

Daytona Beach Housing Authority

February 18, 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 Jass joined the meeting at 10:13 a.m. Commissioner Brown-Crawford was not present for roll call.
- III. Invocation** - Invocation was led by Natalie Smith-Wells.
- IV. Recognition of Visitors** - No visitors.
- V. Public Comments** - No public comments.
- VI. Approval of Minutes**
 - 1. Regular Board Meeting - January 18, 2022 -**
Commissioners Present: Jamison, Ivey, Daniels.
Commissioner Brown-Crawford joined meeting at 10:06 a.m. Commissioner Jass joined meeting at 10:13 a.m.
Attorney Ric Gilmore joined via teleconference.
Commissioner Jamison made a motion to accept the minutes of January 18, 2022, Board meeting as written.
Commissioner Ivey seconded the motion. Unanimously approved.
- VII. Changes to the Agenda** - Commissioners Ivey and Daniels would like old business added as an agenda item. Mr. Woodyard stated that if there is old business, the item

will be added to the agenda. Chair Daniels stated he would like to continue having old business as an agenda item due to the fact that he takes notes as the meeting goes on and if an item needs to be added to old business, he would like to write it as a note. Commissioner Ivey stated he would like old business agenda item added after the consent agenda.

VIII. Consent Agenda *(Consent agenda items are not expected to require review or discussion. Items will be enacted by a single motion. If discussion is desired by a member of the Board, then that item will be considered separately.)*

1. Resolution 2022-15 OAHMP - Maintenance Contractor.

Recommendation: Director of Development Kara Lennard recommends approval. Commissioner Ivey made a motion to approve the consent agenda as stated. Commissioner Jamison seconded the agenda. Unanimously approved.

IX. Old Business - Chair Daniels discussed Picerne and asked Mr. Woodyard about asset management and moving the asset towards the Housing Authority's management. Mr. Woodyard stated that he's been looking over the financial statements for the projects that Picerne runs. He stated he will come back to the Board and let the Board know if it makes sense to take the properties over or make any changes. The 15-year limit for the tax credit is up.

X. Real Estate Development - Chair Daniels asked Mr. Woodyard about Hope for Homes. Mr. Woodyard stated that Hope for Homes will be its own item.

Mr. Woodyard told the Board that the real estate development agenda item has been in place for developer partners to come in and talk. Mr. Woodyard stated there isn't one this time, but the slot remains.

BGC Advantage flew into town and met with the Board all day Wednesday. It was a productive meeting. An understanding has been reached between the two parties that the Housing Authority is serious about looking at an alternative. Mr. Woodyard stated that he believes BGC came prepared to talk about it.

Mr. Woodyard stated that he is routinely scanning Daytona Beach for land and apartment complexes that the Housing Authority may be able to acquire. Mr. Woodyard stated that he showed BGC some properties that the Board has not seen yet as it's not appropriate for the Board to see it.

Mr. Woodyard discussed Mason Nova, and that it is in a flood plain. In the city's comprehensive plan, the Mason Nova property was called out and said that they're not going to allow residential development on the property.

Mr. Woodyard told the Board that HUD would not allow the purchase of property that is a certain percentage above

appraised value. He stated if the Housing Authority is interested in the property, he would talk to the city commissioner for the area as well as planning staff to receive an exception for the property or fight for an amendment.

Commissioner Ivey stated that it would go through the Planning Board and then to the city commission for approval. He stated that money must be spent up front to develop a plan, and it could get stalled.

Commissioner Ivey suggested asking the City to partner with the Housing Authority on the Redwood site because the property is in a zone where housing is needed.

Attorney Gilmore stated that since Mason Nova is in a flood zone, the Housing Authority must factor in the building up of the whole site just to get on the playing field.

XI. New Action Items

1. **Resolution 2022-16 Initial Strategic Plan** - Mr. Woodyard stated that this was following along with what he told the Board in September of 2021, at the retreat in November of 2021, and a presentation that was made in January 2022. The plan was provided to the Board a couple of weeks ago, so Mr. Woodyard asked for questions and comments.

Mr. Woodyard stated that the budget process has been redone. It's much more inclusive now.

Property managers and other key staff are part of a budget work team. They work together to put a business plan together.

The resource requests of the individual departments are based on their department plans. The money that the Housing Authority spends must be directed towards what the Housing Authority is trying to achieve.

Mr. Woodyard stated that the information infrastructure in the Housing Authority is several years behind. Mr. Woodyard would like to move most of the server functions to the Cloud. Chair Daniels asked Mr. Woodyard if the Housing Authority is responsible for a breach after moving information to the Cloud. Mr. Woodyard stated that part of the conversation that took place with TeamLogic is in the memo that was sent to the Board. He stated there are safety protocols involving Cloud network which address concerns. Chair Daniels stated he doesn't trust the Cloud and that whoever authorizes moving to

Cloud is responsible for any leak that may take place.

