Board of Commissioners Meeting

Executive Report

October 28, 2026

Executive Progress Report: August / September 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 August / September 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 3 HR Report

July-September 2026 | August and September Board Update

Executive Summary

Third-quarter workforce activity continued to reflect organizational restructuring and the maintenance contracting transition. The agency recorded 6 hires and 39 separations: 27 related to restructuring, 9 voluntary departures, and 3 for-cause separations. Overall turnover was 31.75%; turnover excluding restructuring was 9.77%.

Separating these categories provides a clearer view of workforce changes. Restructuring accounted for 69.23% of Q3 separations. Voluntary turnover was 7.33%, while for-cause turnover was 2.44%.

6	39	7.33%	2.44%
Q3 HIRES	Q3 SEPARATIONS	VOLUNTARY TURNOVER	FOR-CAUSE TURNOVER

Q3 Monthly Workforce Activity

Period	Hires	Separations	Average count	Overall turnover
July	2	4	139.0	2.88%
August	1	32	122.5	26.12%
September	3	3	107.0	2.80%
Q3 total	**6**	**39**	**122.83**	**31.75%**

Q3 Separation and Turnover Breakdown

Category	July	August	September	Q3 total	Q3 rate
RIF and restructuring	0	27	0	27	21.98%
Voluntary	4	4	1	9	7.33%
For cause	0	1	2	3	2.44%
All separations	**4**	**32**	**3**	**39**	**31.75%**

Rates equal category separations divided by average headcount. Q3 average headcount is the mean of the July, August, and September averages (122.8333 before rounding). Q3 rates are calculated from quarterly counts, not added monthly percentages.

Workforce and HR Operations

September 30 Workforce | Year to Date and Current Priorities

September 30 Workforce Overview

Employee type	Total
Full-time	77
Part-time 20	1
Part-time 40	1
Stipend	28
Seasonal	0
Total employees	**107**

Total headcount declined from 140 at the start of Q3 to 107 at quarter-end, a net reduction of 33 employees. Headcount includes the employee categories shown above; it is not an FTE measure.

Year to Date Through September 30

The agency recorded **29 hires and 85 separations** through September. Separations included 54 RIF/restructuring separations, 19 voluntary departures, 11 for-cause separations, and 1 other separation. Overall turnover was **60.81%**; turnover excluding RIF/restructuring was **22.18%**. Voluntary turnover was **13.59%**, and for-cause turnover was **7.87%**.

Year-to-date rates use average monthly headcount of 139.7778. Average length of employment among employees separated in 2026 is **6 years, 0 months, 2 days**.

Current Open Positions

Recruitment is focused on two open positions: **Plumber** and **Electrician**.

Current HR Operations and Upcoming Priorities

Employee handbook rollout. All staff have completed training on the new handbook. Collection of signed handbook acknowledgments, conflict-of-interest documents, and outside-employment supplemental documents is underway.

Safety and employee training. The HACA Safety Committee has been re-established and is scheduled to hold its first meeting at the end of October. Eleven staff members recently attended OSHA 30 training in Hendersonville, North Carolina, provided by NCDOL and NC OSHA.

Employee engagement. The HACA Employee Engagement Committee is planning and preparing for the second annual end-of-year banquet in December.

These operational updates reflect current status at the time of reporting, including post-quarter activity.

PRIVATE AND PUBLIC PARTNERSHIPS

Catherine Mencher, Director

Job Description Statement of Job (Objective)

- 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.
- Establish and maintain formal partnerships and MOUs with community-based organizations, educational institutions, workforce agencies, and healthcare providers.
- Ensure the financial sustainability of the organization: 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.
- Provide Board-ready reporting, strategic recommendations, and community representation on matters related to development strategy, capital funding, redevelopment, and self-sufficiency initiatives.

Progress since August 26, 2026 Board of Commissioners Meeting	Impact
Existing Partnerships: • Met with Asheville Dream Center leadership • Mountain Housing Opportunities: Steffie Duginske (founding Resident Services Manager) + Addie Wolfe • Angela Mapp with the Racing to Feed Asheville Campaign • Pastor Masco with Phila Health/Ascend Women's Center	• Shared feedback directly with Buncombe County Affordable Housing staff regarding proposed cash payment terms; supported two developers in submitting feedback • Gathered informal feedback on launching a standardized MOU and lease for organizations operating out of HACA's properties at the start of school year 2027-2028.

