



## I. [Work Session](#)

**Chair Bacoate opened the Work Session and asked for roll call at 4:00 PM.**

Roll Call taken by Cherin Marmon-Saxe; **Quorum was met.**

**Chair Bacoate advised** that there would be no closed session items today.

**Board Members Present:** Chair Mychal Bacoate, Vice-Chair Kimberly Collins, Commissioner Sean Aardema, Commissioner Scott Farkas, Commissioner Carol Goins, Commissioner David S. Robinson Sr., Commissioner Maggie Slocumb, Commissioner Kidada Wynn. **Also in attendance:** Ella Santos, HACA President & CEO, Marvin Jean-Jacques, HACA COO, Rhodney Norman, Senior Advisor to CEO/Brevard Housing Authority ED, Kristen Kirby, Bond Counsel, McGuire Woods, LLC, Cindy Rice, Attorney, Roberts & Stevens, P.A., Cherin Marmon-Saxe Executive Assistant.

**Not in Attendance:** Commissioner Laura Sotelo-Garcia

- **Approval of Agenda:**

**Cindy Rice, Counsel with Roberts & Stevens** requested as best practice for virtual meetings that persons speaking, please identify themselves and that all motions be voted by verbal roll call.

Motion to Accept Agenda as presented: Vice Chair Collins

Second: Commissioner Wynn

Roll Call Taken

Motion Carried: (6-0)

- **Resolution Overview**

- **Resolution 2025-12: Appointment of CEO as Board Secretary and Hearing Officer**

Counsel **Cindy Rice** stated that the resolution formally documents **Ella Santos's** appointment as Secretary and Hearing Officer, as required in the bylaws, and does not change existing duties.

- **Resolution 2025-13: Rocky River Apartments Findings Resolution**

**Kristen Kirby**, Bond Counsel, McGuireWoods LLP presented Resolution 2025-13 which states the findings required under North Carolina law related to the Rocky River Apartments development and the proposed bond financing. The resolution also approves the financing team and confirms the Housing Authority's role as a conduit issuer, with no financial obligation or liability to the Authority.

Kristen highlighted the project details for the Board:

- 120-unit, new-construction affordable housing development
- Location: **Town of Woodfin, Buncombe County**
- Target population: **Families**
- Developer: **Fitch Eyrich**
- Financing: **Approval of the financing team and issuance of tax-exempt bonds**
- Housing Authority role: **Conduit issuer only, with no financial obligation, pledge, or liability of the Housing Authority**

- **Resolution 2025-14: Rocky River Apartments Approval of Issuance and Sale of Note for Rocky River Apartments**

Kristen stated that this Resolution authorizes tax-exempt bond financing for the 120-unit Rocky River Apartments in Woodfin, Buncombe County, and authorizes execution of all related financing and closing documents.

**Board Discussion / Q&A:**

**Commissioner Scott Farkas** asked how the **conduit issuer fee** to be received by the Housing Authority would be calculated and whether it would be consistent with fees received on prior bond transactions. **Kristen** responded that the financing includes a unique tax structure affecting the calculation of the conduit issuer fee. She confirmed that the Housing Authority will receive a fee and stated she would coordinate with **Ella Santos**, CEO, to provide the finalized amount to the Board.

- **Introduction of HACA COO, Marvin Jean-Jacques**

Ella Santos, President & CEO introduced **Marvin Jean-Jacques** as the Housing Authority's new **Chief Operating Officer**, noting his MBA, PMP certification, and that November 19 marked his fifth day with the organization.

Mr. Jean-Jacques addressed the Board, stating that he had completed visits to all Authority properties, met with maintenance staff, directors, and executive leadership, and expressed his commitment to supporting the CEO and Board during a period of organizational transition.

- **Overview of Board Packet**

Ella reviewed the Board packet and highlighted upcoming items, including the 2026 budget, Housing Choice Voucher Program presentation, maintenance charges, and the 2026 Board meeting schedule.

- **Financials**

Ella provided a financial update on behalf of the Interim Chief Financial Officer and reviewed key budget items.

- **Key Highlights**

- Overall expenses generally tracking with prior months, with noted variances in maintenance and inspection costs
- Housing Choice Voucher maintenance expenses increased due to under-budgeted inspection costs
- COCC tenant services expenses impacted by payroll coding issues, which are being corrected
- **2024 audit** nearing completion
- Semiannual **write-off of tenant move-out arrears** for the period January 1–June 30, 2025
- Continued development of the **2026 budget**

- **Housing Choice Voucher Program Presentation**

Noele Tackett, Director, Housing Choice Voucher Program, and Alex Ruiz, Assistant Director, HCV Program presented an overview of the Housing Choice Voucher Program, including its role as the federal government's primary rental assistance program and its administration by the Housing Authority.

