

Daytona Beach Housing Authority

April 14, 2022 Board Meeting 10:00 a.m.

I. Call to Order - Chair Daniels called the meeting to order at 10:04 a.m.

II. Roll Call - Commissioners Jass, Jamison, Brown-Crawford, Ivey, and Daniels were present for roll call.

III. Invocation - Invocation was led by Natalie Smith-Wells.

IV. Recognition of Visitors - None.

1. CareerSource letter regarding LEAD Center

V. Public Comments (limited to 3 minutes each) - None.

VI. Approval of Minutes

1. Regular Board Meeting - March 18, 2022 - Commissioners Present: Jass, Brown-Crawford, Ivey, Daniels.

Commissioner Jamison attended via Zoom - Commissioner Brown-Crawford made a motion to approve the regular Board meeting minutes dated March 18, 2022.

Commissioner Ivey seconded the motion. Unanimously approved.

VII. Changes to the Agenda - Commissioner Ivey would like to add an item of discussion under old business. He would like to discuss the ground blessing for the Windsor/Maley. Commissioner Jamison asked Mr. Woodyard why real estate development has its own item number on the agenda, item IX,

and not listed under old business. Mr. Woodyard stated that he doesn't have a real estate development update currently, but it's a placeholder on the agenda. Mr. Woodyard stated that in previous Board meetings, BGC Advantage would either present or make a comment. He said he's holding a place in case there's an update to real estate.

Commissioner Jamison then asked Mr. Woodyard about the business action items. Mr. Woodyard stated that they're the normal items that are not consent agenda, meaning that they will require some discussion and then a vote.

Chair Daniels wanted to add an agenda item to old business to discuss asset management and Picerne specifically.

Commissioner Ivey stated he would like to discuss real estate development when it comes to the time.

Commissioner Jamison made a motion to accept the agenda as amended. Commissioner Ivey seconded the motion. Unanimously approved.

VIII. Consent Agenda - Commissioner Ivey made a motion to approve the consent agenda. Commissioner Jamison seconded the motion. Unanimously approved.

(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. **April 2022 Disposal Asset Report in the amount of \$5,849.95.**

Recommendation: The CEO and Deputy Director of Finance recommend approval. This action updates the Agency's physical assets and allows items to be removed from inventory, reflected on balance sheet.

IX. Real Estate Development - Commissioner Ivey stated that he had a conversation with the Director, in which the Director stated that he's moving toward development for the Housing Authority. Commissioner Ivey stated that he's up for his reappointment the following week. He believes that the Housing Authority will reach some milestones based on the CEO's new Strategic Plan. Commissioner Ivey stated he's concerned because the Housing Authority has not brought anything out of the ground over the past six years. He stated that the Board needs to start addressing the housing issues in the City of Daytona Beach.

Commissioner Ivey asked Mr. Woodyard if anyone has spoken to him about the properties that are already out there prior to him coming on. Commissioner Ivey stated that there are RFPs outstanding, and they should not have been stopped.

Mr. Woodyard thanked Commissioner Ivey for bringing up the topic. He stated it is top of mind for him. Mr. Woodyard

said that he's spent the last several months working with HUD to understand and comply with the bureaucracy that's required to start building or acquiring property. Mr. Woodyard stated that the Housing Authority has to partner with the city of Daytona Beach to do most of the reviews to either acquire property or build on property that is already owned. Mr. Woodyard stated that he made an oral offer to purchase land.

Commissioner Ivey told Mr. Woodyard he's more interested in getting the small houses built. Mr. Woodyard stated that he's not sure what happened with the RFP process to do the single-family lots. He said that the following week he will be working with the Development Office to develop a plan to dispose of the single-family lots to more than one non-profit. Commissioner Ivey asked Mr. Woodyard to clarify what he means by disposing of the single-family lots. Mr. Woodyard stated he will be able to better answer the question once Development Director Kara makes her recommendations.

Commissioner Ivey said that the waiting needs to stop. He said that if the issues are not addressed, the Board doesn't need to meet.

Mr. Woodyard stated that there is property where the infrastructure is in place to do single-family lots.

