

Daytona Beach Housing Authority

March 18, 2022 Board Meeting 10:00 a.m.

- I. Call to Order** - Chair Daniels called the meeting to order.
- II. Roll Call** - Commissioners Jass, Brown-Crawford, Ivey, and Daniels were present for roll call. Commissioner Jamison attended via Zoom.
- III. Invocation** - Invocation was led by Commissioner Ivey.
- IV. Recognition of Visitors** - No visitors.
- V. Public Comments** - No public comments.
- VI. Approval of Minutes**
 - 1. Regular Board Meeting - February 18, 2022 -**
 - Commissioners Present: Jamison, Ivey, Daniels.**
 - Commissioner Jass joined meeting at 10:13 A.M.**
 - Commissioner Absent: Brown-Crawford** - Commissioner Ivey made a motion to accept the minutes as printed. Commissioner Jass seconded the motion. Unanimously approved.
- VII. Changes to the Agenda** - Commissioner Ivey stated he wants to add a discussion on the Bylaws to old business to include a discussion on time of meetings. Mr. Woodyard stated there is a change on the agenda under the budget revision. Staff was not able to supply the spreadsheet in time for Mr. Woodyard to review it. Mr.

Woodyard requested this item be tabled for now. It was removed from the agenda.

Commissioner Ivey made a motion to accept the agenda with the changes. Commissioner Jass seconded the motion.

Unanimously approved.

VIII. Consent Agenda - No items

(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.)

IX. Real Estate Development - Mr. Woodyard stated he spoke with

the representative of the property in the Derbyshire neighborhood to see if the amount is okay with them as it's a little under listing. However, there are some HUD regulations that the Housing Authority must go through. Mr. Woodyard stated he hired a consultant who's a former HUD employee and explained the situation. The consultant stated it may not be right. Mr. Woodyard stated he wanted to speak to counsel after the Board meeting to get some guidance.

Mr. Woodyard stated that he was informed by one of the commissioners that Dru Driscoll, the Deputy City Manager, mentioned the Loomis property in a presentation to the City Commission. Mr. Woodyard stated he will email Dru. Mr.

Woodyard stated that while there have been conversations, there have been no negotiations.

Commissioner Brown-Crawford told Mr. Woodyard that if he doesn't want City Hall to know right away to not discuss it with them. Mr. Woodyard stated that Dru brought the Loomis property to him. Commissioner Brown-Crawford told Mr. Woodyard that she thought he found the property on his own. Mr. Woodyard stated he didn't and that Dru brought it to him.

Commissioner Brown-Crawford asked Mr. Woodyard what was going on with the Derbyshire property. Mr. Woodyard stated that part of the environmental review has been done, an appraisal has been done and arrived at a number that Mr. Woodyard believes is reasonable. However, there are a lot of HUD hoops to go through. Mr. Woodyard stated there's a main HUD hoop that he disagrees with, and he needs to speak to counsel about it.

Commissioner Jass asked Mr. Woodyard what the plans are for the property. Mr. Woodyard stated that the property needs to be rezoned to MFR20, which is 20 multifamily units per acre, which would allow a maximum of 130 apartment units. If the Asset Management Policy is approved in today's meeting, Mr. Woodyard stated that he will be striving to do mixed-income communities as opposed to public housing

communities. He stated 30, 40 percent of the 130 will be public housing units or project-based Section 8.

Commissioner Jass stated that it is badly needed.

Chair Daniels asked Mr. Woodyard if, after there's a discussion with counsel, the plan is to move things along.

Mr. Woodyard stated that the consultant is helping the Housing Authority assess some of the HUD-related strategies within the Asset Management Policy to determine how to dispose of the property. Mr. Woodyard stated he needed a legal opinion on what could happen with HUD in this situation.

X. Business Action Items

1. Resolution 2022-18 Asset Management Policy - Mr.

Woodyard stated he purposefully put this item in the Board's hands for a couple of months for the Board to read over it and to give him any feedback. The policy is a broad-umbrella policy. Within the policy, it will guide how staff approaches things and come back to the Board.

Chair Daniels stated that the Asset Management Policy mentions that financial considerations will be brought up later. Mr. Woodyard stated that based on the policy, he'll be bringing back to the Board a strategy

for each one of the assets as a follow-up to the policy.

Mr. Woodyard that he's been looking at numbers and he's not happy. He said it's clear that the Housing Authority needs to do a better job and the third-party managers need to do a better job.

Mr. Woodyard used Pine Haven as an example. He stated he began reviewing the financials for Pine Haven, which are razor thin, which means the revenues for Pine Haven just barely cover all the expenses. He mentioned that sometimes they don't cover the monthly expenses. Commissioner Brown-Crawford asked if that's because of COVID and unemployment. Mr. Woodyard stated he hasn't been able to go back that far.

Mr. Woodyard stated he's going to work with staff and HUD to convert the public housing units to project-based Section 8 units because the revenue it generates will be substantially higher. The question will be whether this will result in 100 percent FMR or 110 percent FMR.

Mr. Woodyard stated that the Asset Management Policy is striving for Class A affordable. Currently, he considers Pine Haven to be Class C property.

