

Daytona Beach Housing Authority

January 21, 2022 Board Meeting 10:00 a.m.

- I. Call to Order** - Chair Daniels called the meeting to order.
- II. Roll Call** - Commissioners Jamison, Ivey, and Daniels were present for roll call. Commissioner Brown-Crawford joined the meeting at 10:06. Commissioner Jass joined the meeting at 10:13. Attorney Ric Gilmore joined via teleconference.
- III. Invocation** - Invocation was led by Natalie Smith-Wells.
- IV. Recognition of Visitors - Special Presentations** - LEAD
Center visitors were present. Ms. Maritza Perez was introduced as the new program manager. Ms. Tasheen Ortiz was introduced as the case manager. Ms. Lorin Love remains as the GED instructor.
Ms. Perez introduced the two program graduates, Ms. Wright and Ms. Bryant.
Chair Daniels congratulated the two graduates.
- V. Public Comments** - No public comments.
- VI. Approval of Minutes**
 - A. Regular Board Meeting - October 15, 2021** -
Commissioners Present: Jass, Jamison, Brown-Crawford.
Commissioner Absent: Daniels. Commissioner Hemis Ivey joined meeting at 10:12 a.m. - Commissioner Jamison made a motion to accept regular Board meeting minutes

for October 15, 2021, as written. Commissioner Brown-Crawford seconded the motion. Unanimously approved.

B. Board Retreat Meeting - November 11, 2021 -

Commissioners Present: Jass, Brown-Crawford, Ivey, Daniels. Commissioner Absent: Jamison. Commissioner Brown-Crawford made a motion to approve the Board retreat meeting minutes from November 11, 2021. Commissioner Ivey seconded the motion. Unanimously approved.

C. Special Board Meeting - November 12, 2021 -

Commissioners Present: Jass, Brown-Crawford, Daniels. Commissioners Absent: Jamison, Ivey. Commissioner Brown-Crawford made a motion to approve the special Board meeting minutes from November 12, 2021. Chair Daniels seconded the motion. Unanimously approved.

D. Board Retreat Meeting - November 12, 2021 -

Commissioners Present: Jass, Brown-Crawford, Daniels. Commissioners Absent: Ivey, Jamison. Commissioner Brown-Crawford made a motion to approve the Board retreat meeting minutes from November 12, 2021. Chair Daniels seconded the motion. Unanimously approved.

E. Special Board Meeting - December 16, 2021 -

Commissioners Present: Jass, Brown-Crawford, Daniels, Jamison. Commissioner Absent: Ivey. Commissioner

Jamison made a motion to approve the special Board meeting minutes from December 16, 2021, as written. Chair Daniels seconded the motion. Unanimously approved.

VII. Approval of Agenda - Commissioner Jamison made a motion to accept the agenda as written. Chair Daniels seconded the motion. Unanimously approved.

VIII. Consent Agenda *(Matters included under the consent agenda are self-explanatory and are not expected to require review or discussion. Items will be enacted by one motion. If discussion is desired by any member of the Board, then that item will be removed from the consent agenda and considered separately.)*

A. Resolution 2022-14 Personnel Policy Updates and Revisions. Recommendation: CEO Charles Woodyard recommends approval. Chair Daniels stated that since there is discussion taking place, it is no longer something the Board is consenting.

Mr. Woodyard told the commissioners that this is regarding the holiday schedule that was discussed previously. It adds June 19th, the Monday after Christmas for 2022, and Veterans Day. Holidays that fall on the weekend will be observed on Monday.

Commissioner Jamison made a motion to accept Resolution 2022-14, the personnel policy update and revisions, as written. Commissioner Ivey seconded the motion. Commissioners Jass, Jamison, Ivey, and Daniels approved the motion. Commissioner Brown-Crawford did not approve the motion. Motion passed.