Mr. Woodyard stated that he wants the Board to not be working off reactionary issues. He believes the Board needs to operate off a strategy and a plan, which is why the asset management policy, and the Strategic Plan were approved. Mr. Woodyard stated that he plans to come back in May and tell the Board what needs to be done with every one of the Housing Authority's assets.

Commissioner Ivey told Mr. Woodyard that he's just asking for an update. He stated that there may need to be a workshop in May to discuss how the Housing Authority moves forward. Commissioner Ivey stated he would like to be constantly updated.

Commissioner Jamison stated that the rise of rent has been in the news lately. She stated that there are a lot of abandoned houses that can be renovated. Commissioner Jamison would like to discuss taking existing abandoned houses, putting money into renovating them, and then renting them at reasonable rates. She would like to know why that can't be part of the program, too.

Attorney Gilmore stated that sometimes properties seem like good ideas because they're just sitting there, but the problem is background research will sometimes show liens and they're found not as attractive as what they first look like. Attorney Gilmore stated that every effort has been

made to find out how to speed up the HUD hurdles. The answer has been that there is no short cut. The bumps in the road is what is making it difficult to get something to come out of the ground.

Attorney Gilmore told Commissioner Ivey that getting something to come out of the ground has been a constant goal. It's not been lack of effort.

Mr. Woodyard stated that it's good to have this conversation on the record. He thanked Commissioner Ivey again for bringing up the issues.

Commissioner Ivey stated that there are Housing Authorities that are building. He said to bring in people that know how to get through a system so that the Housing Authority is not constantly dragging its feet.

Commissioner Ivey told Mr. Woodyard that he understands what is being done and he isn't complaining about it. He just wants to know what has been done and where the Housing Authority should be, and why it's not there.

Chair Daniels stated that the previous CEO was given a directive to build a house, which would be funded with pilot money. Chair Daniels stated it has been sent out already.

Chair Daniels stated that the previous director went around HUD's Larry Hayes a few times and got things accomplished.

However, having to now do it the right way, it's creating a problem. Chair Daniels said that Mr. Woodyard is not dragging his feet but is going through the right people and not around them to get something done.

Chair Daniels asked if there's a way to build something based on what is already owned. Mr. Woodyard stated that the biggest problem is that there are hoops to go through. He stated that he's looking for property where there is not a HUD battle.

Mr. Woodyard stated it will take a minimum of two years to go from an idea to get ready to put a shovel in the ground.

Commissioner Jass stated that the BGC project that she visited in Louisiana took six years to complete.

Commissioner Jamison stated that the goal of the Housing Authority is not to make money, but to increase the availability of housing.

Commissioner Brown-Crawford stated that corporations are buying vacant properties in order to rent them to people. She believes the quickest way to put something out on the table is for the Housing Authority to partner with a non-profit organization. She said the Housing Authority can sell or donate the property and become a partner.

Commissioner Ivey stated that the DOT on the properties must be dealt with. He would like to put a time limit on

the organizations so that the Housing Authority can do something in the community and do the job of housing people. He said there's been so much work done on the properties in the past, including environmental, appraisals, surveys.

Chair Daniels stated that the Board will wait until Mr. Woodyard comes back next month with recommendations.

Chair Daniels agreed with Commissioner Ivey that the Housing Authority wants to get something out of the ground as that is the vision.

X. Business Action Items

- 1. Resolution 2022-19, amending Section 2 "Regular Meetings," under Article III "Meetings," on page 3 of the Bylaws of the Housing Authority of the City of Daytona Beach, Florida** - Attorney Gilmore stated that he's seeking to change the language as it's unclear. He stated that it needs to be clear that this is a decision that's approved by the Board. Chair Daniels stated that originally it was up to the Chairman and CEO as to when the meetings took place. This changes it to the Board.

Commissioner Ivey made a motion to approve Resolution 2022-19, amending Section 2 for the regular meetings.

Commissioner Brown-Crawford seconded the motion.

Unanimously approved.

2. Resolution 2022-20, adoption of a date and time for the regularly scheduled monthly Board meetings of the Housing Authority of the City of Daytona Beach -

Commissioner Ivey stated he didn't have a problem with the CEO making a suggestion because he controls the staff and knows when it's more of a convenient time.