Commissioner Jass stated that Windsor/Maley are prime

examples of the building looking beautiful from the street, but she walks the floors every week and if it weren't for RAD, she doesn't know how they would be fixed up. Mr. Woodyard stated that Commissioner Jass' point is part and parcel with what he's trying to tell the Board.

Mr. Woodyard stated that over the years, if the funding level and the attention is not paid to an asset, it steadily degrades over the years. He stated this is what's taking place with the properties. Mr. Woodyard stated that the property management staff has a goal that all scores will be at a minimum 90 percent.

Mr. Woodyard stated he was upset by the scores for Northwood II. He stated that the property managers have 60 days to turn the property around.

Chair Daniels stated that there is an opportunity to take the properties back, and that he has mentioned it before to Mr. Woodyard and even to Ms. Bates. He stated it was under the asset management formula that they needed to get to in order to retain the asset.

Chair Daniels stated he's happy Mr. Woodyard is looking into it, but he said it's something he has asked Mr. Woodyard in the beginning.

Mr. Woodyard stated before the scores came in and before he went to the properties, he'd already talked to staff about analyzing whether it should be done. He stated that if it's converted, there'll be an administration fee.

Commissioner Brown-Crawford agreed with Chair Daniels that it has been brought up before and that would be the goal with Windsor/Maley. She stated that the question has always been the staffing. She stated that someone needs to get in there who knows how to manage the properties. Commissioner Brown-Crawford stated it doesn't matter if she has a million-dollar house from the outside if she doesn't take care of the interior. Commissioner Ivey made a motion to approve Resolution 2022-18 Asset Management Policy. Commissioner Brown-Crawford seconded the motion. Unanimously approved.

- 2. Rescheduling of April Board Meeting to Thursday, April 14, at 10 a.m. due to April 15 conflict with Good Friday holiday** - Commissioner Ivey made a motion to accept the schedule for April Board meeting to Thursday, April 14th, at 10:00 a.m. Commissioner Jass seconded the motion. Unanimously approved.

XI. Old Business -

1. Discussion of Bylaws, day, and time of meeting -

Commissioner Ivey stated that there have been discussions on changing the meeting day and time. Mr. Woodyard sent the commissioners a copy of the Bylaws, which state that the location should be designated by the Board at such time and date as may be determined by the CEO with the advice and consent of the chairman. Commissioner Ivey believes there's a conflict in the Bylaws and would like Attorney Ric Gilmore to expound.

Mr. Gilmore stated that he doesn't think he put the provision in the Bylaws. It's not in the Bylaws that he does for housing authorities. He believes it's confusing, but he also thinks it's not in this instance. Attorney Gilmore believes it has potential for abuse.

Attorney Gilmore stated that if a Housing Authority Chair and a Housing Authority Executive Director decide they want to put the meeting time and date on a date that's inconvenient for certain Board members, it allows them to control what happens at the meetings. The way it's written, it limits the power of the Board because the Board can always vote to amend the Bylaws. The Bylaws by nature are a flexible, changing entity.

Commissioner Ivey would like to open it up for discussion. He believes that if it's done as a Board and the CEO blesses it, it's fine. Commissioner Ivey stated that he doesn't want the Board to be conflictive because the Board is finally moving like a Board now. He wants to continue moving down the path. Commissioner Jamison asked what is being considered changing. She stated that the Board has been meeting at the same time and day for so long that both the citizens and the city are aware of the day. She believes any changes may conflict with other things. Commissioner Jamison asked if the Board is considering changing the day and time of the meeting and why. Chair Daniels stated that there are a couple of commissioners who have taken jobs and have had life changes. He believes that changing the day and time is up for discussion, but he doesn't understand why it came up again. Chair Daniels stated the Bylaws are written funny, so he believes the Board is discussing the Bylaws and maybe changing the Bylaws. Commissioner Brown-Crawford stated that the Bylaws are conflicting. Everything that is done requires Board approval. There's nothing that is done with the Housing Authority that allows one or two people to

decide, which is why Commissioner Brown-Crawford believes the Bylaws are confusing.

Commissioner Brown-Crawford stated that she had a career change and Commissioner Ivey had a career change. If the meetings continue at the same day and time, the Board will only have three commissioners.

Commissioner Brown-Crawford believes the mayor should appoint retired people to serve on the Board because people work in the daytime.

Commissioner Brown-Crawford stated that if she's going to continue being a part of the Board, the meeting day needs to change. She made accommodations to be at this current meeting because she didn't want to miss back-to-back meetings, and she didn't want the commissioners to think she just walked off the Board. She stated that if the time is not changed, she can no longer be a part of the Board.

Mr. Woodyard stated he put the agenda item on the Board last month, not knowing that it was something that the Board had talked about already. He stated he had never been involved with a Board that met on a Friday.

Chair Daniels stated that he when he got on the Board, the meeting was at the time it is now. He's been on

the Board for six, seven years and he has accommodated the time. He stated he didn't go to Mr. Woodyard or Ms. Bates and try to keep anybody off the Board. If the Board wants to change the Bylaws to reflect that the Board determines the time, Chair Daniels stated he's fine with it. Once the Bylaws are changed, the Board can vote on a time to meet.