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The presentation reviewed the distinction between project-based and tenant-based vouchers, voucher portability, specialty voucher programs, and opportunities for homeownership through the Family Self-Sufficiency Program. The presenters also outlined the processes for determining eligibility and approving tenancy under both voucher types.

### **Board Discussion / Q&A:**

- **Commissioner Scott Farkas** asked whether vouchers remain valid when participants move out of county or out of state. **Noele** confirmed that vouchers remain valid as long as eligibility requirements continue to be met.
- **Commissioner Carol Goins** asked about eligibility and ongoing participation requirements for **Foster Youth to Independence (FYI)** vouchers. **Noele** explained that continued participation in the associated support and case management program is required and affects voucher continuation.
- **Commissioner Maggie Slocumb** asked about homeownership tenant-based vouchers. **Noele** explained that eligible participants may apply voucher assistance toward mortgage payments through the Family Self-Sufficiency Program. **Ella** added that there are currently **86 participants** in the homeownership program.
- **Vice Chair Kimberly Collins** asked about rebuilding relationships with community partners previously unable to utilize vouchers. **Noele** stated that staff have begun outreach efforts and are actively rebuilding and strengthening those partnerships.
- **Chair Mychal Bacoate** asked about the availability and flexibility of specialty vouchers. **Noele** explained that specialty vouchers are generally referral-based and vary by program depending on capacity and case management availability.
  
- **Other Business**
  - **Maintenance Charges Update**

**Rhodney Norman**, Senior Advisor to the CEO, presented the proposed maintenance charges and explained the basis for the review and proposed updates. He clarified for the Board that this exercise has not been completed since 2014, which has caused the structure and implementation of charges to be outdated.
  - **Key Points Presented**
    - Maintenance charges are being reviewed to better align assessed charges with actual maintenance costs.
    - The intent is to improve consistency and uniform application of charges across all properties.
    - Charges are intended to distinguish between chargeable resident-caused maintenance and normal wear and tear.
    - Standardized documentation and procedures are necessary to support accurate and defensible charges.

### **Board Discussion / Q&A:**

**Vice Chair Kimberly Collins** asked how staff would ensure residents are **not unfairly charged**, including safeguards around consistency and application. **Rhodney explained that charges** would be applied using defined criteria, with staff guidance to ensure consistency and appropriate distinction between damage and

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routine maintenance. **Ella went on to explain** how maintenance charges are tracked and managed within the Yardi maintenance system, including work order documentation, review, and charge tracking.

**Commissioner Maggie Slocumb** asked a follow-up question regarding how resident questions or disputes related to maintenance charges would be handled. **Rhodney clarified** that staff would provide clarification to residents, ensure charges are supported by documentation, and apply charges consistently in accordance with established procedures.

**Commissioner Sean Aardema** asked if there is a plan to track metrics across to identify anomalies? **Rhodney confirmed** that this was in fact the pan.

- **PTO Buyback Program**

**Ella** explained that a PTO buyback program could provide employee flexibility, support morale and retention, and help manage long-term PTO liability.

- Limited to up to 40 hours eligible for buyback at the end of the calendar year
- Employees must maintain a minimum remaining PTO balance after the buyback
- Eligibility would be subject to policy review, financial analysis, and Board approval.
- Approximate spend of \$24,000 annually.

- **2026 Board of Commissioners Meeting Schedule**

**Ella** briefly discussed the proposed meeting schedule for 2026. **Chair Bacoate** recognizes the commitment of time by the Board and explained that there will be changes in the new year. **Vice Chair Collins** expands that this decision will be made mindfully. **Commissioner Farkas** acknowledged the benefit of the educational segment of the meeting today.

- **Motion to Adjourn**

Motion: Commissioner Goins

Second: Commissioner Aardema

Roll Call Taken

Motion Carried: (8-0)

**Meeting Adjourned at 4:57 PM**

## **II. Regular Session**

**Chair Bacoate opened the Work Session and asked for roll call at 5:08 PM.**

Roll Call taken by Cherin Marmon-Saxe; **Quorum was met.**

**Board Members Present:** Chair Mychal Bacoate, Vice-Chair Kimberly Collins, Commissioner Sean Aardema, Commissioner Scott Farkas, Commissioner Carol Goins, Commissioner David S. Robinson Sr., Commissioner Maggie Slocumb, Commissioner Kidada Wynn. **Also in attendance:** Ella Santos, HACA President & CEO, Marvin Jean-Jacques, HACA COO, Rhodney Norman, Senior Advisor to CEO/Brevard Housing Authority ED, Cindy Rice, Attorney, Roberts & Stevens, P.A., Cherin Marmon-Saxe Executive Assistant.

