



703 N.E. 1st Street • Gainesville, FL 32601
Phone: 352.372.2549 • Fax: 352.373.4097 • TTY: 1.800.955.8771 or 711
www.acha-fl.com

**ALACHUA COUNTY HOUSING AUTHORITY
BOARD OF DIRECTORS MEETING
MINUTES**

Regular Meeting held on September 7, 2022 @ 5:00PM

Located at ACHA administrative office located at 703 NE 1st Street, Gainesville, FL 32601

Present: Chairperson Sheldon Packer; Vice Chairperson Debra Martin-Back; Commissioner Blount; Commissioner Latonya Porter; Tenant Commissioner Rudolph Vaughan; Executive Director Ken Armstrong; Chief Financial Officer Kori Allen; Director of Operations Ron Hall; HCV Director Amanda Nazaro; Staff Rodney Davis; Staff Ebony Harrington; **Absent:** Alt Commissioner (pending appointment); Alt Tenant Commissioner (pending appointment). **Public:** Public Citizen

1. Call to Order and Introductions 5:00PM

2. Approval of this Agenda

Resolution #09072022A – Chairperson Packer calls for discussion or comments. Vice Chairperson Martin-Back **MOTION** to approve the agenda as is. **Tenant Commissioner Vaughn 2nd**. Roll Call Vote taken. Agenda accepted unanimously.


Commissioner Latonya Porter Enters Meeting


3. Public Comments

None

4. Approval of Minutes

Resolution #09072022B – Chairperson Packer asks if there are any corrections or comments. **Vice Chairperson Martin-Back MOTION** to accept August 3, 2022, General Meeting Minutes. **Tenant Commissioner Vaughn 2nd**. Roll Call Vote taken. August 3, 2022, General Meeting Minutes accepted unanimously.


Signature/Date


Signature/Date

5. Financial Reports

Resolution #09072022C – Kori Allen, CFO, reviewed June 2022, financials noting that ACHA received the lawsuit proceeds from the Operating Subsidy for \$447,000.00 none federal money, which was put into the General Fund. She went on to state that in July she took a portion of that and put it into a CD. Mrs. Allen advised that on the financials for the HCV program the Tenant Protection Vouchers are technically HAP not Admin.

DISCUSSION: Commissioner Blount asked Kori to explain the Budgeted Income Statement, HCV, Allocated Overhead. **Kori Allen, CFO** advised that these funds get separated to all programs and this is how they get an expenses in their Allocated Overhead. She went on to state that the HCV program specifically, because there are shared expenses in the HCV account (disabled vouchers, SRO, VASH etc.) she allocates all of the COCC Allocated Overhead Expenses. She explained that once this is done she allocates by voucher count, inspector salary, vehicles, Tenant Protection, car insurance, etc. indirect expenses that hit the program. Lastly, Mrs. Allen stated that she reduces the 3001 Allocated Overhead and gives Allocated Overhead to all the other ones.

Chairperson Packer asks if there are any questions or comments. **Tenant Commissioner Vaughn MOTION** to approve June 2022, Financial Statements. **Vice Chairperson Martin-Back 2nd**. Roll Call Vote taken. June 2022, Financial Statements accepted unanimously.

6. Old Business

None

7. New Business

a. **Resolution #09072022D – Ken Armstrong, ED** advised no disposals.

b. **Resolution #09072022E – Kori Allen, CFO**, reviewed ACHA 2021 Audit noting that everything was good and we did not have any management letter. She stated that she



Signature/Date



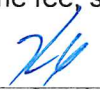
Signature/Date

noticed that the letter referenced a report dated June 16, but they did not give us a management letter. Mrs. Allen reviewed highlights noting current assets were up \$344,000.00, which a majority of that was money under Public Housing, CDs were increased by \$500,000.00 and we have an extra \$48,000.00 in cash in Public Housing. In continuing with the highlights Mrs. Allen noted the Linton Oaks project and capitalizing on it at completion, decrease in current liability, higher NRA at end of 2020 than we did at 2021, additional administrative funds that we are putting into our equity balances, reviewed the statement of revenue, expenses and changes. Mrs. Allen reviewed the summary sent by the auditor noting that this was another good audit. Mrs. Allen stated that they did have two audit adjustments, capitalizing lease expenses and reclassifying NSP program income. **Ken Armstrong, ED** opened the floor for any additional questions and then noted that this is the third year in a row we have had a great audit. Mr. Armstrong advised that Accounting has done a great job in making us look good. He went on to state that their area is understaffed and they are about to do hiring to correct that. Mr. Armstrong stated that that we are probably one of maybe a handful to a dozen agencies in the southeast to be a high performer in PHAS, SEMAP and no litigation. **Chairperson Packer** advised that he met with the auditors and they are very pleased with how ACHA is run and he is very proud of the agency.

