

MINUTES OF A REGULAR MEETING OF  
THE HOUSING AUTHORITY OF THE CITY OF RALEIGH  
BOARD OF COMMISSIONERS  
MARCH 24, 2022

The members of the Board of Commissioners of the Housing Authority of the City of Raleigh, North Carolina met at 900 Haynes Street and via Zoom on Thursday, March 24, 2022 at 5:00 p.m.

The Board Chair called the meeting to order and upon roll call the following were present and absent:

Present: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench

Absent: None

Visitors: Charles Francis, Francis Law Firm, PLLC.

RHA Staff: Sonia Anderson, Priscilla Batts, Liz Edgerton, Wayne Felton, Paul McDonough, Jennifer Morgan, Donna Perez, Jason Schloop, Gwen Wall.

The Board Chair declared a quorum present and welcomed everyone to the meeting.

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RECOGNITION OF VISITORS

Mr. Felton Welcomed Charles Francis to the meeting.

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PUBLIC COMMENTS

There were no public comments this evening.

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CONSENT AGENDA

All items on the Consent Agenda are considered to be routine and may be enacted by one motion and second. If a Commissioner requests that an item be removed from the Consent Agenda it will be done and considered as a separate item. The vote will be a roll call vote.

Item 1

Charge-off of delinquent resident accounts for February 2022

Item 2

Financial Statements for February 2022

Item 3

Vacancy and Turnover Summary for February 2022

Item 4

Minutes:

February 1, 2022 special meeting  
February 8, 2022 special meeting  
February 15, 2022 special meeting  
February 24, 2022 regular meeting

RECOMMENDATION: Approval as submitted by staff.

Commissioner Warren moved and Commissioner Ellinger seconded approval of the Consent Agenda.

A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench

Nay: None

The Consent Agenda has been adopted.

Commissioner Whitehouse asked about questions that were asked during the February 15, 2022 meeting (whether or not EJP would need additional money for the Strategic Plan).

Mr. Felton said EJP’s meetings and flights are covered in their contract. Those questions were answered during the February 24, 2022 regular meeting and can be found in the minutes from that meeting (under the REPORT OF THE BOARD SECRETARY – “Answers to Board Questions”).

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**REPORT OF THE BOARD SECRETARY**

**COVID Update**

- RHA’s mask policy was revised two weeks ago. Staff is no longer required to wear masks in RHA’s common areas. Staff is required to wear a mask if they are meeting with a resident in their office or if Maintenance is working in an occupied unit.
- Currently there is one reported COVID case with residents and zero staff cases. The last staff case was at the end of February.
- In April the community centers and TV rooms will be open for residents.

**RAD update**

- Staff submitted RHA’s financial information to HUD for their review. We have been penciled in for a closing date of May 30, 2022 and are moving forward with that date in mind.
- Staff is finalizing the contract for inspections and rent reasonableness. The contractor is having their own issues that should be resolved by next week.
- Staff is approximately 50% complete on pre-inspections for the RAD units. RHA’s inspector was asked to adjust her schedule to inspect these units since residents have not been in some of them for nearly two years. Maintenance has adjusted their focus to complete the work orders.

- Staff is getting final pricing for the closing attorneys. They should be finalized next week so they will be under contract in time for the closing. Staff will then work on the RFP for the attorneys for the Master Development.

Commissioner Warren said he had hoped that the same firm would be available to serve as the attorneys for the entire transaction, including Heritage Park. It sounds like the firms that have been lined up are capable to do all of the transactions.

Mr. Felton said they're all very capable.

Commissioner Ellinger clarified that staff is not going to open bid at all – just send it out to a few select firms.

Mr. Felton said staff is trying to expedite this. We will be looking at the actual costs because these three are all qualified. When we do the Master Development, staff will send out an RFP and get the proposals for the Master Development and closings at Heritage Park.

Commissioner Warren asked how staff will select a firm if cost is not a factor and all are equal in qualification.

Mr. Felton said there are two procurements:

- Closing the RAD deals staff is looking at costs. RHA would have to go with the low bidder because they are all qualified and staff is trying to expedite that process.
- Master Development staff will send out an RFP, where cost is not the sole factor in determining the selection.