IX. BGC Advantage - Mr. Woodyard told the commissioners that Ms. Holly Knight of BGC was going to forgo the presentation to the Board for January. Commissioner Ivey stated that he wanted an update on Windsor/Maley. Mr. Woodyard told Commissioner Ivey that Ms. Smith-Wells can provide an update on Windsor/Maley during her update.

Attorney Gilmore stated that a call-in number is being provided to BGC Advantage in order for them to participate in the Board meeting.

X. Old Business - No old business.

XI. New Business - No new business.

XII. Information Items - Mr. Woodyard stated that the Board retreat in November was constructive, and two statements were developed.

A. Adoption of new mission and goals statements -

Commissioner Brown-Crawford made a motion to approve the vision and mission statement of the Housing Authority. Commissioner Jamison asked about the

mission statement. She stated that public housing should be a stepping stone to owning a house or renting an apartment. However, she stated that for other facilities, such as the Windsor/Maley, the goal is not to go to the next step. She suggested changing the mission statement to self sufficiency and something else before then because not everybody's looking to get a house.

Commissioner Jass stated that the commissioners need to teach residents to be self sufficient in the buildings. The residents are entitled to so many different things and they still don't reach out to become more self-sufficient. Commissioner Jass likes the mission statement.

Commissioner Brown-Crawford agrees with Dr. Jamison, but she believes that the words premier and house changing is all-encompassing.

Commissioner Brown-Crawford made a motion to approve the vision and mission statement as written. Chair Daniels seconded the motion.

Commissioners Jass, Brown-Crawford, Ivey, and Daniels all voted in the affirmative. Commissioner Jamison was the dissenting vote. Motion passed.

a. **VISION:** Our vision is to be the premier housing change agent in Daytona Beach

b. **MISSION:** Lead the advancement and sustainability of Housing Solutions that empower families to self sufficiency

B. Change of Board Meeting Date/Time - There was discussion about having the meetings in-person only. Zoom meetings are a luxury that the Housing Authority has provided. Attorney Gilmore stated that the minutes would be provided to the public.

Commissioner Brown-Crawford stated she will not be able to attend Board meetings in person or by Zoom at the current date/time. She stated that if the date/time cannot change and she's not able to attend the meetings, then she will need to resign from the Board. Commissioner Brown-Crawford stated she will not be available in the mornings after February.

Commissioner Ivey suggested changing the date/time as the Housing Authority moves with the new administration. He suggested changing it for a month or two.

There was further discussion between Chair Daniels and Mr. Gilmore regarding schedules. Mr. Gilmore stated he would send Mr. Woodyard potential dates for a 4:00

p.m. Board meeting. Commissioner Brown-Crawford asked Attorney Gilmore for availability dates before the next meeting. Attorney Gilmore told the Board he would get availability dates no later than the afternoon.

Mr. Woodyard stated that the change in date/time does not require a Board vote. He stated it's a decision between the CEO and the Board chairman. He does believe that all Board members should be included in the decision. He will work with the Board members to come up with a change if needed or stay the same.

Attorney Gilmore stated that since it's a decision between the chair and the CEO, Mr. Woodyard will not be polling the

Board members, but instead giving them information.

XIII. Monthly Departmental Reports - Mr. Woodyard stated that this section will be a little different. It will start off with a financial update from Ms. Smith-Wells. Afterwards, Mr. Woodyard will give a presentation on the Strategic Plan that he has been promising the Board.

Chair Daniels stated that the reports had been shrunk. The reports are sent to the Board and the members read over them. The CFO and Ms. Smith-Wells present their reports. Unless something needs to be brought in front of the Board,

the commissioners just read the reports and not have a presentation of reports.

A. Finance Report - Ms. Smith-Wells presented the finance report as a fill-in for the CFO.

She stated that the first quarter audit report was received from the third-party vendor, and the report was presented to the Board members. Mr. Woodyard will be bringing other items to the next Board meeting as the second quarter will be closed out. This will provide the Board with a picture of where the Housing Authority is at the first six months of the fiscal year of 2022.