DISCUSSION: **Commissioner Blount** noted that under Compliance - Internal Control, it lists that they found no material weaknesses he then asked Mrs. Allen if she felt that we had any core spots to work on. **Ken Armstrong, ED** advised that we are procuring out to have another firm come in and they are known as the best of the best when it comes to bookkeeping and accounting nationwide. He advised that if that company wins the procurement (or whatever company does) we will have them come in and look at everything else that maybe the auditors didn't look at. Mr. Armstrong noted that this was done last year and would be done again this year. **Kori Allen, CFO** stated that she doesn't really think that we have internal control weaknesses and that we try and do the best that we can with segregation of duties. Mrs. Allen went on to state that she is hiring another person in the accounts payable role that will help with this effort, segregation of duties. **Commissioner Blount** inquired about Protective Services listed noting in 2020 there were protective services and in 2021, there were not any. Mrs. Allen advised that we put a contract out and we have cameras at Sunshine Inn, but this was a one-time fee, so that is the difference.



Signature/Date



Signature/Date

She went on to state that in 2020 it was a Sunshine Inn expense and 2021 it is related to the property, but we are not allowed to do that anymore. **Ron Hall, DOO**, stated that we are not allowed to use any federal funds for Veteran services anymore especially CFP funds.

Public Citizen Enters

Chairperson Packer asks if there are any questions or comments. **Commissioner Blount MOTION** to approve ACHA 2021 Audit. **Vice Chairperson Martin-Back 2nd**. Roll Call Vote taken. ACHA 2021 Audit accepted unanimously.

- c. **Resolution #09072022F – Ken Armstrong, ED**, reviewed 2022 ACHA TAR Write/Offs noting there is \$14,961.36 to write off for Public Housing and \$147.00 to write off on Sunshine Inn. Mr. Armstrong noted that a lot of the cost are for legal cost and move out inspections where we found damage to our unit. He advised that we are getting back to our normal policies and procedures now that provisions for COVID-19 have been lifted.

DISCUSSION: Commissioner Blount asked how did it get so high. **Vice Chairperson Martin-Back** asked if the move out charges listed under maintenance if these were from damages. **Ken Armstrong, ED** confirmed these were from damage to the unit noting that a few residents destroyed our residence pretty badly. He went on to state that we had not done in unit inspections instead they were done virtually for a couple of years and now we are back to doing them again. **Vice Chairperson Martin-Back** inquired about a legal fee listed to which Mr. Armstrong advised this was a case that went on for almost a year. **Commissioner Blount** asked if he thought that we were seeing people deliberately destroying places as they leave. Mr. Armstrong advised that we are seeing an increase in damages and every housing authority has had this as their biggest concern right now. He also noted that also in some units some cabinets just need to be repaired and in some people are doing things like destroying doors and such.

Chairperson Packer asks if there are any questions or comments. **Vice Chairperson Martin-Back 2nd** **MOTION** to approve 2022 ACHA TAR Write/Offs for \$15,108.36.



Signature/Date



Signature/Date

Commissioner Blount 2nd. Roll Call Vote taken. 2022 ACHA TAR Write/Offs for \$15,108.36 accepted unanimously.