Mr. Felton said staff is doing them two different ways. One we're trying to expedite with the closing, and for the other we're sending out an RFP.

Commissioner Warren asked how staff will choose if they're all qualified.

Mr. Felton said staff will have a matrix and there will be different points for different criteria.

Commissioner Warren asked if staff will score the RFPs (even though they may not have experience with the type of transactions).

Mr. Felton said the RFP will detail what RHA is looking for and staff will be able to weigh each criteria accordingly.

### **Update on Heritage Park Redevelopment**

- Interviews with five developers have been scheduled for next week so the committee can select RHA's Co-Developer. There may be second interviews, depending on how the first interviews go. The goal is to bring the committee's selection to the Board for approval at the end of April or early May.
- Commissioner Whitehouse and Mr. Felton met with Mack Paul two weeks ago to look at moving forward with the rezoning of Heritage Park. Mr. Paul laid out a schedule which was emailed to

the Board today. Mr. Felton reached out to EJP and P3 to think about RHA's Communication plan and strategy going forward. Staff would like to have a "kick-off" meeting with everyone on April 6<sup>th</sup> or 7<sup>th</sup> to discuss plans going forward with the Board and/or Repositioning Committee.

Commissioner Morris suggested sending the invitation to the entire RHA Board.

Commissioner Warren wondered why that wouldn't fall within the domain of the Repositioning Committee given its Charter, which said it is supposed to direct the work of Heritage Park on an advisory basis, and not involve the entire Board. There is going to be a lot of work going forward with Heritage Park. In addition, the committee always invites Board Members to the Repositioning Committee meetings, and it's advertised as a public meeting.

Commissioner Morris said that sounds fine to him.

Commissioner Whitehouse asked how long that meeting will last.

Mr. Felton thought it will probably last an hour.

- The City is setting up an in-person meeting at Heritage Park to discuss BRT zoning at Heritage Park. This meeting is scheduled for April 7<sup>th</sup>. RHA staff will not be in attendance. Staff wants the residents to be able to speak freely with the city regarding their concerns with rezoning proposal for BRT.

### **Strategic Plan for the Agency**

- A zoom meeting has been scheduled with the Board for April 1<sup>st</sup> at 9 am. EJP, staff, and the Board will be on the call. The purpose is to discuss the process and understand what the Board's expectations are for the Strategic Plan.
- EJP will be sending out a package with an agenda and timeline giving more details of the process prior to the call next week for your review.

Commissioner Morris asked Commissioner Warren if he had different thoughts on how the evaluation of the Master Development attorney RFP should be done.

Commissioner Warren said he doesn't necessarily have any ideas on the evaluation. He thinks that all three groups are probably equally qualified. He said he'd have a tendency to choose local if all other things are equal. However, that is just his personal preference.

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### **REPORT OF THE REPOSITIONING COMMITTEE CHAIR**

Commissioner Warren said the Repositioning Committee members are Commissioner Morris, Commissioner Braun, Commissioner Mutisya, Mr. Felton and Commissioner Warren. The committee met on March 8<sup>th</sup> and one of the things that was discussed was whether or not to change the date of the Repositioning Committee Meetings. Other dates were considered. However, in the end, we kept the original date/time of the second Tuesday of each month at 11:30 am – 1:00 pm.

We discussed committee membership and there was some question as to whether or not we ought to re-examine that, based on the heavy workload that the committee is going to have at Heritage Park. I spoke with Commissioner Mutisya. If there are other commissioners interested in joining the committee, she's happy to step away from that, given other responsibilities.

Commissioner Winstead is interested in joining the committee after the Selection Committee work is completed. Commissioner Braun had mentioned that perhaps Commissioner Whitehouse should step into the committee in his place, given he is leading the Transition Committee.

Those are potential suggestions for the Board to consider.

According to the Repositioning Committee Charter approved in October 2020, the committee is appointed by the Board with 1-year terms, to be reappointed at the Annual RHA Board Meeting in September.