Ms. Smith-Wells stated that every budget report for this quarter ended on September 30th. In the month of September, there are three pay periods. When there are three pay periods in a month, it looks like they're over budget in that month. However, they're not over budget.

She stated when looking at administrative expenses, there's a variance showing as a negative because there were three pay periods in the month of September.

Ms. Smith-Wells stated that the water, sewer, and pest control ramped up, especially at Windsor/Maley. As the reports begin to equal out over the next couple of

quarters, the Board will see it balance out, especially when Windsor/Maley is pulled out of the official report. She stated that the budget was approved in May, but the water, sewer, and the pest control had unforeseen ramp ups.

In the COCC, Ms. Smith-Wells discussed the variance for the maintenance and operational expenses. There was a change out starting in September, going into October of a new IT company. There were some additional costs with coming out of one contract that had to be closed out and then bringing on a new contract that had some implementation and set up fees. Ms. Smith-Wells discussed the HCV program. She stated that there are two line items outside of administrative expenses due to the three pay periods. Also, there was nothing budgeted on tenant services expenses because the budget was approved before the emergency housing vouchers were received. When the vouchers came in, there were expenses that were not budgeted. It will now be revised with the vouchers. Once the budget is updated, there will be a positive reflection.

Ms. Smith-Wells stated that staff is working with a third-party vendor to make sure the books are clean.

The auditors will be onsite either end of February or beginning of March.

Mr. Woodyard told the Board to look for an extensive budget revision that staff will try to have ready for the February Board meeting.

Ms. Smith-Wells told the Board that the Windsor/Maley residents are not responsible for water, sewer, and pest control. The report that was provided to the Board is a combined report of all the low-income public housing.

Kara Lennard stated that all residents at the family sites, except residents at the Windsor/Maley, are responsible for paying for electricity. The agency pays for water and sewer.

Ms. Smith-Wells stated that rent collections are down due to COVID. Chair Daniels asked if it was reflected on the reports. Ms. Smith-Wells stated that the reports are impacted by rent collections of income, but they will be addressed by the Strategic Plan that Mr. Woodyard will present.

Chair Daniels stated that he attended a training and spoke with someone from Birmingham, who stated he met with his mayor because they didn't want to make everybody homeless. Chair Daniels told the Board that

they need to think about what's coming and how they want to proceed with the residents and not put everybody out in the streets.

Mr. Woodyard stated that one of the goals at the Board retreat was establishing a new culture for the Housing Authority based on success and expertise with employees. He wants to reemphasize that the clients that the Housing Authority serves are the top of the food chain. The retreat was the start of the future vision.

Mr. Woodyard stated that the Housing Authority wants to recruit the best people and have a retention percentage of at least 90 percent.

There's a portion of the Housing Authority that needs to focus on real estate development. Mr. Woodyard stated that there needs to be a focus on public safety and appearance standards. There also needs to be a communication plan.

Mr. Woodyard discussed his Strategic Plan. He expects the Board to adopt the Strategic Plan at the February meeting.

Mr. Woodyard stated that the Housing Authority will be the tip of the spear for housing solutions in Daytona Beach. The basis for the Strategic Plan that Mr.

Woodyard will be submitting to the Board starts at the bottom of the pyramid with employees. Mr. Woodyard told the Board that he will provide the commissioners with a copy of the slide.

Mr. Woodyard stated he is not in favor of how the employees have been reviewed for the last 25, 30 years. By April 1, business units, such as COO and CEO, will be looking at performance management and working with their employees to change the system. There will be a corporate business plan. The COO will be developing a business plan for property management and housing choice voucher. Housing specialists and property managers will have specific goals they will need to meet to support their business and corporate plans.