- d. **Resolution #09072022G - Ken Armstrong, ED**, reviewed 2022 Budget Revision advising that he met with a number of agencies all who were having the same issue and concern around promoting employee retention efforts. Mr. Armstrong noted things like being competitive in salaries, we are already competitive in benefits, he has put in place where all of his directors are very personable and easy to work with, we try and give all the trainings we can, we try and give opportunities, etc. He noted that we have lost a number of employees, but overall people are starting to realize this is not a bad place to work. Mr. Armstrong noted that he is looking at a larger office space. He went on to state that he and Kori Allen had a company come in and do a full wage/salary study. He advised that he wanted to see if we were paying staff competitive wages and in five cases, the company found that ACHA is not. He advised that five employees are below the minimum standard and we needed to increase their pay. He went on to state that we have a high performer employee that we want to get to the top of his range. Mr. Armstrong went on to state that he is a rock star and we want to keep our really good employees. He advised that this has been his focus over the past few months. **Amanda Nazaro, HCV Director** advised that staff was not aware of the salary study/survey that Kori Allen and Ken Armstrong had been working on. She went on to state, that staff member Cody Pierce has been with ACHA for 3.5 years and that he came from property management/tax credit experience. She stated that he started as a housing Inspector, promoted to a Housing Coordinator and certified in both of those areas. She advised that he is certified as an Informal Hearing Officer, and has done a certification course for Tax Credits for the Housing Authority. Mrs. Nazaro stated that two of her staff work other jobs besides working at ACHA and for her that is problematic for her as a Director. She stated that he is often at his job here and is often at his part-time job. She then stated that his part-time job gave him an amazing offer and he submitted his resignation to ACHA. Mrs. Nazaro advised that her current senior staff member is nearing retirement and Mr. Pierce was her vision for her replacement. She stated that Mr. Pierce has the skillset and in 3.5 years of having him, he has never had a complaint. She went on to state that he has never had a complaint in the inspection world where he is dealing with landlords, clients and other individuals. She advised that ACHA could not meet where his other job offer was, but that she wanted to try very hard to see what we could do to keep



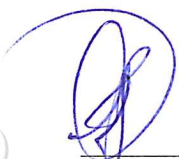
Signature/Date



Signature/Date

him. Mrs. Nazaro stated that she spoke with Mr. Armstrong about not being able to keep up with the numbers if she loses her best of the best staff member. She advised that she understands and supports staff growing and if they can do better somewhere else. Mrs. Nazaro stated that they asked Mr. Pierce to give them a bit of time and reevaluated all that he brings to the table, license board certifications, his caseload of 400 clients, he quality controls the inspections, he is her only double certified staff (Coordinator and HQS Inspector) and oversees the Inspection department. Mrs. Nazaro stated that she went to Mr. Armstrong and asked that they reevaluate Mr. Pierce's salary so they don't lose him. She went on to state that him getting the Tax Credit certification for ACHA is going to be beneficial for the Agency. **Kori Allen, CFO** stated that with this budget revision she did a brand new budget and indicated which areas changed. She stated she increased the Public Housing Operating Grant. Mrs. Allen stated that the admin and benefits changed because the four maintenance and other individual were bumped up to start earning entry-level rates, and they put Mr. Pierce's new rate in. Mrs. Allen stated that she noticed a discrepancy during the audit. She stated that the benefits show up under 457 on staff pay checks and that if staff don't use all of the benefits towards coverages it creates a discrepancy in that it was picked up as a benefit, but not as an additional salary expense. She advised that she increased the Staff Training under Public Housing by \$9,000.00. Mrs. Allen stated that she increased water and utilities as well due to the vacant units such as the Linton Oaks project. She stated unit turns increased, electrical, ACs, plumbing and payments in lieu of taxes changed.

DISCUSSION: Vice Chairperson Martin-Back asked Mrs. Nazaro if the staff member was willing to stay. **Amanda Nazaro, HCV Director** advised yes. **Chairperson Packer** stated that he has noticed that he is always working and doing a good job as well as he is a good guy. Mrs. Nazaro stated that she is going to bat for all her staff, but Cody was emergent. She went on to state that we (ACHA) is not paying him enough, which she stated falls on her as a leader and needing to better reevaluate his pay. Mrs. Nazaro stated that even more so now with what we are paying for gas and food noting that times are hard. She stated that if he wanted to leave she would be okay with losing him if the other job was what he really wanted. She went on to state that he is truly here, but has to make more and that he has to provide. **Ken Armstrong** stated that the old salary scale was based on things 4-5