Mr. Francis said the reappointment could be done at the meeting tonight, retroactive to September 2021. Any changes to the membership could be made today.

Commissioner Warren said if we honor Commissioner Winstead's request to wait until after the Selection Committee is finished, that could be as late as May for those changes.

Mr. Francis said the same group could be reappointed today. If anyone needs to come off the committee, the new committee members could replace them today. It's up to the Board.

Commissioner Whitehouse moved and Commissioner Braun seconded the motion to reappoint the current committee members, with the exception of Commissioner Whitehouse stepping in for Commissioner Braun. Additional changes to the committee can be made when the Selection Committee is finished. The terms will continue through the September 2022 meeting.

A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench

Nay: None

The reappointments and changes to the Repositioning Committee were approved. The Repositioning Committee members are: Gregg Warren, Arne Morris, Bahati Mutisya, Joe Whitehouse, and Wayne Felton.

Commissioner Warren said Patrick Costigan, Len Williams, and James Cox were on that call. We talked about the negotiation points with developers and guarantees and things like that. We also talked about affiliates and how some groups had affiliates that joined into the ownership structure that were controlled in some fashion by appointment by the Board of the housing authority. More often than not, that's the case.

We also discussed how CAD could play as a lender, that sort of thing. And then we reiterated the importance of having an experienced lawyer on the team.

The group is scheduled to meet again in April. That topic is strategic planning. That may wrap up our work with the RAD Collaborative group.

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#### REPORT OF THE TRANSITION COMMITTEE

Commissioner Braun said they did not have a quorum for the meeting. He apologized for the confusion with the meeting. The Board is welcome to attend those meetings. (A recurring Zoom meeting has been set up and is located on the RHA website under “public meetings”.)

We talked about the search firm process, and what we would like to do. The Transition Committee talked about this a little bit in our prior meeting, which was an official meeting. With Patrick Costigan’s help, we’d like to do some informal reaching out to three or four of the search firms to gauge their kind of experience and interest in helping us with our situation. And then we would still do an RFP process, just like the electronic process that Mr. Francis laid out for us. We would mail out the job description. I will need help from RHA staff with the RFP advertisement and the process for doing that. We would do that, and then see who we get back. We’ll also make sure we push the RFP out to the people that we definitely want to gauge their interest.

We think that we can wrap that process up by May to actually have a search firm in place. Whatever the Transition Committee gathers and makes a recommendation will go to the full Board. The Board will make the selection.

Commissioner Braun said he will follow up with Commissioner Ellinger and Commissioner Fonville and then ask staff to help with the framework for moving that part forward.

Mr. Costigan distributed a couple of job description formats that we could use so we're going to create a rough job description. Once we get that we will circulate that to the full Board (the search firm will help tweak that as well). Mr. Costigan suggested that we go ahead and post the job description in some of the professional organizations and post it on the website. He thinks we will have a great deal of interest and suggested that we do that while we’re working through the RFP process so that we’re moving it forward. We don’t have to make a decision today on that.

Commissioner Braun said they wanted to know if federal money could be used for the cost of the search firm. He asked Mr. Francis to weigh in on that.

Mr. Francis said he didn’t know. However, RHA staff might know the answer to that question.

Commissioner Braun said the other question that came up was what is the internal process of managing the resumes that come in, assuming the Board approves putting the job on RHA’s website. We assumed that would go through the RHA HR department.

The committee will be coming back with specific requests for authorizations from the Board.

Commissioner Morris asked how the search firm will be evaluated.

Commissioner Braun said they will have evaluation criteria and weigh the different criteria on a point scale.

Mr. Francis said the criteria will be stated in the RFP.

Commissioner Warren encourages the committee not to publish the weights of the criteria in the RFP (to allow for some flexibility in selection).

Mr. Felton said he thought they were required to publish that in the RFP. However, he will check on it.

Commissioner Braun said they will figure out and maintain whatever flexibility they can within the rules.

Commissioner Whitehouse said it sounds like we'll go down two different paths: the job search path and the search firm procurement path. If some viable candidates come up, how will those be brought to the Board?