Progress since August 26, 2026 Board of Commissioners Meeting	Impact
• Jasminu Moore at Pisgah View Apartments • Attended two City Council Meetings • CW Avery Learning Center • Buncombe County Sheriff's Office • MANNA Foundation • Children's First/Communities In Schools • Asheville City Schools • Land of Sky Area Agency on Aging + West NG9 **New Partnerships:** • Haywood Street Housing to clarify structure of vouchers • Afterschool Provider Collaboration Meeting • Matt Allen with Land of Sky Association of Realtors • Healthy Blue and United Healthcare • Mark Sternal + Mountain Area Workforce Development Board • Our VOICE • Community leaders like Matt Bacoate. • Met with Housing Authority of the City of Los Angeles (HACLA) to learn about their Section 3 structure.	• Received resources for a Resident well-being survey: planning for full launch in Q2 of 2027. • Racing to Feed is confirmed for Saturday, November 21 at the Edington Center • Planning a Healthy Heart/Have a Heart event at the Edington Center in collaboration with the Buncombe County Sheriff's Office. • Reestablished a MOU for MANNA's in-kind services at Asheville Terrace Apartments and Woodridge • Confirmed West NG9 will be providing the "Pass to Earn" earn a laptop program at HACA's Official Career Day: Dress for Success on 10/15 • Secured four hours of in-kind training from OUR VOICE for Directors and direct-service staff. • Drafted a template MOU that asks partners to make every effort to engage Residents through workforce development, volunteering and employment opportunities available
• In collaboration with Land of Sky Area Agency on Aging, submitted a $2.10M request to rehabilitate units at Asheville Terrace Apartments to support aging in place. • Submitted a $25K proposal to the Community Foundation of Western North Carolina to transition the Edington Center Kitchen to a shared use, commercial space. • Supported the submission of a $643K FSS proposal which would allow for two additional staff positions, bringing the team size to six! The new positions are owed to HACA's distinction as a Work and Dignity Coalition Member and our enrollment size.	• Reactivated and clarified non-profit instruments managed by HACA through collaboration with Roberts-Stevens law firm. • Created a HACA funding needs document to share with prospective funders • Confirmed spend down of 2026 Dogwood Health Trust RSS grant award and made plan to utilize funds to address key needs by 12/31/26. • Secured collaboration with free grant review services through Axis and established framework for shared grant-seeking with Asheville Police

Progress since August 26, 2026 Board of Commissioners Meeting	Impact
• Submitted a request to continue receiving support through the Dogwood Health Trust Leverage Fund: requested grant writing assistance for a $600K HUD opportunity. • Presented grant tracking tool to Finance and Director of Housing Choice Voucher Program. • Drafted a $50K request to Truist Foundation for a Workforce Program Manager role to support Moving to Work / Work Requirement implementation.	Department: will support efforts to secure funding for outfitting our security camera infrastructure.
• Attended Housing, Capital & Community Asheville Downtown Association Member Mixer; CoC Meeting; Mayoral Town Hall; Fall Harvest Job Fair; Multi Sector Stakeholder Coalition Monthly Meeting	• Built connections with local employers and recruited 2 for participation at the Official Career Day event (Thursday, 10/15 from 4:30-6:30 pm) • Sent an invitation to Official Career Day to all households not meeting the Moving to Work / Work Requirement, in collaboration with Operations and HCVP teams. • See below for a report out about HACA's Community Baby Shower on Saturday, 10/03

Celebrating the HACA Community Baby Shower

With thanks to the Baby2Baby Foundation, in collaboration with our co-sponsors AmeriHealth Caritas NC, Healthy Blue NC, Sistas Caring 4 Sistas and the Asheville Dream Center and alongside wonderful vendors Chaka Gordon, and Ascend Women's Health, it was a joy to hold HACA's Community Baby Shower this Saturday, 10/3.