Signature/Date



Signature/Date

years ago. Mrs. Nazaro stated that he was middle range and that her Senior Housing Coordinator will still be above. She also stated that her Inspector position will receive an increase to take effect immediately. Mrs. Nazaro stated that the cost of living increases are already very generous and the staff have been appreciative and shocked to get 3% every year. She stated that some of her staff are not making enough in a fair market. Lastly, she stated that she would rather give staff hers than to see them leave. **Tenant Commissioner Vaughn** asked how much is Mr. Pierce making now. Mr. Armstrong stated that he is in the \$19.00/ hour range. He then stated that we have four Maintenance staff who are not in their salary range and also the HCV Inspector. **Tenant Commissioner Vaughn** continued his question and asked what salary were they trying to get Mr. Pierce to. Mr. Armstrong stated that we are trying to get everybody into the range 'A' and the high performers in to the middle to top. He then stated that when we do the budget next month they will probably come back with a few more suggestions as well. Lastly, he stated that because the HCV program had grown so much they went into a whole different range and they needed to stay competitive. **Commissioner Blount** inquired about staff member Henderson listed asking if that was who Mrs. Nazaro was referring to. Mr. Armstrong stated that they would address her in the 2023 budget. **Commissioner Blount** asked if the full report was available for review, and stated that he had been concerned about retention of staff and succession. Mr. Armstrong advised yes. **Commissioner Blount** asked if any of the individuals mentioned that need to get into the right scale were department heads or single person departments. Mr. Armstrong stated no, the one person Mrs. Nazaro spoke about was the person they are trying to move up into a senior position next year when the other person retires. He stated that the other four are in Maintenance who weren't in the grading scale that goes from 1-13. Mr. Armstrong noted that this was the same for Ms. Gaddy as well. **Commissioner Blount** asked if there is anyone in the agency who is doing a critical function whose salary has not progressed or who is not making what they have made in the past. Mr. Armstrong reconfirmed that there are some top people that they are going to look at in the 2023 budget that are still in the lower to middle level. Mr. Armstrong stated that he is currently working on evaluations. **Commissioner Blount** stated that we need to be prepared if a key individual leaves. Mr. Armstrong stated that in every department with the exception of Maintenance and Finance he has someone ready to step in. **Chairperson Packer** asked what amount did Mr. Pierce say it would take for him to stay. Mr. Armstrong stated that he thinks what was proposed in the budget revision would be enough for Mr. Pierce to stay. Mrs. Nazaro

Signature/Date




Signature/Date

stated that her staff of eight is in full support of her vision for Mr. Pierce. She went on to state that he is a great leader and is easy to follow, noting that he does not lead with a heavy hand. **Commissioner Porter** asked if there is currently an overall succession plan. Mr. Armstrong stated that he has a plan for all department heads with the exception of CFO. Mr. Armstrong stated that he does have a fee accountant that he has used in the past that could step in. He stated that for the lower levels, no, but they are trying to do more outreach and they have been doing recruiting. **Commissioner Blount** inquired about the 457 plan and staff paychecks asking if this increased staff income that was reported to the federal government. **Kori Allen, CFO**, advised that it was pre-tax income, but it was taxed for FICA, Social Security and Medicare. Additionally, she stated that she believes it reduces their taxable income. **Commissioner Blount** inquired about PILOT and differing amounts per city, and if department heads received their budget worksheets. Mrs. Allen stated that it is paid to the county so they are the same, and confirmed that budget worksheets went out. **Chairperson Martin-Back** inquired about protective services as it is listed in the audit that we do not have them. Mrs. Allen stated that this is under the COCC that runs through allocated overhead. **Chairperson Martin-Back** asked for confirmation on the listed Net Income and Mrs. Allen advised that this amount was a loss.

Chairperson Packer asks if there are any questions or comments. **Vice Chairperson Martin-Back MOTION** to approve 2022 Budget Revision #2. **Tenant Commissioner Vaughn 2nd**. Roll Call Vote taken. 2022 Budget Revision #2 accepted unanimously.

- e. **Resolution #09072022H - Ken Armstrong, ED** stated that there was an old Accounting Policy and Procedure that had been in place for years, but he could not find where it had ever been Board approved. He advised that Kori Allen located a more up-to-date policy. **Kori Allen, CFO**, advised that she reviewed and made the policy customized to our agency. She reviewed highlights noting that changes she would like to make with the implementation including, draft budget utilizing prior year, petty cash no more than \$20.00 per department head or ED, invoice approvals of \$50,000.00 or more that are already approved by the Board, reducing credit card limits to \$5,000.00 and listing reports given to Board each month (Balance Sheet and Budget Statement). She then open the floor for questions. Mrs. Allen noted that another change is that the department heads have the authority to sign



Signature/Date



Signature/Date

authorized purchase requisitions up to \$3,000.00. She lastly stated that Mr. Armstrong would sign all of the contracts.