Commissioner Braun said, subject to what the HR process is and how many resumes they get, the idea is that HR would forward everything they receive to the Transition Committee. The committee will go through them, depending on how many are received. If they see someone who is a viable candidate, it will go out to the Board. However, a detailed process hasn't been put in place yet.

Commissioner Braun asked the Board for their consensus on whether it is worth pursuing a two-track process.

Commissioner Warren said if they are going to hire a search firm, they should let the search firm handle it – in terms of writing the job description, advertising, scanning the candidates, doing profiles on the candidates, etc. He said his experience on executive searches is that you want them to run the show.

Commissioner Braun said the idea is that this process would happen before the search firm is in place in case someone came through that the Board thought was a good candidate. If we had those names, we can exclude them from the search firm's costs.

Commissioner Braun said that was Mr. Costigan's recommendation. However, it is not an official recommendation since the committee did not meet in an official capacity.

Commissioner Whitehouse recommended using a personality profile in the search for a candidate.

Commissioner Winstead suggested keeping the process as simple as possible. A dual track might get a little messy. However, that can be discussed at a later time.

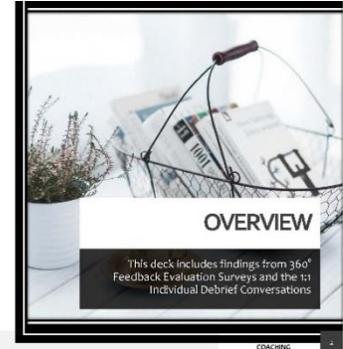
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## PRESENTATION OF LEADERSHIP COACHING

Danita Taylor presented the following Power Point Presentation:



- General Summary – Common themes, trends, or gaps
- Executive Summary – Top 5 Strengths and Opportunities
- Recommendations for culture and best practices to implement



## GENERAL SUMMARY



**OVERVIEW: PERFORMANCE REVIEWS**  
RHA conducts annual reviews for its staff via the performance review process. The performance reviews are based on the direct supervisor's observation and knowledge of the employee's performance. RHA was seeking another tool that could provide feedback that is more comprehensive from the employee's peers with the goal of identifying individual opportunities for improvement and development.



**360° FEEDBACK EVALUATION**  
360° feedback evaluation assessments, a multi-rater assessment that includes feedback from not just direct supervisor, but also peers, direct reports, and self. These evaluations were conducted on 14 executive level staff members.



**RESULTS**  
Some common themes, patterns, and trends were identified at the inter-departmental, intra-departmental, and overall executive level team.

- **Strengths:** The RHA executive level team is tenured. They have knowledge that allows them to complete tasks and meet metrics / goals of external customers and/or residents.
- **Opportunities:** The RHA executive level team is heavily focused externally on meeting metrics and deadlines but sometimes fail to meet internal expectations of their direct reports and peers.



**RECOMMENDATIONS**  
People, our employees, are the heart of the business. Transform the culture to be more inclusive of the employee, making sure they feel valued, appreciated and heard. This can be done via ongoing leadership training and executive coaching.

EXECUTIVE SUMMARY: 360° FEEDBACK - RHA

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- Executive Summary – Top 5 Strengths and Opportunities for Development
- Comparison to the Leadership Pipeline



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## EXECUTIVE SUMMARY – EXECUTIVE TEAM TOP STRENGTHS

Out of all 14 executives assessed, these 5 strengths were identified as a pattern or common theme.



**TECHNICAL COMPETENCE (64%)**  
RHA executive team is tenured team averaging over 15 years experience. The executive team has industry knowledge.



**POSITIVE AND PROFESSIONAL (36%)**  
RHA executive team is concerned about image and reputation. They want to represent the agency in the best way.



**BEING PRODUCTIVE (50%)**  
RHA executive team works hard. They are committed to the mission and completing tasks.



**TIME MANAGEMENT (29%)**  
RHA executive team is a task focused team with a priority to get it done. RHA executive team will do what it takes to meet deadlines and needs of the business.



