Board of Commissioners Meeting

Executive Report

August 26, 2026

Executive Progress Report: June/July 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 months of June/July 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, EMPLOYEE EXPERIENCE PARTNER

Quarter 2 HR Report

April-June 2026 | July Workforce Update

Executive Summary

Quarter 2 workforce results were shaped primarily by the two-phase Reduction in Force completed in April. The quarter recorded 31 separations, including 27 RIF-related separations, followed by no additional separations in May or June. Hiring activity totaled 17 employees across the quarter, supporting operational continuity and selective rebuilding after restructuring.

July reflected a shift from organizationally driven separations to employee-initiated departures. All five July separations were voluntary. This increase was anticipated following restructuring and broader organizational changes.

17	31	28.48%	71.52%
Q2 HIRES	Q2 SEPARATIONS	Q2 TURNOVER	Q2 RETENTION

Q2 Turnover and Retention

Q2 turnover was concentrated entirely in April. Voluntary turnover remained comparatively limited during the quarter, with three voluntary resignations and a voluntary turnover rate of 2.76%.

Period	Hires	Separations	Turnover	Retention
April	3	31	28.31%	71.69%
May	3	0	0.00%	100.00%
June	11	0	0.00%	100.00%
Q2 total	17	31	28.48%	71.52%

Q2 calculation basis: start count 113; end count 110; average count 108.8.

Q2 Hiring and Separation Activity

April: 3 hires and 31 separations.
May: 3 hires and no separations.
June: 11 hires and no separations.
RIF Phase 1: April 6; 10 maintenance and administrative employees affected.
RIF Phase 2: April 30; 17 afterschool program employees affected.
Additional April separations: 4 employees.

Q2 Workforce Overview

Employee type	June 30 total
Full-Time	110
Part-Time 40	1
Part-Time 20	3
Temporary	0
Seasonal	0
Stipend	27
Total employees	141

July 2026 Workforce Update

Post-quarter staffing and retention activity

2	5	4.61%	95.39%
JULY HIRES	JULY SEPARATIONS	JULY TURNOVER	JULY RETENTION

Turnover and Retention

July recorded two hires and five separations. All five separations were voluntary, producing a voluntary turnover rate of 4.61% based on the reported average headcount of 108.5. Higher voluntary turnover was expected as employees continued responding to restructuring and organizational changes.

Calculation basis: start count 110; end count 107; average count 108.5.

Voluntary Separations

Position	Length of service
Resident Services Program Coordinator	1 year, 2 months, 22 days
Resident Services Program Coordinator	2 years, 8 months, 13 days
FSS Program Manager	9 years, 4 months, 15 days
Groundskeeper	11 months, 12 days
Maintenance Supervisor	3 years, 10 months, 22 days

The current average length of employment among employees separated during 2026 is 5 years, 2 months. The July departures included both early-tenure and long-tenured employees, with service ranging from approximately 11 months to more than nine years.

July Workforce Overview

Employee type	July 31 total
Full-Time	108
Part-Time 40	1
Part-Time 20	3
Temporary	0
Seasonal	0
Stipend	27
Total employees	139

Current Open Positions

Integrated Pest Management - HACA
Protective Services - Asheville Terrace

Year-to-Date and HR Operations

Workforce activity through July 31, 2026

21	47	40.39%	59.61%
YTD HIRES	YTD SEPARATIONS	YTD TURNOVER	YTD RETENTION

Through July, the agency recorded 11 voluntary resignations, representing 9.45% voluntary turnover. The year-to-date average workforce count is 116.36. Overall turnover remains elevated because the measure includes the April RIF; the July increase reflects a separate rise in employee-initiated departures.

HR Operations and Workforce Support

Recruitment and onboarding SOP: development of a consistent end-to-end process and related manager guidance.

Offboarding SOP: standardized responsibilities, documentation, and transition steps, supported by manager guidance.

Leave of absence SOP: development of compliant procedures and manager tools to support consistent leave administration.

Employee handbook: revision is approaching completion.

Health and Safety Plan: finalization is currently underway.

Management training and compliance: manager guides are being developed alongside the SOPs to strengthen understanding, consistency, and compliance.

August Workforce Outlook

Voluntary separations are expected to increase substantially in August due to the agency's new contracting relationship with Premier and the planned offboarding of maintenance employees who received employment offers from Premier. These transitions should be interpreted separately from ordinary voluntary turnover because they are directly connected to a change in the agency's service-delivery model. HR will support a coordinated offboarding process, accurate records, employee communication, and operational continuity.