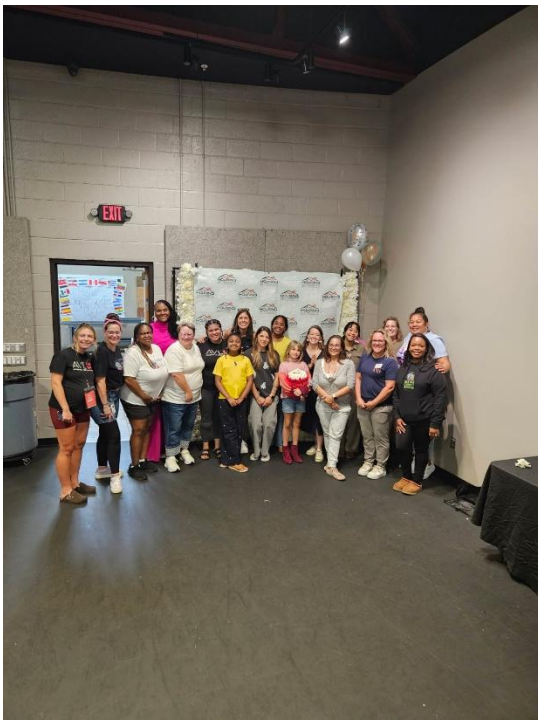
Our amazing outcomes included:

- Handing out 24,000 diapers, 24,000 wipes, 105 blankets, and 196 sleep sacks
- Welcoming over 150 families
- Witnessing the joy of new and growing families as they connected with community resources, high-quality items, a photo booth, and a delicious meal!

A huge thank you to our co-sponsors, vendors and leaders for making this event possible.






EXIT

IT AND HACA TECHNOLOGY

Advanced Data Solutions: Paul Hedgecock

In September 2026 a decision was made to return to a full outsourced IT model. Our local partner, Advanced Data, is back as our fully managed IT partner. They became fully engaged on September 3rd . Since that time:

What We've Accomplished

- Completed a full review of HACA's technology and identified the most important risks, weaknesses, and outdated systems.
- Strengthened security across the organization, including better account protection, email security, computer protection, and ongoing monitoring.
- Improved backup, recovery, documentation, and response procedures so HACA is better prepared when something goes wrong.
- Established clearer ownership and accountability for technology, reducing dependence on individual employees or vendors.

What's Next

- Begin replacing aging and unsupported equipment before it becomes a reliability or security problem.
- Continue improving documentation, system organization, and long-term technology planning.
- Review and strengthen security practices on an ongoing basis, including staff training and regular testing.
- Build a predictable replacement and budgeting plan so technology needs can be addressed proactively rather than through emergency spending.

ACCOUNTING

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

AUGUST / SEPTEMBER 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 on monthly and quarterly basis. -Increasing analysis of HCV funding and payments. -FY2027 draft well under review.	-Enhance communication and strengthen inter-dept connections. -Provide clear, accurate, guidelines to involved parties.
Diversify revenue sources to promote financial sustainability and stability	-Expanded and centralized invoicing across HACA and Resident Services. Enhanced communication and involvement with external organizations.	-Allows for more accurate invoicing and follow ups. -Allowing for new projects and partnerships.
Upgrade HACA's use of technology and develop a strategy for moving toward a paperless environment	-Procure to Pay (P2P) -Research into better grant tracking capabilities with Yardi -Review of ACH vendor payment potential.	-Better digital supporting documentation for future grants and projects -Allow updated methods of payment to our vendors.
Ensure work processes and decision-making practices are aligned to support HACA's mission	-Cultivate Finance team's understanding of processes and procedures -Investigate trainings 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.

PROPERTY MANAGEMENT

EVETTE SMITH, SR. DIRECTOR OF ASSET MANAGEMENT

OBJECTIVES:

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

Occupancy Objective: Is to obtain a 100% Occupancy

Overview:

Our primary focus remains achieving 100% occupancy by prioritizing and expediting new move-ins. Property managers are actively coordinating move-in schedules as new move-in files are received from the Admissions Department. Once a unit successfully passes the HQS inspection, managers proceed with completing the move-in process as quickly as possible. These ongoing efforts are designed to minimize vacancy periods, streamline the move-in process, and maximize occupancy across all properties.