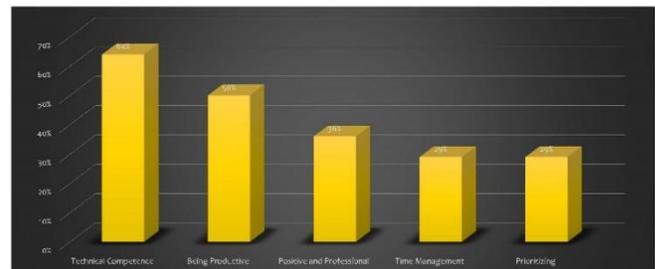
**PRIORITIZING (29%)**  
RHA executive team excels at prioritizing deliverables to meet deadlines.

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## EXECUTIVE SUMMARY – EXECUTIVE TEAM STRENGTHS



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## EXECUTIVE SUMMARY –TOP OPPORTUNITIES FOR DEVELOPMENT

Out of all 14 executives assessed, these 5 opportunities for development were identified as a pattern or common theme.

**SEEKING FEEDBACK (71%)**  
RHA executive team is knowledgeable, sometimes they are perceived as the decision is already made and not willing to consider other viewpoints, ideas, or suggestions.

**DELEGATING (43%)**  
Many leaders are hesitant to delegate tasks due to lack of trust that direct reports will complete the tasks to their expectation. Some leaders also feel they do not have capacity or bandwidth to delegate due to staffing shortage.

**MANAGING PEOPLE (50%)**  
Overall, the RHA executive level team is task focused, so stopping to recognize, motivate and inspire are skillsets that may not come as natural for some of the executive leaders.

**MOTIVATING AND INSPIRING (36%)**  
RHA executive team is committed to getting things done. We can achieve more with engaged, motivated and inspired employees.

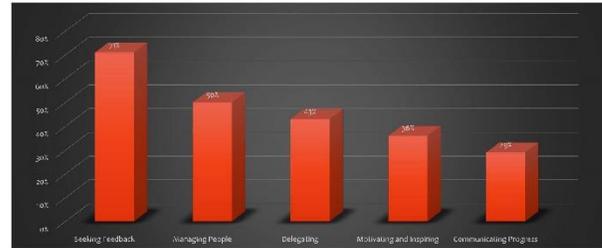
**COMMUNICATING PROGRESS (29%)**  
RHA executive team is caught up in the day-to-day tasks, getting things done, that sometimes they fail to communicate progress with team.

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## EXECUTIVE SUMMARY – OPPORTUNITIES FOR DEVELOPMENT



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## LEADERSHIP PIPELINE

### MODEL



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### OVERVIEW

The Leadership Pipeline model (The Leadership Pipeline, by Ram Charan, Stephen J. Drotter and Jim Noel, Jossey-Bass Inc., 2001) is a framework for identifying, developing, or recruiting leaders. It helps organizations move people through leadership passages at the right speed.

The five phases of leadership in the pipeline are major events in the life of a leader. Grasping what each level entails will help organizations build a leadership pipeline and build a leadership culture that will enable the organization to respond to changes and threats in the business environment.

## LEADERSHIP PIPELINE - LEVELS

Level I Leading self (High Potentials)	Level II Leader of Others (LoO)	Level III Leader of Leaders (LoL)	Level IV Functional Leader	Level V Business Strategy Leader
<b>Responsibilities</b> <ul style="list-style-type: none"> <li>Demonstrating ethics and integrity</li> <li>Displaying drive and purpose</li> <li>Exhibiting leadership stature</li> <li>Increasing your capacity to learn</li> <li>Managing yourself</li> <li>Increasing self awareness</li> <li>Developing adaptability</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li>Planning - projects, budgets, workforce</li> <li>Job design</li> <li>Delegation</li> <li>Performance performance monitoring</li> <li>Rewards and motivation</li> <li>Relationship building &amp; development (Horizontal &amp; Vertical)</li> <li>Acquisition of resources</li> <li>Developing &amp; training others</li> <li>Valuing diversity</li> <li>Managing effective teams</li> <li>Lead by example</li> <li>Team KPI accountable</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li>(In addition to LoO responsibilities)</li> <li>Selecting and training Leaders of Others</li> <li>Holding Leaders of others accountable for performing leadership work</li> <li>Developing and reallocating resources amongst units</li> <li>Managing boundaries that separate units that report directly and with other parts of the business</li> <li>Unit(s) KPI accountable</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li>(In addition to LoL and LoO responsibilities)</li> <li>Selecting, training and developing Leaders of Leaders</li> <li>Focus on managerial work</li> <li>Deploying and reallocating resources amongst units</li> <li>Functional strategic thinking short and long-term to sustain competitive advantages</li> <li>Delegating accountability while still owning function responsibility</li> <li>Function KPI responsible</li> </ul>	<b>Responsibilities</b> <ul style="list-style-type: none"> <li>Long term thinking</li> <li>State-of-the-art awareness (teams, what's possible)</li> <li>Complete understanding of the business model in detail and long-term strategic direction and goals</li> <li>Packaging all aspects of the function into strategic thinking</li> <li>Ability to make trade-offs in the function to support business strategy, profitability and competitive advantage</li> <li>Skills at working and communicating with a wide variety of functional diversity</li> </ul>