Mr. Woodyard stated he will work with counsel to put the right language. He stated there will be two items. One is changing the Bylaws' language. Mr. Woodyard stated he will ask each commissioner individually the date preference. He will then recommend a date or two. Commissioner Ivey asked if there will be a ground blessing soon. Commissioner Jass stated that Holly with BGC Advantage will be on location the next week. She stated that things are a mess right now.

Commissioner Jass stated that there are three mock ups being worked on currently. She stated that the only people who are still there are the maintenance people, and they're down to two people working on two buildings.

Commissioner Brown-Crawford would like a ceremony to introduce the property. Mr. Woodyard stated that is the plan. Commissioner Brown-Crawford stated that it's

already started. Commissioner Jass stated they want to wait.

Commissioner Brown-Crawford said based on the commissioners' meeting and input received from the community, she thinks it would've been nice to have a formal ceremony to say this is what's happening. There can be a rendition and pass it out to the people to see before and what it's going to look like and have people speak, saying that the project is taking place. Mr. Woodyard stated that he'll get a date.

XII. Monthly Performance

1. Customer Satisfaction

a. Annual Plan Update - Mr. Woodyard stated that the Annual Plan is almost done. One of the things in the update talks about the work that the Board and the CEO has done in partnership.

From the customer satisfaction perspective, Mr. Woodyard wants the scores to go up. He wants the Housing Authority to be a high performer.

2. Housing Solutions -

3. Financial Strength -

a. Audit Update - Mr. Woodyard stated that the financial part of the audit is about 90-percent complete. The audit is a financial audit and a compliance audit. The audit team is coming into the Housing Authority next week and will be until Wednesday going through files. The audit will then be complete.

4. Innovative Systems -

a. Revised Budget Process

5. Employee Success -

a. Performance Management - Mr. Woodyard stated that in the commission packet, there's a three-part attachment for employee success. The first part of it is the agreement between the manager and the employee. They negotiated a series of things that must be done this year, and there will be a grade. Both manager and the employee both signed it, and it was put into the personnel file. Mr. Woodyard stated he takes the memo, and he puts the deadlines on his calendar. Commissioner Jamison asked Mr. Woodyard if the employee will be graded by the

supervisor. Mr. Woodyard stated the employee would be graded by the supervisor.

Commissioner Jamison asked Mr. Woodyard if the supervisors will be trained to know what they should be looking for. Mr. Woodyard stated they will be trained. The supervisors are taking cues from the Strategic Plan that the Board approved last month.

Mr. Woodyard stated that the goals and objectives are pulled either directly from the Strategic Plan or they link in some way. Mr. Woodyard discussed scoring of employee performance.

Commissioner Jamison stated that employee evaluations are typically subjective. However, she thinks the new evaluations make it less subjective.

Chair Daniels agreed with Commissioner Jamison and stated that he wants to make sure that human nature doesn't get involved. Attorney Gilmore stated that there's no way to totally take subjectivity out of evaluations.

Mr. Woodyard stated he's hired a recruiting firm to hire a CFO. The position has been advertised.

XIII. CEO Comments - No CEO comments.

XIV. Commissioner Comments - Commissioner Jass stated that the things that Mr. Woodyard is doing and the new things that are being done is very necessary and a long time coming. She stated she walks Windsor and Maley every week and she wants to cry when she gets done because people who live there don't appreciate what they have. Commissioner Jass believes that there needs to be a shakeup in management at the family sites.

Commissioner Jamison agrees that some ceremony should be done because she wants the City to know that the Housing Authority is doing something. She thanked the Board for the birthday card.

Commissioner Brown-Crawford stated that what Mr. Woodyard is doing is good. She thinks the Board is cohesive and working together. She stated that she's excited about being on the Board. She wants to be on the Board and wants to continue to stay on the Board.

Commissioner Ivey told Mr. Woodyard that he might as well be preparing the Board for the next year budget because the next year budget starts July 1st. The Board typically

starts working on the budget around this time. Mr. Woodyard stated that the audit deadline was extended. Commissioner Ivey stated he was talking about the budget for 2023. Mr. Woodyard stated they're diligently working on the budget. Commissioner Ivey stated that Mr. Woodyard is going to bring the Board some amendments. Mr. Woodyard stated that the amendment is not necessarily a critical thing that needs to happen this week or next month. It needs to be done by the end of June.

Mr. Woodyard stated that the budget was built in a way that he would not have built it. He told the Board that when they receive the budget in May, it'll be a different type of format than the Board has ever seen.

Chair Daniels stated that he enjoys the way the Board is moving. Mr. Woodyard stated that the City Manager said that the Housing Authority is working the community development staff harder than they've ever worked.

Attorney Gilmore told the Board that they should never miss PR opportunities, especially from where the Board has come to where the Board is now.

XV. Adjournment - Chair Daniels made a motion to adjourn the Housing Authority meeting. Commissioner Ivey seconded the motion. Meeting adjourned.

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