Workforce Observations and Outlook

Q2 turnover was driven by the April RIF rather than sustained separation activity throughout the quarter.

May and June recorded no separations and included 14 combined hires, indicating short-term stabilization following restructuring.

July's five voluntary departures indicate renewed retention pressure during the post-restructuring period.

August results will be significantly affected by the Premier transition and should be presented with appropriate operational context.

HR priorities remain workforce support, consistent manager practices, compliant processes, and continuity during organizational change.

Private and Public Partnerships

Catherine Mencher, Director

Objectives:

Note – these are pulled from the DPP job description, founding role started 07/06/26.

1. Build collaborations with the private, public, and philanthropic sectors to support HACA's goals of expanding affordable housing and improving resident access to community-based services and opportunities.
2. Design and coordinate workforce development, job readiness, financial literacy, youth enrichment, digital access, wellness, and supportive service initiatives.
3. Oversee the grant lifecycle management, accounting and resource needs for programs and initiatives including program design, staffing, budgeting, grant development, contract management, performance measurement, and cross-departmental collaboration.

Progress:

1. Met with Directors, HACA vendors, leaders at United Way, MHO, Community Foundation of WNC, Our Voice, Family Justice Center, Urban League, Land of Sky, Bank OZK, Per Scholas, Carolina Complete Health, AmeriHealth Caritas for introduction and alignment. Connected with David Nash and Atlanta-based Housing Authority former inter-governmental advisor. Worked with Angela Clemmons to develop partner structure:

Community Partner	Program Partner	Strategic Partner	Corporate Partner
Mission-based Organizations serving HACA residents.	Organizations using HACA facilities for recurring programs.	Businesses, government agencies, or community stakeholders that leverage shared resources, expertise, and investment to expand affordable housing opportunities, strengthen resident outcomes, and advance long-term community development goals.	Businesses providing financial support to HACA's mission to expand affordable housing opportunities, strengthen resident outcomes, and advance long-term community development goals.

2. Provided leadership for Transitional Career Day (07/23) and Back to School backpack giveaways (08/12-08/20); received and organized six pallets of supply donations; built database of stakeholders
3. Began managing relationship with Dogwood Health Trust and Innovative Funding Partners (IFP); built grant tracking database and confirmed status of pending grants with TD Charitable Foundation and The Leon Levine Foundation (both denied, more relationship building to come).

Impact

1. Envisioning four sectors to establish target partnerships and formal MOUS with (early childhood, youth, workforce, seniors) Collaborating with Edwards Equipment Inc. to secure grant funding for

upgrading security fleet; working with IFP on a three year, $3M grant request to HUD for modifying 62+ residents at Asheville Terrace's units to support safe aging in place.

2. 14 partners joined Career Day (see below); 53 residents participated; laptops provided to residents through Pass 2 Earn program; to date 80 backpacks provided to residents and two Community Meetings with APD held.

Bank OZK
City of Asheville
Per Scholas
Goodwill Industries of Northwest NC
AmeriHealth Caritas NC
Asheville Police Department
Asheville Chamber of Commerce

Land of Sky Regional Council
AB Tech
City of Asheville
NCWorks Career Center Asheville
Buncombe County Sherriff's Office
United Way of Asheville and Buncombe County
Army/National Guard Recruiting
More Than a Job NC

3. Developing strategy for non-profit and fundraising instrumentalities; pursuing $25K through Asheville Housing Development nonprofit for building Edington Center kitchen as eligible for shared space.

ACCOUNTING

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

JUNE / JULY 2026 – CLICK HERE FOR FULL FINANCIAL REPORT

OBJECTIVES	PROGRESS	IMPACT
Improve HACA's financial operations, structure and reporting capability	-Improved property-level analysis of financials under way -Implementation of cash flow analysis reporting and tenant delinquency reporting. -Increased communication with consultants.	-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	-Expanded cleanup and utilization of bond issuance fees to provide revenue stream for LT development planning. -Begun grant research and applications.	-Accumulation of funds, separate from operations to be used in future projects. -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	-Procure to Pay (P2P) -Return and expansion on RentCafe for tenant online communications and payments -Review of ACH vendor payment potential.	-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	-Cultivate Finance team's understanding of processes and procedures -Investigate training for newer staff, improved oversight of workloads.	-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

Financial & Procurement Progress

- **IT Budget:** Successfully finalized and completed the annual IT budget.
- **Managed IT & Network Upgrades:** Completed the Request for Proposal (RFP) and Independent Cost Estimate (ICE) for managed IT services and the replacement of outdated network equipment.