EXECUTIVE SUMMARY: 360° FEEDBACK - RHA

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## EXECUTIVE SUMMARY

### EXECUTIVE TEAM STRENGTHS

- Technical Competence
- Being Productive
- Positive and Professional
- Time Management
- Prioritizing

### LEADERSHIP PIPELINE – Leader of Self

- Displaying drive and purpose
- Exhibiting leadership stature
- Increasing capacity to learn
- Managing self
- Developing adaptability

EXECUTIVE SUMMARY: 360° FEEDBACK - RHA

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## EXECUTIVE SUMMARY

### EXECUTIVE TEAM – Opportunities for Development

- Seeking Feedback
- Managing People
- Delegating
- Motivating and Inspiring
- Communicating Progress

### LEADERSHIP PIPELINE – Leader of Others

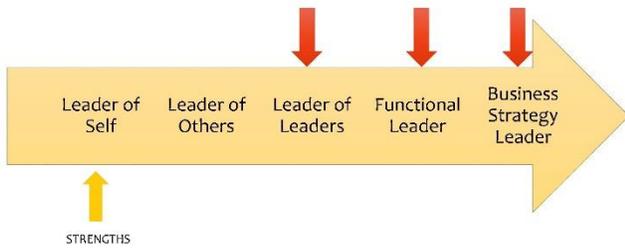
- Delegation
- Relationship building
- Valuing diversity
- Lead by example
- Rewards and motivation

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## EXECUTIVE TEAM – JOB ROLES



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- Culture Enhancement Strategies
- Best Practices
- Leadership Training
- Executive Coaching



### RECOMMENDATIONS

People, our employees, are the heart of the business. Transform the culture to be more inclusive of the employees, making sure they feel valued, appreciated and heard. This can be done via ongoing leadership training and executive coaching.

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## RECOMMENDATIONS – CULTURE ENHANCEMENT STRATEGIES

Culture begins with this team. 360 Feedback Assessments looked at the executive team at an individual level, but to enhance culture, we need to look at team collectively.

To enhance the culture, the executive level team needs to shift from task focus to people focus where relationships come first. We need to build strong employee relationships where we recognize and empower our employees for their contributions. The culture should focus on open, honest and transparent communication, where everyone's ideas are welcomed, and they feel included, valued and a sense of belonging. Feedback should be business as usual where it's safe to give and receive feedback and know that it's meant to be helpful not hurtful.

To do all the above, we need the executive leadership team to be bought in to the mission, the vision, and the purpose of the organization. To commit to making the changes, it needs to shift the organization. And we can do all these things through ongoing training and coaching.



EXECUTIVE SUMMARY: 360° FEEDBACK - RHA

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## RECOMMENDATIONS – BEST PRACTICES SOLUTIONS

**DIVERSITY, EQUITY, INCLUSION TRAINING**  
Diversity is more than just representation. It's also about appreciating diverse thoughts, ideas and viewpoints and including them into the workplace. Learn how to be more diverse and inclusive.