Commissioner Ivey asked Mr. Woodyard if he's bringing in new managers or promoting from within. Mr. Woodyard stated that he is bringing in one manager that will be over the two managers. And then, he's bringing in the maintenance staff under the existing Property Manager.

Commissioner Ivey asked if there could be promotion from within instead of bringing in new managers. He stated that there's been so much turnover but there are employees who have been at the Housing Authority for a while and Commissioner Ivey believes that they should have an opportunity to move up to Mr. Woodyard's standard. Commissioner Ivey stated he likes the plan and believes it will work.

Mr. Woodyard stated that the workforce has challenges and the best way to improve morale in the workforce is to implement performance management. He would like to do away with the bonus system and replace it with a merit-based pay-raise system.

Chair Daniels suggested that each Board member meet with Mr. Woodyard to discuss visions and issues with employees.

Attorney Gilmore stated that Mr. Woodyard doesn't have to discuss personnel issues at the Board meeting. Mr. Woodyard can meet with commissioners individually to discuss issues.

Commissioner Ivey made a motion to approve Resolution 2022-16 Initial Strategic Plan.

Commissioner Jass seconded the motion.

Unanimously approved.

XII. Monthly Performance

- 1. Customer Satisfaction** - Mr. Woodyard stated that there isn't anything for this agenda item because it's all in the Strategic Plan. He stated that he'll make some minor clean ups to the document and make it available to the workforce.

The vision and mission that the Board approved will be more visible around the organization. He'll also be looking for more communication standards. Mr. Woodyard stated that a Senior Property Manager was hired as well as an HR generalist. He'll be selecting a headhunter to find a new CFO next week.

Mr. Woodyard stated that each business area will have its own mission statement.

Commissioner Jamison asked if there is a capital budget. Mr. Woodyard stated that there is a capital budget embedded in the organization's entire budget. He stated that an operating budget is the money that an organization uses to do day-to-day operations. A program budget is basically the same thing as an operating budget. He said if you pull out a particular program, it shows the money you are spending on the program.

A capital budget is generally a budget that has funds that you're going to use for capital improvements. The Housing Authority has capital fund dollars to do major maintenance and renovation at a property.

Mr. Woodyard stated that there are decisions that a Housing Authority can make that will turn dollars into capital dollars. Mr. Woodyard has asked staff to dig into the entire budget and pull out capital fund dollars, other non-restrictive dollars, residual grant from Hope VI, and let him know how much money is there, if there is a clock ticking on it, if there are other restrictions on it, and what he can and cannot do with it.

2. Housing Solutions -

3. Financial Strength -

4. Innovative Systems -

a. TeamLogic IT - Mr. Woodyard stated that the

changes that will need to be made will be incremental because they're not cheap.

Chair Daniels asked Mr. Woodyard if he could piggyback the IT personnel with Saxon Gilmore. Mr. Woodyard stated that they're under contract.

b. Revised Budget Process

i. FY23 Budget Kickoff Meeting

ii. FY23 Draft Budget Calendar

iii. Program Budget Worksheet

iv. Line-item Worksheet

5. Employee Success - Mr. Woodyard stated that he did hire the people who will do performance management. He told the Board that he will bring an example of what the new process will look like.

XIII. Commissioners Comments - Commissioner Jass had no comment.

Commissioner Jamison had no comment.

Commissioner Ivey stated that the groundbreaking was not brought up. Mr. Woodyard stated that there isn't a date yet. Chair Daniels said to add this item to old business.

Commissioner Jass stated that the trailers will be brought the first of March. Ms. Smith-Wells stated that there will be a mock-up unit available on the same day as the ground blessing. This way everyone can see what the final product will look like. Ms. Smith-Wells stated it's called a ground blessing since there won't be any breaking of the ground. Commissioner Ivey told Mr. Woodyard that he's looking forward to the new plan being implemented. He also likes the fact that Mr. Woodyard is going about the new plan gradually. Commissioner Ivey also likes that Mr. Woodyard is bringing the Board along to show the Board how he wants to operate. Commissioner Ivey told Mr. Woodyard that he likes the way he broke down his expectations for the buildings.

Commissioner Jamison would like to add attorney comment to the agenda. Chair Daniels encouraged the commissioners to set up a meeting with Mr. Woodyard.

XIV. Adjournment - Chair Daniels made a motion to adjourn the meeting. Commissioner Ivey seconded the motion.

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