Mr. Woodyard stated he's been speaking to and interviewing CFO candidates all week. He has an interview with another candidate after the Board meeting. He stated that the employees will be tested to see if they can fit in with the culture. When interviewing, the candidates will be put through real-life scenarios that they would have to deal with if they came to work for the Housing Authority.

Mr. Woodyard stated that training of employees will be part of the performance-management system that is being put in place.

Mr. Woodyard stated that he wants employees to understand that they get to make decisions within certain parameters. He wants to adjust employee salaries based on how employees perform.

Mr. Woodyard would like to have an asset management database that all the commissioners have access to. He stated that Yardi meets the requirements, and Mr. Woodyard will start negotiations for accessing more from Yardi than what the Housing Authority currently has access to.

Mr. Woodyard told the commissioners that he will finish developing an asset-management policy for the Board to review in the next couple of weeks. The policy will determine the disposition of an asset, either for sale, lease, redevelopment, or hold. Hold is not an option for vacant property with nothing on it.

Commissioner Jamison stated that she was surprised at how much property that the Housing Authority owns. She asked why the Housing Authority is sitting on property with no plans. She believes that the Housing Authority

needs to look at the property that is owned and determine if it's suitable to build. If it's not suitable to build, she believes the property needs to be let go.

Mr. Woodyard stated he needs to decide on whether the Housing Authority needs to hire an external management audit firm to look at the operations. He said he wants to feel good about the budget before deciding.

Commissioner Brown-Crawford asked Mr. Woodyard what percent of the voucher utilization the Housing Authority is at currently. Ms. Smith-Wells stated she will send it to her.

Mr. Woodyard stated that he is going to design and implement a customer satisfaction survey tool.

Commissioner Jamison told Mr. Woodyard that there needs to be specific areas in the survey tool because they need to know what the resident is specifically dissatisfied with because some people are never satisfied.

Commissioner Brown-Crawford stated that more people fill out surveys when they're not satisfied than when people are satisfied.

Mr. Woodyard stated that he implemented a customer satisfaction survey tool at a Housing Authority in North Carolina and it completely changed the culture. Commissioner Jamison told Mr. Woodyard that HUD needs to be satisfied as well. Mr. Woodyard stated that he views HUD as a customer.

Commissioner Brown-Crawford told Mr. Woodyard that if he has a happy staff, then hopefully it will reflect in everything that the Housing Authority does. She believes that if the employees succeed, the rest will fall into place.

B. Housing Choice Voucher Report -

C. Development and Business Management Report -

D. Affordable Housing Reports -

a. Caroline Village

b. Northwood Village

c. Northwood II/Walnut Oak

d. Palmetto Park

E. Chief Operating Officer (COO) Report -

XIV. Commissioners Comments - Commissioner Brown-Crawford stated that she was excited about where the Housing Authority is headed. She's hoping to continue to be a part of it. She stated that she had a good trip with Commissioner Jass to a training in San Diego.

Commissioner Jamison stated that she's optimistic in terms of the Strategic Plan. She's glad to see dates and not just general plans.

Commissioner Jass stated that she learned so much from the conference that she attended with Commissioner Brown-Crawford in San Diego. She attended a class on employee retention. She thanked all the commissioners for working together.

Commissioner Ivey stated that he liked the Strategic Plan. He believes it gives the Board a goal and something to look forward to. He told Mr. Woodyard that he'll look forward to dates and timelines being added to the Strategic Plan.

Commissioner Ivey stated that he liked the communication that Mr. Woodyard had with all the commissioners.

Chair Daniels thanked Mr. Woodyard for the Board Retreat. He stated that Mr. Woodyard wants to invite the commissioners to a Super Bowl party that he's hosting, but there must be no business talk.

Attorney Gilmore reiterated what Chair Daniels said in that the commissioners can attend a Super Bowl party with Mr. Woodyard but to remember the rule that there is to be no discussion of business of any kind.

XV. Adjournment - Commissioner Jamison made a motion to adjourn the January 21st meeting. Commissioner Jass seconded the motion.

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