



Board of Commissioners Meeting
Executive Report
March 25, 2026



Executive Progress Report: February 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 February 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

JOYCE WILLOUGHBY, DIRECTOR / HANNAH SUGGS HR BUSINESS PARTNER

JANUARY & FEBRUARY 2026 HR DATA REPORT

Turnover & Retention (agency-wide):

Following several years of workforce fluctuation, turnover trends began stabilizing in late 2025, and early 2026 data continues to reflect improved retention and reduced voluntary separations.

- *January* – 97.7% retention, 2.3% turnover, 1.54% *voluntary* turnover. • *February* – 96.12% retention, 3.95% turnover, 0% *voluntary* turnover.

Overall, early 2026 workforce trends indicate **continued stability in employee retention**. While February saw several terminations for cause, voluntary resignations remain low compared to previous years. Maintaining retention above **90%** remains the agency benchmark aligned with national workforce metrics for housing authorities.

Hires & Terminations (agency-wide):

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

- *January* – 1 new hire and 3 terminations.
- *February* – 0 new hires and 5 terminations.



January Hiring:

- Xiara Millan – Administrative Assistant – COCC Central Office

January Terminations:

- Asset Management – Painter – Deceased • HCVP – Admissions Intake Specialist – Resignation • Asset Management – Site Manager – Retirement

- February Terminations:** • Maintenance – Hillcrest – **For Cause** • Asset Management – Southside – Site Manager – **For Cause** • Asset Management – Bartlett Arms – Site Manager – **For Cause** • Resident Services – Youth Program Manager – **For Cause** • Protective Services – Bartlett Arms – **For Cause**

Workforce Overview (Agency-Wide) Snapshot (as of March 4, 2026)

The current average length of employment for 2026 terminations is **9 years, 6 months, and 25 days**, indicating that the majority of recent separations have been long-tenured employees rather than early-tenure turnover.

PUBLIC SAFETY

JON MOBLEY, PROTECTIVE SERVICES COORDINATOR

OBJECTIVES:

1. Ensure security presence is maintained at all high-need properties.
2. Support East Security Company's transition to new contracting arrangements.
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 licensing.

PROGRESS

- East Security has continued to provide consistent coverage throughout the month.
- 7 additions were added to the banned list. 1 removed
- The 2nd Protective Services Meeting was held this month,



ACCOUNTING

Ryan McClung, Interim CFO

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

| OBJECTIVES | PROGRESS | IMPACT |
|---|--|--|
| Improve HACA’s financial operations, structure and reporting capability | <ul style="list-style-type: none"> --2026 budget complete, pending public opinion. -Brainstorming reporting methods to maintain budget tracking. Many considerations toward Resident Services. -Implementation of cash flow analysis reporting. | <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"> -Intended meetings with the bank to review financial opportunities. -Work tied to HCV recertifications and reduction of vacancies. | <ul style="list-style-type: none"> -Internal planning for expense cutting and revenue growth required. -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 Front Desk Interactive Voice Response (IVR) system is now live. We are currently fine-tuning a few remaining items and expect full completion within the next few days.
- **Surveillance Integration:** We are working with Edwards Equipment to update passwords for all users who access the camera DVRs, including BCSD and APD. Edwards is preparing the configuration files, and our team is visiting each location to apply the updates.

MOBILE DEVICE MANAGEMENT (MDM) LAUNCH

- **Deployment Status:**
Onboarding with the IT Department is scheduled for Monday, March 16, 2026. Eligible users will begin receiving upgraded phones shortly thereafter.
- **Timeline:**
We anticipate a two-month rollout to fully onboard all corporate laptops and mobile devices.

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

SHERI GUYTON, DIRECTOR: ALTAMONT, ASTON, BARTLETT, SOUTHSIDE (ERSKINE, LIVINGSTON, WALTON)

PROGRESS:

- Curb appeal is one of our top priorities. Our office and maintenance teams are actively walking the properties to ensure standards are met.
- We have enlisted the support of our Central Maintenance staff to assist with trash control to maintain litter-free properties, especially at Bartlett.
- We have been actively walking our properties to identify deficiencies for NSIPRE Inspections.
- We will continue providing guidance and support to staff to ensure consistent, high-quality customer service.

OVERVIEW

We are improving coordination between the **Property Management** and **Admissions** teams to expedite the process from unit turnover to resident move-in.

KEY OBJECTIVES:

- Streamline the unit turnover process to reduce downtime between move-outs and move-ins.
- Strengthen collaboration between Maintenance, Management, and Admissions teams.
- Achieve a 93% average occupancy within properties by March 31, 2026.