Progress:

These efforts are actively ongoing, with all management teams remaining focused on achieving 100% occupancy. Teams are committed to providing excellent customer service and maintaining timely, consistent communication with New Move-In (NMI) prospects. Property managers continue to highlight the features, amenities, and benefits of each unit and property to encourage interest, support informed decision-making, and facilitate successful lease-ups. Through these continued efforts, teams aim to minimize vacancies, strengthen prospect engagement, and maximize overall occupancy.

Tenant Account Receivable Objective: Is 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:

This initiative remains actively ongoing, with management teams implementing the following strategies to improve rent collection and reduce outstanding balances:

- **Weekly Reminders:** Send reminders to tenants with outstanding account balances and provide information about nonprofit organizations and rental assistance resources that may be available to support them.
- **Direct Communication:** Contact residents by phone and email to discuss past-due rent balances, encourage payment, and establish clear expectations.
- **Individual Account Reviews:** Meet with residents who have both high and low outstanding balances to review their accounts, discuss payment options, and identify appropriate next steps.

- **Resident Education:** Explain the importance of rent payments and how collected revenue supports the agency's daily operations, property maintenance, and continued service delivery.
- **Knock and Talk Visits:** Conduct in-person visits to residents' homes to address outstanding balances, encourage communication, and discuss available solutions.
- **Resident Engagement and Motivation:** Meet with residents to reinforce the importance of paying rent on time, promote financial accountability, and encourage proactive communication regarding payment challenges.

Management teams will continue to monitor TAR balances, maintain consistent follow-up, and use these proactive collection strategies to strengthen rent collection efforts, reduce outstanding receivables, and work toward achieving the goal of 100% rent collection.

Vacancy Objective: Is to achieve less than a 5% vacancy rate

Overview: Our objective is to maintain a vacancy rate below 5% through effective communication, collaboration, and coordination among the Admissions, Maintenance, and Property Management departments.

Site Managers utilize Yardi functions to place units on notice, ensuring the Admissions Department is informed of anticipated vacancies and can prepare timely unit assignments. Additionally, month-end reporting provides the Maintenance Department with updates on vacant units across each property, supporting timely maintenance, unit readiness, and turnover activities. These processes strengthen interdepartmental coordination, minimize delays in preparing and assigning units, and reduce overall vacancy periods.

Progress: This effort remains actively ongoing, with Site Managers continuing to implement strategies to reduce vacancies, prevent evictions, and promote housing stability.

- **Eviction Prevention:** Site Managers proactively engage with tenants who may be at risk of eviction to identify concerns, address barriers, and explore opportunities to resolve outstanding issues before further action is necessary.
- **Informal Hearings:** One strategy involves inviting tenants to participate in an informal meeting with the Site Manager. These meetings provide an opportunity to discuss individual circumstances, clarify misunderstandings, and identify potential barriers affecting rent payments.
- **Tenant Education and Accountability:** During these hearings, the Site Manger reinforces the tenant's responsibility to pay their required portion of rent and explains how tenant contributions support the agency's overall operations and continued service delivery.
- **Communication and Follow-Up:** Site Management continues working directly with residents to encourage compliance with lease obligations, promote timely rent payments, and identify appropriate next steps to help prevent eviction and preserve occupancy.

Through these ongoing efforts, Property Management remains focused on reducing avoidable vacancies, supporting housing stability, improving coordination with key departments, and achieving the goal of maintaining a vacancy rate below 5%.

Vacancy Report – August 2026

Eviction Totals **Updated:** October 27, 2026	13
Evicted - Criminal Activity	**3**
Evicted - Lease Violation	**0**
Evicted - Non-Compliance	**0**
Evicted - Non-Payment	**10**
Evicted - Drug Activity	**0**

When a tenant is evicted, they are locked out usually with 7 days to arrange to retrieve their personal belongings.