Chair Daniels stated that there needs to be a vote because the dates may not change. Commissioner Brown-Crawford stated that mornings are not good because of work schedule, but she can do Wednesday or Thursday at 2:00 p.m. or 3:00 p.m., number four and five, would be good for her for.

Chair Daniels called for a vote to see if there will be a change to the meeting date and time.

Commissioner Jamison made a motion to keep the current date and time. Chair Daniels asked Attorney Gilmore for clarification on how the motion needs to be made in order to remain at the same time. Attorney Gilmore stated that there should be a motion that everything remain the same.

Commissioner Ivey stated that this Resolution is under discussion. Attorney Gilmore stated that the Board is

discussing whether the change will be made. He said that any commissioner can make a motion.

Commissioner Jamison made a motion to remain at the same date and time. Commissioner Jass seconded the motion.

Commissioners Jass, Jamison, and Daniels voted yes.

Commissioners Brown-Crawford and Ivey voted no.

3. Resolution 2022-21 Annual Plan Fiscal Year 2023 and 5-

Year Plan Revision - Ms. Smith-Wells stated that this is the normal submission of the Annual Plan. There is a revision to the Five-Year Plan as the Board voted to take on a new mission statement. Mr. Woodyard's new Strategic Plan was placed within the new Five-Year Plan because it includes the new goals.

Commissioner Jamison made a motion to accept Resolution 2022-21 as written. Chair Daniels seconded the motion. Unanimously approved.

Commissioner Ivey stated that since Resolution 2022-20 failed, the number should be readjusted.

Attorney Gilmore stated that on the list of times that Board members could have approved, the last one was the existing time. Attorney Gilmore said that the Resolution needs to be changed to reflect what

happened. Mr. Woodyard stated he'll make the change and provide it to the Board.

4. Resolution 2022-22, update to the Affordable Housing Program Admissions and Continued Occupancy Policy

(ACOP) - Ms. Smith-Wells stated that they've noticed some things that needed to be revised. She specifically focused on Chapter Four of the policy, which deals with the waitlist applications and tenant selections. The main area that was causing issue was that if a person was to put themselves on all four waitlists, once the person has been selected from the waitlist and they're housed in a unit, a couple of weeks later they can get pulled from a different site-based list. A tenant would be able to move.

It was decided that once the tenant is housed, if the name comes back up on the waitlist again, the tenant must have lived with the Housing Authority for at least 24 months and be in good standing with the Housing Authority in order to move to a different site.

Ms. Smith-Wells stated there was a 45-day comment period. It has also been shared with the RAD Board. If passed, it will be submitted with the Annual Plan.

Chair Daniels asked Ms. Smith-Wells what the comments were from residents. Ms. Smith-Wells stated there were no comments.

Commissioner Jamison asked Ms. Smith-Wells if 24 months was too long. Ms. Smith-Wells stated that the goal is to house as many people as possible. If the residents are moving within a short period of time, a vacancy is created, and the resident is relocated instead of going to the waitlist on the property and going with the next person in line. Commissioner Jamison suggested 12 months instead of 24.

Ms. Smith-Wells stated that there's a transfer policy. If something has taken place that a transfer is required or needed for a resident or family composition has changed, the transfer policy would be in effect and a transfer can take place.

Chair Daniels thinks it can be a bit harsh on a resident who may be waiting on a particular site, but another site becomes available before the desired unit is available.

Commissioner Jass asked Ms. Smith-Wells if it ties up the waiting list.

Commissioner Ivey stated he's good with a 12-month period instead of 24.

Mr. Woodyard stated that he's placing a higher priority to a family who is out in the private sector not being housed sufficiently, which would be the client-to-be. He must weigh the needs of this family versus someone who is already in the system.

Mr. Woodyard stated that the Housing Authority doesn't need to be setting itself up for having properties in the portfolio that are more desirable than others other than for locational reasons. There shouldn't be a disparity between sites. Chair Daniels asked Mr. Woodyard how he's going to get rid of the disparity when the sizes of some of the sites are bigger than others. Mr. Woodyard stated he'll discuss it at next month's meeting.

