.

Voluntary turnover remained low at 1.89%, which continues to reflect workforce stability despite organizational restructuring efforts. The agency will continue monitoring workforce metrics, staffing needs, operational restructuring efforts, and employee support initiatives as HACA moves through the second quarter of 2026.

The organization remains focused on maintaining operational continuity, supporting remaining staff members, and strategically filling critical positions necessary to support agency operations and resident services.



ACCOUNTING

Tara Boestan-Smith, Director of Finance / Ryan McClung Controller

APRIL 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"> -Budget fully uploaded to Yardi allowing more detailed tracking and reporting -Implementation of cash flow analysis reporting and tenant delinquency reporting. -Increased communication with consultants. 	<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, reduction of vacancies and understanding of 2-Year Tool and VMS. -Begun grant research and applications. 	<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"> -Procure to Pay (P2) soft launch -Return and expansion on RentCafe for tenant online communications and payments 	<ul style="list-style-type: none"> -Integration of invoice and payable scanning to SharePoint. 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

MOBILE DEVICE MANAGEMENT (MDM) LAUNCH

- **Deployment Status:** Still waiting on Maas360 team to assist with MDM rollout for laptops.
- **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.

IT RELATED CONTRACTS

- Completed RFP's and ICE's for providing resident internet at an additional 5 properties and IT managed services.



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. All efforts are focused on NMI's

PROGRESS:

Actively On-going, 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 between departments such as the Admissions Department, Maintenance, and Property Management. Utilize Yardi functions: The Notice function alerts the Tenant Selection Department and the Maintenance Dept of upcoming vacancy for each property. This practice supports timely unit assignments and reduces overall vacancy periods.

Property Manager often meets with the Assistant Superintendent and/or the Maintenance Supervisor for weekly updates on vacancy progress and HQS inspections.

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:

Achieving a higher/successful initial pass rate each month.

Vacancy Report – April 2026

Evictions Totals	34
Updated: May 16, 2026	
Evicted - Criminal Activity	9
Evicted - Lease Violation	7
Evicted - Non-Compliance	0
Evicted - Non-Payment	18
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: 29**

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 19**

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: 80**

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.

PROPERTY MAINTENANCE

SHERI GUYTON, DIRECTOR ALL PROPERTIES

HQS & INSPECTION PROGRESS

- Move-Out Inspections Completed: 24
- Move-In Inspections: 39
- Vacant Units Inspected: 100% of current vacancies have been assessed, with necessary actions identified to prepare them for occupancy
- Vacant Units Passed HQS: 39 across sites, some of these were reinspection's
- Units Ready for Inspection: 15
- Active Abatements: 0
- Our primary focus is PVA and now shifting to DVA and Hillcrest. We have identified contractors to complete the necessary work, and 15 units are already prepared and ready for inspection next week. I am hopeful that we will get our spending under control.

CURRENT FOCUS

- Coordinated communication between Property Management and Property Maintenance teams regarding occupancy and compliance matters.
- The PBV Vacancy Eligibility Report reflects that 32 apartments achieved new occupancy.
- At this time, there are no abatements in place, as all Housing Quality Standards (HQS) inspections have been successfully passed, and the abatement hold has been removed.



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FAMILY SELF-SUFFICIENCY PROGRAM

KAROLINA HOPKINS, FSS MANAGER

Family Self-Sufficiency Program Report -April 2026							
Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	3	32	51	3	43	118	250
Established FSS Accounts	3	27	39	1	34	94	198
Traditional escrow FSS Account Balances	\$21,791	\$72,463	\$62,987	\$2,532	\$99,074	\$250,517	\$509,364
Award based escrow FSS Account Balances	\$250	\$12,111	\$9,284	\$0	\$10,700	\$41,567	\$73,912
Total Distributed since 01/2017							\$2,337,531
Graduates (Since 1/2017)							223
Results and Updates this Month:	We had 9 new participants in April and five new escrow accounts. We had three graduations in April.						