PROGRESS TO DATE:

- Continue daily check-ins with the Admissions Team to make sure we're receiving files and staying ahead of schedule."
- As files are processed and expedited to properties, residents sign their leases and receive their keys. They are then immediately entered into Yardi, enabling the collection of rent and fees to begin without delay.



FOCUS AREAS:

- Daily vacancy review meetings to maintain accountability and momentum.
- Rent Collections
- Abatements- getting the abatements to achieve a favorable score and subsidy hold lifted
- Bartlett- All areas of concern with vacant units, rent collections and auditing files

CURRENT FOCUS

- Coordinating communication between property management, resident services, and external agencies.
- PBV Vacancy Eligibility Report, 22 apartments achieved new occupancy.
- Maintain and review adjustments to YARDI ledgers to ensure accuracy and compliance. Ongoing maintenance and validation of YARDI ledger adjustments to ensure correctness.
- Monitoring inspection outcomes to measure progress toward improved compliance. Receive a passing HQS (Housing Quality Standards) inspection to remove the Abatement hold.

ALLISON SMITH, DIRECTOR: DEAVERVIEW, HILLCREST, KLONDYKE, PISGAHVIEW

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 driven towards avoiding abatements and increasing occupancy. On a further note, Managers are assisting tenants with rent collection by conducting “knock & talks and providing outside agency resources rent.

PROGRESS:

Amp’s 3 and 4 Management Teams are focused on providing excellent customer service and communicating promptly with maintenance staff to provide excellent work order service to our tenants. These actions are important as they reduce unit turnover and promote tenant retention.

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

VACANCY OBJECTIVE: IS TO ACHIEVE 5% OR LESS

OVERVIEW:

Our objective is to keep vacancy numbers 5% or under. This includes ensuring units are turned over quickly and efficiently. When we receive notice that a tenant will be vacating, we will promptly enter the information using the **Notice** function, alerting the Tenant Selection Department of an upcoming vacancy for the property. This practice supports timely unit assignments and reduces overall vacancy periods.

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:

AMP’s 3 and 4 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 | 29 |
| Updated: March 20, 2026 | |
| Evicted - Criminal Activity | 8 |
| Evicted - Lease Violation | 6 |
| Evicted - Non-Compliance | 0 |
| Evicted - Non-Payment | 15 |
| 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: 15**

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: 67**

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.



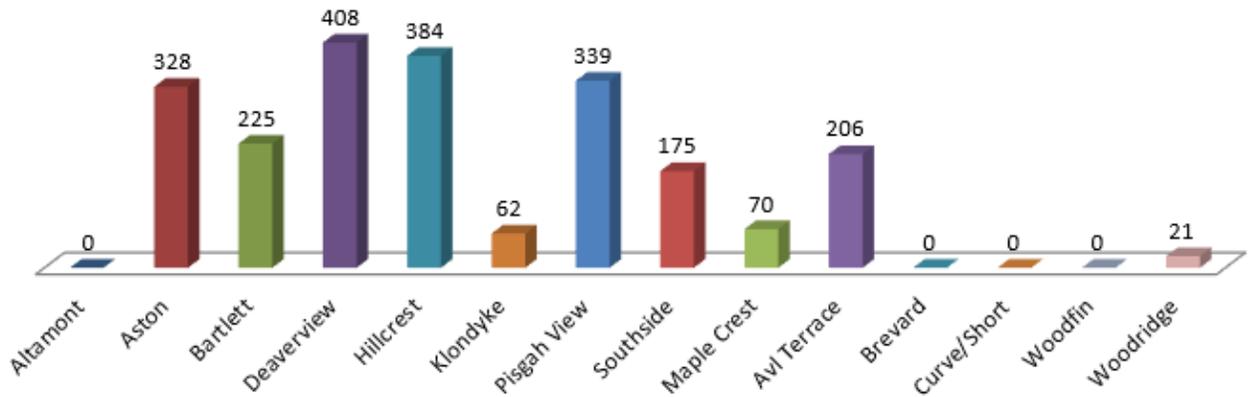
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HOUSING CHOICE VOUCHER PROGRAM