Commissioner Brown-Crawford stated that the Housing Authority receives emergency needs for families who have no place to go. She believes that if someone is already housed, even though it may not be their preference, they do have a house to live in as opposed to someone who doesn't have a place to go.

Commissioner Jamison stated that if a family needs a space for six and a unit becomes available, they can't take it. If a person comes in and needs a space for

four, Commissioner Jamison asked if that person who needs a space for six can switch spaces.

Mr. Woodyard stated that if a family gets into a situation where they need a bigger unit, they can request a transfer.

Attorney Gilmore stated that the needs of the many needs to outweigh the needs of the few. Attorney Gilmore asked Mr. Woodyard or Ms. Smith-Wells to explain to the Board 12 months versus 24 months.

Mr. Woodyard stated that the original idea of the two-year period is to give the Housing Authority time for people who are on the waiting list and not being housed to get in and get housed. He doesn't want a policy that makes their wait on the waiting list longer.

Chair Daniels stated that the waiting list is closed. He stated that if a resident gets into a unit, that resident can't get back on the transfer list for two years unless it opens up. Ms. Smith-Wells stated that the transfer is internal. If something happens, they can transfer. What is being talked about is the waiting list.

If a resident's name comes up on another waiting list, that would be the time that the discussion would be looked at. Sometimes it will be 24 months or more. Chair Daniels asked if a resident's name gets called and that resident can't move, does the resident get taken off the waiting list completely or get kicked back down to the bottom and remain on the list until the resident trickles back to the top. Ms. Smith-Wells said the resident would get kicked back to the bottom. Commissioner Brown-Crawford made a motion to approve Resolution 2022-22 as written. Commissioner Jass seconded the motion.

Commissioners Jass, Jamison, Brown-Crawford, and Daniels voted yes.

Commissioner Ivey voted no.

XI. Old Business -

- 1. Ground blessing of Windsor/Maley** - Commissioner Ivey asked for an update and a solid date on when the ground blessing of Windsor/Maley is going to happen. He asked who is driving the train on the ground blessing.

Mr. Woodyard stated that the process has been BGC has proposed some things and then asked the Housing Authority about it and the Housing Authority has veto

power. He stated the dates are May the 23rd and the 24th.

Mr. Woodyard stated that the 23rd would be the dinner and the 24th would be the actual on-the-ground ground blessing. The time has not yet been provided.

Chair Daniels asked when the dates would be solid so that they can make sure the City is there and other people that the Housing Authority serves. Mr. Woodyard stated he believes it's solid now, but he'll get back to the Board.

- 2. Asset Management - Picerne** - Mr. Woodyard stated that his view of an asset management-oriented Housing Authority is that customer service, financial things should be taken into consideration on a daily, weekly, monthly basis. Mr. Woodyard stated that when the Board is getting information that should be helping the Board make decisions, the Board should make the decisions once it receives the information.
Mr. Woodyard stated that he receives monthly financial information on the LIHTC properties and it is clear that the properties are not throwing off a lot of cash. When he goes to look at the properties, he sees the results of it. When HUD comes out and does an inspection of the properties, the scores reflect it.

Mr. Woodyard stated he's in partnership with the Board and once he understands what's going on in the ground, he'll come back to the Board and give recommendations. At the May or June meeting, Mr. Woodyard stated he will discuss with the Board a way to increase the revenues at the LIHTC properties.

Mr. Woodyard stated that his goal is to increase the monthly rent roll revenue out of the LIHTC properties, bring in any capital money that he can within HUD regulations or any non-federal money that is needed and invest. And then, a decision needs to be made on whether the Housing Authority wants to manage the property or not. Mr. Woodyard stated he will present to the Board next month.

Mr. Woodyard stated he wants to be satisfied with Picerne and he wants to be satisfied with the LIHTC properties. He stated he's not happy.

Chair Daniels said he saw the scores on the properties. He stated he wasn't happy either.

Commissioner Ivey stated that there's hundreds of thousands of dollars in a reserve sitting with Picerne. Mr. Woodyard stated he would have the number next month. Commissioner Ivey said that's non-federal dollars that's tied up with Picerne.