**Not in Attendance:** Commissioner Laura Sotelo-Garcia

### **• Public Hearings**

#### **○ Public Hearing – 2026 Annual Plan**

Chair Bacoate opened the **Public Hearing for the 2026 Annual Plan at 5:09 PM**

**Noele Tackett**, Director of the Housing Choice Voucher Program, presented an overview of the 2026 Annual Plan, including:

- Summary of current Housing Authority programs
- Populations served
- Strategic priorities
- Public comment period, which opened October 6, 2025, and closed November 19, 2025
- Staff reported that comments received during the public comment period primarily addressed community safety and communication concerns, with **no substantive objections** raised.

The Chairman asked whether any members of the public were present to offer comment. No public was made.

The public hearing was closed at **5:11 PM**

#### **○ Public Hearing – 2026 Moving to Work (MTW) Supplement**

Chair Bacoate opened the **Public Hearing for the 2026 MTW Supplement at 5:11 PM**

**Noele Tackett**, Director of the Housing Choice Voucher Program, presented an overview of the 2026 Moving To Work Supplement, Including:

- The MTW Supplement was posted for public comment
- Multiple resident input sessions were conducted
- The 2026 MTW Supplement largely carries forward the 2025 initiatives
- Implementation of work requirements and triennial recertifications will begin after the start of the new year
- No objectionable public comments were received
- The Chairman again confirmed that no members of the public were present to offer comment.

The public hearing was closed at **5:12 PM**

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- **Approval and Submission of the 2026 Annual Plan and 2026 MTW Supplement to HUD**

Motion: Commissioner Scott Farkas

Second: Commissioner Goins

Roll Call Taken

Motion Carried: (8-0)

The 2026 Annual Plan and 2026 MTW Supplement were approved for submission to HUD.

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- **Approval of Consent Agenda for November 19, 2025, as presented, including:**

- Approval of Agenda for November 19, 2025
- Approval of Previous Minutes – October 22, 2025
- Approval of HACA 2026 Maintenance Charges
- Approval of PTO Buyback 2025
- Approval 2026 Board of Commissioner Meeting Schedule
- Approval of Resolutions
  - Resolution 2025-12: Appointment of CEO as Secretary and Hearing Officer
  - Resolution 2025-13: Findings with Respect to Rocky River Apartments
  - Resolution 2025-14: Approval of Issuance and Sale of Note for Rocky River Apartments

Motion: Commissioner Sean Aardema

Second: Commissioner Kidada Wynn

Roll Call Taken

Motion Carried: (8-0)

- **Executive and Staff Reports**

The Chief Executive Officer, Ella Santos, provided brief remarks and directed Board members to the Executive Summary included in the meeting packet

- Invitation to the HACA Employee Engagement and End-of-Year Banquet scheduled for Wednesday, December 10, 2025, from 3:00 p.m. to 7:00 p.m.
- Introduction of Marvin Jean-Jacques as Chief Operating Officer

Marvin provided introductory remarks outlining his background in local, state, and federal public service, including prior work with large public agencies and experience supporting housing stability and operations.

He shared that he has begun visiting Housing Authority properties, meeting with staff and directors, and familiarizing himself with key operational priorities. Marvin expressed appreciation for the work already underway at the Authority and conveyed his commitment to supporting staff, strengthening operations, and advancing the organization's mission in partnership with the Chief Executive Officer and Board.

- **Public Comment**

There were no public comments presented at this meeting.

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- **Board Discussion**

Commissioner Sean Aardema, speaking in his capacity as Deputy Chief, addressed resident concerns regarding potential federal law enforcement activity and noted:

- No local law enforcement agencies have agreements with federal immigration authorities
- No indication of imminent federal enforcement activity
- Law enforcement and Housing Authority staff remain available to respond to resident concerns

The Chair and Chief Executive Officer noted that staff are preparing proactive communications and resources for potentially impacted households.

Chair Bacoate advised that a special meeting in December may be necessary and would be scheduled as early as possible due to the holiday season.

- **Motion to Adjourn**

Motion: Commissioner Carol Goins

Second: Vice Chair Kimberly Collins

Roll Call Taken

Motion Carried: (8-0)

**Meeting Adjourned at 5:23 PM**





**Asheville Housing Authority**  
**Regular Meeting of the Board of Commissioners**  
**Minutes: November 19, 2025**  
**Meeting Location: 165 S. French Broad Ave., Asheville, 28801**

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Mychal Bacoate, Board Chair

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

**ATTEST:**

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Ella Santos, Secretary

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