NOELE TACKETT, DIRECTOR
ALEX RUIZ, ASSISTANT DIRECTOR

| Asheville Housing & Related Properties - Occupancy February 2026 | | | | | | | | | | | |
|--|-------------|-------------|--------------|----------------|---------------|----------|-----------|----------------|--------------|-------|--|
| Property | Units | Occupied | Occ Rate | Rehab/ Hold | Make Ready | Ready | Moved In | Vacant Days | Average | | |
| RAD PBV | Altamont | 55 | 45 | ⊗ 82% | 1 | 9 | | 0 | 0 | ⊙ 0 | |
| | Aston | 161 | 133 | ⊗ 83% | 1 | 27 | | 9 | 2954 | ⊗ 328 | |
| | Bartlett | 114 | 101 | ⊗ 89% | | 13 | | 1 | 225 | ⊗ 225 | |
| | Deaverview | 160 | 133 | ⊗ 83% | 7 | 20 | | 2 | 816 | ⊗ 408 | |
| | Hillcrest | 227 | 193 | ⊗ 85% | 2 | 32 | | 3 | 1152 | ⊗ 384 | |
| | Klondyke | 182 | 173 | ⊙ 95% | | 9 | | 1 | 62 | ⊗ 62 | |
| | Pisgah View | 256 | 214 | ⊗ 84% | 6 | 36 | | 3 | 1018 | ⊗ 339 | |
| | Southside | 274 | 261 | ⊙ 95% | 1 | 12 | | 3 | 525 | ⊗ 175 | |
| Maple Crest | 96 | 93 | ⊙ 97% | | 3 | | 1 | 70 | ⊗ 70 | | |
| Other | Avl Terrace | 248 | 228 | ⊗ 92% | | 20 | | 3 | 618 | ⊗ 206 | |
| | 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 | 155 | ⊙ 97% | | 5 | | 2 | 43 | ⊙ 21 | |
| Total | 2117 | 1892 | ⊗ 89% | 38 | 187 | 0 | 28 | 7483 | ⊗ 267 | | |

Average Days to Lease Up





RESIDENT SERVICES & FAMILY SELF-SUFFICIENCY PROGRAM

SHAUNDA JACKSON, DIRECTOR

OBJECTIVES:

1. Maintain consistent, resident-centered services that support housing stability and reduce barriers to essential needs.
2. Increase participation and engagement in the Family Self-Sufficiency (FSS) Program to promote economic mobility.
3. Expand Southside Kitchen operations and partnerships to scale meal production toward a 1,000 meals/day goal and broaden community impact.

PROGRESS:

- Conducted ongoing case management and outreach, including 300 wellness check-ins, 40 scheduled FSS quarterly reviews, and 3 FSS program intakes/enrollments, while identifying 10 additional residents for targeted recruitment.
- Provided comprehensive support to promote housing stability and economic mobility, including \$1,300 in deposit assistance, \$2,000 in car down payment assistance, 35 food boxes delivered to seniors, 20+ families supported with diapers/formula, and transportation assistance through 17 bus passes and coordinated rides, while supporting 54 active FSS participants, completing 10 recertifications and 18 rent stabilization cases, and facilitating 2 HCV housing placements along with employment, business development, and vehicle program connections.
- Advanced Southside Kitchen operations by maintaining meal service to 2 youth programs, initiating partnerships with 3 local schools, and planning pilot programs to expand into full-time lunch service.

IMPACT:

- Improved housing stability and service access for 100+ households, reducing barriers related to food, transportation, and documentation.
- Strengthened economic mobility and self-sufficiency outcomes through FSS engagement, including three new enrollments, 1 FSS program graduation, and workforce/housing advancements.
- Expanded food access and community impact through Southside Kitchen, positioning the program for scaled production and long-term school-based partnerships.



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

KAROLINA HOPKINS, FSS MANAGER

Family Self-Sufficiency Program Report - February 2026

| Family Self-Sufficiency Program | Central AVL | Southside | West AVL | Maple Crest | North AVL | Tenant-Based | Total |
|---|--|-----------|----------|-------------|-----------|--------------|--------------------|
| Current FSS Participants | 5 | 30 | 44 | 3 | 43 | 117 | 242 |
| Established FSS Accounts | 5 | 26 | 35 | 1 | 34 | 96 | 197 |
| Traditional escrow FSS Account Balances | \$23,902 | \$69,220 | \$57,771 | \$2,205 | \$104,146 | \$253,943 | \$511,187 |
| Award based escrow FSS Account Balances | \$2,250 | \$10,111 | \$6,959 | \$0 | \$7,750 | \$39,392 | \$66,462 |
| Total Distributed since 01/2017 | | | | | | | \$2,301,769 |
| Graduates (Since 1/2017) | | | | | | | 220 |
| Results and Updates this Month: | We had three new participants in February and three new escrow accounts. We had one graduation in February. | | | | | | |
| | | | | | | | |
| | | | | | | | |