XII. Monthly Performance

1. Customer Satisfaction

a. Annual Plan - Mr. Woodyard stated that the changes to the Annual Plan is the stuff that the Board has voted on already.

2. Housing Solutions - Mr. Woodyard stated that there's nothing for this month. Next month, it'll be a big thing for the Board or there will be a separate meeting.

3. Financial Strength -

a. Public Housing Compliance Presentation - Mr. Woodyard stated this is in response to the audit that's almost complete along with the REAC scores. He apologized to the Board because he didn't realize at the last Board meeting that the Board members were not aware of what REAC is. REAC is a visible inspection of the units. Mr. Woodyard has a checklist and standards.

Sherley Roman is the Senior Property Manager and reports directly to Ms. Smith-Wells.

Ms. Smith-Wells presented the Business Plan for property management. Every department in the agency has a Business Plan in place. Ms.

Smith-Wells asked the Board members to take a look at the milestones that are expected to be met over the next year. It's being moved based off the five items that are in the Strategic Plan.

Under the Strategic Plan is the Business Plan, which is what must happen in order to hit the strategic marks. Every staff member has individual plans that help the Business Plan.

Ms. Smith-Wells identified four key items from property management just to make the Board members aware of what they may see at next month's meeting.

Chair Daniels asked to see the audit. Ms. Smith-Wells stated it will be done in the next couple of weeks. It will come to the Board next month.

Commissioner Jamison asked Ms. Smith-Wells if somebody else checks the work other than the person who does the work. Ms. Smith-Wells stated it was put in place last year. There is an HCV manager whose partial role is the compliance of the files.

The first item is the waiting list. Ms. Smith-Wells stated that there are several items that will come to the Board in June. The first step is correcting the findings. If anything was listed from the files, staff was alerted immediately and given deadlines of when the items had to be corrected. It'll be corrected before the Board receives the audit. An audit response is required. In the response, Ms. Smith-Wells will share what has been done.

Chair Daniels asked about the finding. He stated that the waitlist was set up for HCV. Ms. Smith-Wells stated that one of them is the transition from SACS to Yardi. When the transition happened, everyone on the waitlists in the previous system had to be manually put into Yardi. When they were manually put in, there were no preference points that pulled over with it. When the waitlist is pulled, everybody's name has a zero beside it. The preference points wouldn't pull. So, if somebody asks to see the waitlist, it will be questioned as to

why nobody has a preference point. There wouldn't be changes because the waitlist hasn't been opened. The preference points show in ACOP what is actually being used in the system.

Ms. Smith-Wells stated they're working with Yardi on the issue. It wasn't an issue with Yardi, but instead when the transition happened, the numbers weren't placed in.

Chair Daniels asked if the other HCV changes that were voted on will be local preference.

Ms. Smith-Wells stated that HCV was not impacted.

Chair Daniels said that since changes were made for the HCV waiting list, changes need to be made to public housing. Ms. Smith-Wells stated it's already on there.

Ms. Smith-Wells stated they have the preferences. When the transition happened, none of the preferences went with it.

Commissioner Jamison asked if the waiting list was closed during COVID. Ms. Smith-Wells stated it was closed when there was the CHAP and going toward RAD on the family

side. The Housing Authority stopped housing due to holding units for relocation. At that point, no units were being occupied. They were being prepared for relocation. Once the CHAP was lifted, housing began.

The waitlist hasn't been open since 2020.

Ms. Smith-Wells stated it will be a while before it can be opened because some corrections need to be made as there are a thousand people on the list. The goal is to have it open by the end of summer.

Mr. Woodyard stated that the waitlist is periodically purged. During a purge, staff reaches out to people on the waiting list to determine if they're still interested.

There will be several items on the ACOP that will need to be updated. The 45-day comment period will start on the 20th. There'll be another 45 days of the comment period with different revisions that will be made to the ACOP in order to get into compliance.

Ms. Smith-Wells stated that processes are being put in place. When looking at new admissions, it was realized that there was

no process being followed. Processes are being put in place so that now everything is in a file.

The second item, file management, some of the key areas is the documentation, making sure that the documents that must be there are there.