**DISC COMMUNICATION TEAMBUILDING**  
RHA is task focused vs people focused, so stopping to recognize, motivate and inspire is a challenge for most of the executive leaders.

**MINDSET / FEEDBACK TRAINING**  
Want to have a conversation without confrontation? Do so strategically with the mindset in mind. Learn about 5 different mindset levels and how to communicate and give constructive feedback without a fight.

**OFFSITE LEADERSHIP RETREAT**  
Get away from the day-to-day and build long lasting relationships that will help your leaders build trust with their peers.

**CONFLICT RESOLUTION TRAINING**  
Discover the 5 different ways in which we handle conflict and how to identify which method is could yield the best outcome.

**SITUATIONAL LEADERSHIP**  
Most leaders have their natural style of leading that works for most employees. But what happens when your natural style doesn't work? Learn 4 different leadership styles and how to apply them for different situations.

**EXECUTIVE COACHING**  
It's no secret, the high performing teams are consistently being coached. Take your team to the next level with private individualized coaching sessions customized to the specific unique needs of your leaders.

**STRONG START COURSE**  
This 8-week course is designed for new emerging leaders or first-time leader who needs to make the shift from individual contributors to leaders of others.

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## QUESTIONS



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Thank You

Danita Taylor  
812-987-7189  
Danita.taylor@leadershiftcoaching.com  
LeaderShift Coaching.com

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Commissioner Warren asked Ms. Taylor if she has presented this to the leadership team.

Ms. Taylor said she has not presented this to the entire leadership team. She talked about this with Shannon Bowen (HR Manager).

Commissioner Warren suggested it might be a useful exercise (to show the presentation to the leadership team).

Ms. Taylor said she thinks that going through and having the knowledge of what showed up from the 360 degree feedback would be useful, as well as talking through what some of the recommendations could be.

Commissioner Whitehouse agreed with that. It's one of the critical steps that has to take place with any 360 evaluation – taking it back to the team that participated in it.

Mr. Felton said she has met with individuals. However, the whole team hasn't seen this presentation.

Ms. Taylor said that is correct. After the 360 degree feedback evaluations were done she met with each of the members one-on-one. They all got a chance to see how they showed up individually. They haven't seen how the team showed up collectively.

Commissioner Whitehouse asked how RHA stacks up compared to organizational standards among other non-profits. As a whole, what is the health of the organization as compared to other organizations, based on the 360 results you've seen?

Ms. Taylor said it looks pretty good. The strengths are the knowledge and the tenure of this team. A lot of times, you may find that the leadership team may be new, or they may not have a history of what has happened before. That works very well with this team. Being able to branch off of that and being able to utilize their direct reports a little bit more could be helpful.

Commissioner Whitehouse said it's probably not different from a lot of organizations.

Ms. Taylor said every organization has their strengths as well as their development opportunities. We know there are no organizations that have all strengths with no developmental opportunities. What we do with this information is important and how we create the training or the coaching that can fill that gap.

Commissioner Whitehouse asked where she is located.

Ms. Taylor said she is located in Louisville, Kentucky.

Commissioner Whitehouse asked if all training would be remote training.

Ms. Taylor said they can do remote training.

Commissioner Whitehouse asked if they have other consultants that are local that could facilitate local training versus remote training.

Ms. Taylor said they do. She can find some that are in Raleigh. She said she works with a lot of different coaches – as part of the International Coaching Federation. She can find some that are in the Raleigh area.

Ms. Taylor said she will present this presentation to the leadership team.

Commissioner Morris suggested we engage in some type of leadership training, so that we can take people from being leaders of self to leaders of others. He suggested Ms. Taylor drive those next steps for training.

Ms. Taylor said she will discuss training options with Ms. Bowen.

The Board thanked Ms. Taylor for her time this evening.

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#### COMMISSIONERS COMMENTS

Commissioner Warren said he sent out an email to follow up on a previous comment he made about ways that RHA can leverage its tax exempt bond authority to accomplish some of the objectives with some of the other developers that have that tax exempt authority. There has been a lot of concern about displacement and demolition of existing, affordable housing communities. RHA amended its priorities for admission into their public housing, to prioritize those that might be displaced by a government action or national action. Maybe we should ask those developers to include that as a part of their Tenant Selection Plan.