Mobile Device Management (MDM)

- **Deployment Status:** Continuing forward with the Mobile Device Management (MDM) rollout across corporate devices.

Operations & Maintenance

- **System Backups:** Performing routine weekly Microsoft 365 data backups to ensure business continuity and data protection.
- **Asset Tracking:** Actively managing and tracking hardware inventory using Asset Tiger software.
- **Helpdesk Support:** Continuing to promptly resolve service tickets as they come in to ensure minimal downtime.

PROPERTY MANAGEMENT

EVETTE SMITH, SR. DIRECTOR OF ASSET MANAGEMENT

OBJECTIVES:

1. Maintain attractive, well-manicured properties and buildings.

ALLISON SMITH, DIRECTOR ALL PROPERTIES

OCCUPANCY OBJECTIVE: TO OBTAIN 100% OCCUPANCY

OVERVIEW:

Our primary focus remains increasing occupancy by prioritizing new move-ins. Property managers are actively scheduling move-ins as they receive new move-in files from the Admissions Department. All efforts are centered on moving NMI applicants through the process efficiently and successfully.

PROGRESS:

This work is actively ongoing. All management teams remain focused on providing excellent customer service and maintaining prompt communication with NMI prospects. Teams continue to highlight the features and benefits of each unit and property to support successful lease-ups. Some properties are reaching the 98% occupancy goal more quickly than others, while harder-to-rent properties, such as Pisgah View compared with Southside, may require additional time and targeted effort.

TENANT ACCOUNT RECEIVABLE OBJECTIVE: TO COLLECT 100% OF RENT

OVERVIEW:

Management teams collect rent daily and monitor Tenant Account Receivables (TAR) each day to support timely payments and reduce outstanding balances.

PROGRESS: Actively Ongoing:

- Send weekly reminders to tenants with outstanding account balances and provide information about nonprofit rental assistance resources.
- Contact residents by phone or email regarding past-due rent balances.
- Meet with residents who have both high and low outstanding account balances to discuss payment options and next steps.
- Explain how tenant payments support the overall operations of the agency.

- Conduct "Knock and Talk" visits with residents at their homes.
- Meet with residents to inspire, motivate, and influence the importance of paying rent on time.

Some managers have met their Tenant Account Receivable goals through consistent outreach and follow-through. For example, Deaverview has made stronger progress compared with Aston Park.

VACANCY OBJECTIVE: IS TO ACHIEVE 5% OR LESS

OVERVIEW:

Our objective is to maintain vacancy rates at 5% or below through effective communication and coordination among key departments, including Admissions, Maintenance, and Property Management.

By properly using Yardi functions, Site Managers can place units on notice to inform the Admissions Department of upcoming vacancies. Month-end reporting also notifies the Maintenance Department of vacancies at each property. These practices support timely unit assignments, improve coordination between departments, and help reduce overall vacancy periods.

PROGRESS: Actively Ongoing:

Site Managers use several tools to help prevent eviction. One tool is to invite tenants to an informal hearing with the Director of Property Management. During the hearing, the Director works with the tenant to better understand any barriers or misunderstandings related to their rent responsibility. The discussion also reinforces why the tenant rent portion is required and how those payments support the agency's overall operations.

Vacancy Report – August 2026

Eviction Totals **Updated:** August 20, 2026	**40**
Evicted - Criminal Activity	**7**
Evicted - Lease Violation	**6**
Evicted - Non-Compliance	**0**
Evicted - Non-Payment	**27**
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:** 9
  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** 43
  Assigned file for Move-in means the site has received a file for a particular unit, and they are arranging for the move-in date.
- **Maintenance Turn:** 82
  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.

FAMILY SELF-SUFFICIENCY PROGRAM

MORGAN MILLER, FSS MANAGER

Family Self-Sufficiency Program Report -July 2026

Family Self-Sufficiency Program	Central AVL	Southside	West AVL	Maple Crest	North AVL	Tenant-Based	Total
Current FSS Participants	3	33	51	3	42	111	**243**
Established FSS Accounts	3	27	40	1	33	89	**193**
Traditional escrow FSS Account Balances	$23,889	$86,131	$57,641	$4,976	$112,106	$274,318	**$559,061**
Award based escrow FSS Account Balances	$250	$12,111	$9,534	$0	$10,950	$41,897	**$74,742**
Total Distributed since 01/2017							**$2,402,204**
Graduates (Since 1/2017)							**229**
Results and Updates this Month:	**The FSS Program currently has a waitlist. We had one participant retroactively enrolled in July and therefore established one new escrow account during the month. We had one FSS graduation in July.**						