Ms. Smith-Wells stated that Ms. Roman has created processes and will be working with staff to implement processes.

Chair Daniels asked if parking will now be enforced. Ms. Roman stated that she's in the process of it. She's working with a towing company and developing a parking sticker system where the resident is responsible with providing vehicle information which will be provided to the towing company.

Another process that is being put in place is having a Housing Manual, which will be for public housing and HCV side. The projected completion date is June 30th.

Ms. Smith-Wells provided an overview on REAC. She discussed the five key areas. When REAC is coming in to look at the properties,

there are five key areas that they're looking at in their scoring. Ms. Smith-Wells provided an overview of where the Housing Authority has been since 2016. Ms. Smith-Wells stated a great score is 90 and above. Commissioner Jamison asked if anybody goes into the units. Ms. Smith-Wells stated that the REAC comes once a year. When the score gets to a good space, REAC can skip a year. Commissioner Brown-Crawford asked Ms. Smith-Wells if the residents are aware of their rights. Ms. Smith-Wells stated they are. An updated notice was sent to the residents. Ms. Smith-Wells stated that screenshots were provided to commissioners on where points were missed. This is where the attention will be placed.

Chair Daniels reminded the Board that Mr. Woodyard inherited the low REAC scores. Changes have been put in place to help bring up the scores.

Mr. Woodyard stated he looked at Northwood II with the staff, gave direction. He said that regardless of how much it takes or what

needs to be done, the units will be turned around. Mr. Woodyard said he told staff that the goal is not to make a certain percentage increase in the REAC scores. The goal is to be 90 or above.

Ms. Roman stated that there has been a major cleanup at Northwood II. This includes landscaping, replacing building exterior lights, and the sprinkler system. Mr. Woodyard stated that the sprinkler system was not working.

Commissioner Jass asked where the site managers have been. Mr. Woodyard stated that he told the staff that if they are a Property Manager in the Housing Authority, they must regularly walk the property. Chair Daniels stated he appreciates the asset management idea after seeing the REAC scores as the manager is responsible for the asset.

4. Innovative Systems -

5. Employee Success -

XIII. CEO Comments -

1. Rotating HACDB Board Meetings among DBHA Communities -

Commissioner Brown-Crawford made a motion to extend

the meeting to 12:15 p.m. Commissioner Ivey seconded the motion. Unanimously approved.

Mr. Woodyard made a suggestion to the Board of rotating the Board meetings to the different communities. The first one he suggested is Northwood Village. If the Board members agree to it, Mr. Woodyard stated he will provide a schedule to the commissioners of when the Board meetings will be rotated.

Commissioner Jamison stated it would need to be announced. A blanket announcement would need to be made to the City.

Mr. Woodyard stated it was fine. Chair Daniels stated it's on the notice.

Chair Daniels stated he likes the idea. He thinks it might encourage the residents to walk into the meeting if it's held at their property.

Mr. Woodyard stated he believes the CFO position will be filled within a matter of days.

XIV. Commissioner Comments - Commissioner Jass stated the fact that she lives in the Windsor and she's a commissioner, she would like to know who to talk to about what's going on. She said that the people in the building feel that the

Housing Authority is gone. Mr. Woodyard stated that in some respects it's true but not completely.

Mr. Woodyard stated that there are some issues that he's addressing. He has had conversations with the maintenance team. Mr. Woodyard told Commissioner Jass that the things they have spoken about one-on-one are being looked into and they will be addressed. Commissioner Jass stated that some of the maintenance staff have had meetings with her and expressed concern about how things are going.

Commissioner Jamison stated she's pleased with the asset management presentation. She said she's often made concerns about the audit and the low numbers.

Commissioner Brown-Crawford asked if staff is onsite. Mr. Woodyard said no. He stated he moved HR to under the CEO. Commissioner Ivey had no comment. He believed it was a great meeting with great discussions.

Chair Daniels stated he's looking forward to what's coming down the line. He believes it was a good meeting with a lot accomplished.

Chair Daniels stated he's up for reappointment. He stated he hopes he's back. If not, he enjoyed himself on the Board.

XV. Adjournment - Commissioner Brown-Crawford made a motion to adjourn the meeting.

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