

**Daytona Beach Housing Authority**

**November 11, 2021 Board Retreat Meeting 9:00 a.m.**

- I. Call to Order** - Commissioner Daniels called the meeting to order at 9:10 a.m.
- II. Roll Call** - Commissioners Jass, Brown-Crawford, Ivey, and Daniels were present for roll call. Commissioner Jamison was absent.
- III. Invocation** - Invocation was led by Natalie Smith-Wells.
- IV. Recognition of Visitors** - None.
- V. Public Comments** - No public comments.
- VI. Retreat**

Charles Woodyard opened the Board Retreat by acknowledging November 11, 2021, as Veteran's Day and thanking all veterans and Commissioner Ivey for his service.

Charles Woodyard stated that he is not about measuring activity but rather wants to see things happen. He requested undivided attention and participation.

Commissioner Brown-Crawford talked about having been a resident of public housing as a child and how she and her family always knew that living in public housing was not permanent. Charles Woodyard asked the Board to identify who the Housing Authority's customers are, and Commissioner Daniels said that it's people in need. Commissioner Jass

said that it's the City of Daytona. Commissioner Kim Brown-Crawford said that it's the Housing Authority's current resident. Commissioner Jass mentioned senior citizens, who cannot afford on their limited Social Security income.

Commissioner Kim Brown-Crawford asked Charles Woodyard why he considers the Press a Housing Authority customer. She recommended developing good, working relationships with local reporters. Commissioner Brown-Crawford also recommended communicating better with residents so that they feel comfortable calling to discuss issues. Attorney Ric Gilmore reminded the Board that residents are Housing Authority customers and that the Housing Authority and the Board needs to be accessible.

Charles Woodyard talked about the mission statement and said that it's not just a marketing tool. Commissioner Brown-Crawford stated that the Housing Authority should focus on communicating with residents, informing them about opportunities, including the Family Self Sufficiency Program, so that residents can move up and out. Attorney Ric Gilmore recommended providing on-site industry training for residents who have transportation issues. Commissioner Brown-Crawford mentioned that it's difficult to find participants for programs, and COO Natalie Smith-Wells

stated that developing relationships is the key to program success.

CEO Charles Woodyard asked the Board to consider how to create something structurally within the Housing Authority that provides incentive and requires participation, with some form of reward incentive for participating, to bring about positive change through education.

The Board developed a draft Board Retreat Mission Statement of, "Lead the Advancement and Sustainability of Housing Solutions That Empower Families to Self Sufficiency."

The Board discussed Affordable Housing, with CEO Woodyard describing a wheel, with housing, healthcare, and employment at the center and stating that all three must exist for success.

The Board discussed the current mission statement, "The Housing Authority of the City of Daytona Beach is dedicated to providing assistance for affordable, attractive and safe housing to extremely low, very low, low, and moderate-income families and self-sufficient opportunities for its residents," and current vision statement.

CEO Woodyard reviewed the Housing Authority's results and community standing and how to improve, particularly through recruiting - and retaining - top talent. CEO Woodyard presented an Organizational Chart. Attorney Ric Gilmore

told the Board that the CEO has flexibility in how he structures the employees as long as he complies with personnel policy.

CEO Woodyard told the Board that the Housing Authority is exploring hiring a third-party Human Resources firm.

CEO Woodyard discussed ways to reduce crime at Housing Authority properties, including on-site police substations, police officers as tenants, Memorandums Of Understandings (MOU's) with area police.

CEO Woodyard talked about Housing Authority goals for the Housing Authority as a whole and for Housing Authority departments, and developing a decision-making, asset-management policy for determining which Housing Authority properties to keep, dispose of, demolish, rebuild, develop. He reviewed the Housing Authority portfolio.

CEO Woodyard spoke about forming development partner relationships and making best decisions in the residents' best interests.

The Board discussed solutions to two hypothetical public housing scenarios.

**VII. Adjournment** - Commissioner Brown-Crawford made a motion to adjourn. Commissioner Jass seconded the motion. Meeting was adjourned at 3:13 p.m.