Discussion: Vice Chairperson Martin-Back suggested that the list of reports presented to the Board during the monthly meeting include language of and any other report requested (Balance Sheet and Budget Statement). Kori Allen, CFO confirmed this change. Ron Hall, DOO, suggested that language on who can approve contracts be changed to 'and or designee'. Mr. Armstrong and Mrs. Allen confirmed that this would be changed to if the ED became incapacitated or in the hospital that the Acting Director/Temporary Acting Director would be able to sign. Commissioner Blount inquired about Inter Program Transfer line. Mrs. Allen stated that is because of the central payment system that we have. Mr. Hall stated that this is defined the ACHA 5-Year Plan.

Chairperson Packer asks if there are any questions or comments. Tenant Commissioner Vaughn MOTION to approve Accounting Policies and Procedures. Commissioner Blount 2nd. Roll Call Vote taken. Accounting Policies and Procedures accepted unanimously (with corrections listed).

8. Secretary's Report

- a. **Capital Fund Report:** Ken Armstrong, ED advised that there was nothing to report.
- b. **Public Housing Occupancy Report:** Ken Armstrong, ED advised that Public Housing currently has five vacancies and that may go down to four but he will review that. He advised that they are meeting regularly to get the full points on this. He advised that the Merrillwood development is down to two individuals left residing in the demo/dispo units and we will have units ready to go for them in the next few weeks. Mr. Armstrong stated that Mrs. Nazaro is working on housing those last few working with her program.

Section 8 HCV Report: Amanda Nazaro, HCV Director, reviewed the Section 8 program noting that they have 397 vouchers and were just awarded 10 additional vouchers. She advised the following stats on her program, 397 HCV vouchers (380 leased/28 issued/0 available), 10 Tenant Protection Vouchers (4 leased/ 3 issued/3 available), 198 Mainstream Vouchers (181



Signature/Date



Signature/Date

leased/17 issued/0 available), 533 HUD-VASH (372 leased/59 issued/102 available), 3 Foster Youth Vouchers (3 leased/0 issued/0 available), 15 of the 25 TBRA families remain successfully housed, and 16 HCV Port Ins. Mrs. Nazaro reviewed the transition of vouchers across HCV programs and petitioning HUD to make this happen to better serve those currently on our program. **Ken Armstrong, ED**, reviewed upcoming initiatives.

9. **Discussion of Vision 2030 ACHA Projects – Ken Armstrong, ED**, will review at next meeting.

10. **Commissioners Comments/Public Comments**

Chairperson Packer: Wished Mr. Armstrong a happy birthday in the coming weeks. He also reviewed ACHA office space options.

Vice Chairperson Martin-Back: Stated that with the sale of the building it is good to think about adding an option to rent the building back for a year. She also commended Commissioner Blount on a great job done at a recent meeting.

Commissioner Blount: Invited everyone out to Cypress and Grove a week from Friday. He went on to review a discussion that is going on now with the County regarding a feasibility study. He encouraged them to include ACHA. Lastly, he reviewed the Inclusionary Zoning plan and discussions surrounding options for payments under HCV program to be used as mortgage payments, Section 32. Mr. Armstrong stated that they are working on that program right now.

Commissioner Porter: *Remote Connection Failure/Disconnected*

Tenant Commissioner Vaughan: Agreed with the office space suggestions

Alt Commissioner: Vacant

Alt Tenant Commissioner: Vacant

Signature/Date

Signature/Date

STAFF: NONE

PUBLIC: NONE

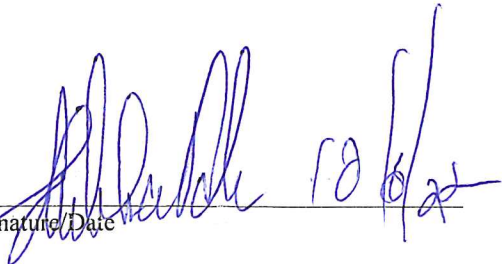
10. Future Scheduling:

Next ACHA Board of Directors meeting scheduled for Wednesday, October 5, 2022 at 5:00PM at ACHA.

11. Adjournment of the Meeting:

Chairperson Packer asks for motion to adjourn. Adjournment @ 6:51PM

Signature/Date

Handwritten signature in blue ink, followed by the date "10/5/22".

Signature/Date

Handwritten signature in blue ink, followed by the date "10-5-2022".