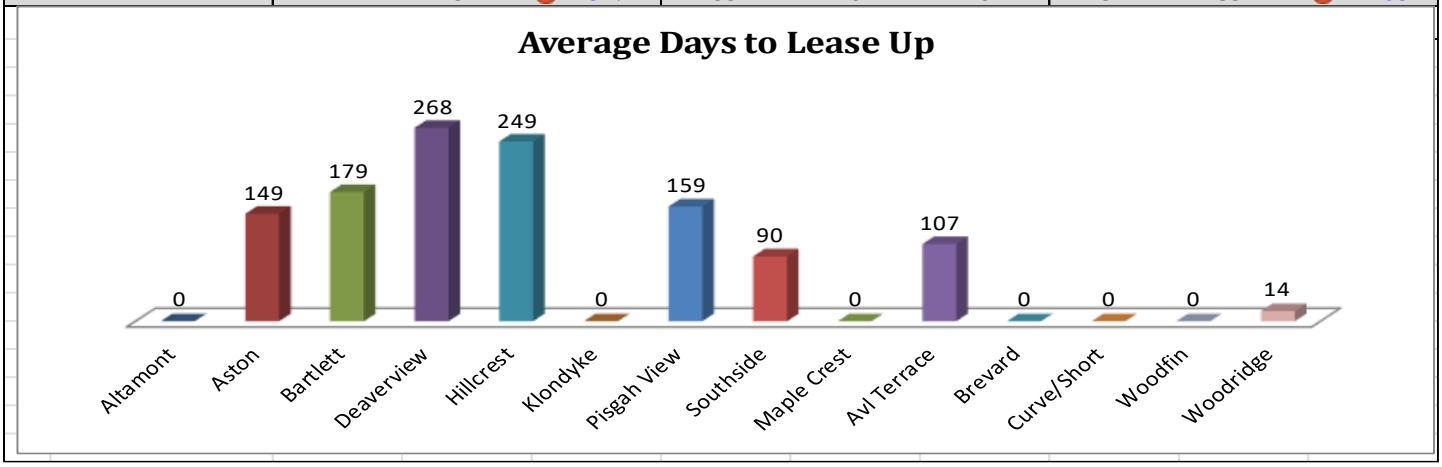
- **Ready for Occupancy: 3**
  When a unit is "ready for occupancy" that means it is cleaned, and the site is waiting to receive the tenant file from admissions. Currently applicants are offered one unit. If they do not accept, they are moved to the end of the list. We are examining the effect of this policy.
- **Assigned File for Move-in 23**
  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: 71**
  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.

HOUSING CHOICE VOUCHER PROGRAM

NOELE TACKETT, DIRECTOR OF HCVP

Asheville Housing & Related Properties - Occupancy September 2026

	Property	Units	Occupied	Occ Rate	Rehab/ Hold	Make Ready	Ready	Moved In	Vacant Days	Average
RAD PBV	Altamont	55	52	95%	1	2		0	0	0
	Aston	161	138	86%	1	22		2	299	149
	Bartlett	114	103	90%		11		2	359	179
	Deaverview	160	136	85%	8	16		5	1342	268
	Hillcrest	227	202	89%	2	23		10	2495	249
	Klondyke	182	170	93%		12		0	0	0
	Pisgah View	256	218	85%	6	32		21	3355	159
	Southside	274	261	95%	1	12		5	451	90
	Maple Crest	96	89	93%		7		0	0	0
Other	Avl Terrace	248	226	91%		22		2	214	107
	Brevard	163	162	99%		1		0	0	0
	Curve/Short	2	1	50%	1			0	0	0
	Woodfin	19	0	0%	19			0	0	0
	Woodridge	160	159	99%		1		4	57	14
	Total	**2117**	**1917**	91%	**39**	**161**	**0**	**51**	**8572**	168



Family Self-Sufficiency Program

Morgan Miller, FSS Manager

Family Self-Sufficiency Program Report -September 2026							
Family Self-Sufficiency Program	**Central AVL**	**Southside**	**West AVL**	**Maple Crest**	**North AVL**	**Tenant-Based**	**Total**
Current FSS Participants	1	31	47	3	40	116	**238**
Established FSS Accounts	1	26	40	1	31	91	**190**
Traditional escrow FSS Account Balances	$8,765	$88,211	$58,881	$5,871	$6,766	$300,917	**$469,410**
Award based escrow FSS Account Balances	$0	$8,350	$7,400	$0	$10,950	$40,198	**$66,898**
Total Distributed since 01/2017							**$2,427,546**
Graduates (Since 1/2017)							**232**
Results and Updates this Month:	**The FSS Program currently has a waitlist, and no new participants were enrolled in September. We established no new escrow accounts during the month. We had one FSS graduation in September.**						