Commissioner Warren said another idea is to be very explicit about giving them a goal of placing X percent of their units into section eight voucher holders. Can we be a little bit more proactive on those developments that would support the goals of RHA? This is just something for the staff to consider.

Commissioner Braun asked if people borrow money for tax credit deals are required to accept vouchers?

Commissioner Warren said yes – however, that doesn't necessarily mean they do accept vouchers because they are allowed to have additional screening criteria.

Commissioner Ellinger said the City of Raleigh also requires it. It's in the federal regulations for tax credits.

Mr. Felton clarified the question. If you have 10 people on your waitlist that do not have a voucher, that 11<sup>th</sup> person comes in with a voucher, you would want that person with the voucher to jump ahead of the waitlist.

Commissioner Warren said that is correct. The voucher holder was one suggestion. The other suggestion was those that are being displaced due to natural government action or no fault of their own.

Commissioner Braun said he thinks it's a great idea. He thinks they should have a discussion at another time. There may be other things that RHA should consider requesting as conditions assisting with these

bonds. I think we ought to explore whatever options that we have to leverage this to benefit the community.

Commissioner Ellinger and Commissioner Whitehouse agreed with this idea.

Commissioner Whitehouse said with these tax credit deals there should be RHA goals set aside in terms of expectations of each of these entities.

Mr. Felton said these are all good ideas. One of the things that Commissioner Warren asked was to find out how many of RHA's voucher holders reside at a tax credit building. RHA has 3,921 vouchers, and 2,048 reside at a tax credit building – 62% of RHA's voucher holders reside at a tax credit building.

Mr. Felton said another thing to consider is if this will be a requirement or is it going to be a suggestion. If it's required, how does staff police it? How would we check it? Is this something the North Carolina Housing Finance Agency should bring in and make as part of their criteria?

Commissioner Warren said it would be part of the tenant selection policy that is monitored by the Housing Finance Agency so RHA wouldn't have to monitor that.

Mr. Felton said RHA would need to check in on the front end to make sure it's what RHA wants. However, what happens if five years down the road they change it?

Commissioner Winstead said if you're doing a tax credit deal, you are required to get approval from the agency to change your tenant selection criteria.

Mr. Felton said RHA might be out of the loop at that point.

Commissioner Braun said, in the interest of moving the discussion along, the Board needs to talk about this at another time. It's an important issue, and we ought to understand what we can do. This might be a retreat topic. Tonight is not the time to explore all the avenues and issues about it.

Commissioner Warren said he just put it out there as something to consider.

Mr. Felton said he wants to be clear – is the Board going to continue to talk about it or does the staff need to research it? What is staff's direction from the Board? It's not something that typically gets asked so there will be a fair amount of research to go into it.

Commissioner Warren said there are two different issues that he proposed. One was the displacement issue which might be even more important than the section eight issue. That might be an easier one to mandate at the outset. This could be brought up as a retreat topic.

Mr. Felton clarified that the Board will discuss it at the retreat before staff researches it further.

Commissioner Warren said staff can do a little bit more research on it, if they have a chance.

Commissioner Morris asked if a retreat date has been decided.

Mr. Felton said that will be discussed with EJP at the meeting and they will bring a timeline that will lay out some of that.

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NEW BUSINESS

Mr. Felton said this resolution amends the inducement resolution from \$18,000,000 to \$21,000,000 in multi-family housing revenue bonds for Milner Commons. The project consists of 156 senior units, located at the intersection of King Charles and New Bern Avenue.

Updated construction costs showed that they needed more bonds to pass the 50% test for tax credits. In order to receive additional bonds, they need an amended inducement resolution.

Commissioner Morris asked Commissioner Winstead if she could add anything about the development.

Commissioner Winstead said they're going to raise everything on that corner and two new buildings will be built. We plan to incorporate some of the features, such as the stained glass windows and things from the original church into the design and final concept.

*(Commissioner Winstead recused herself as she is currently the Executive Director with DHIC.)*

HOUSING AUTHORITY OF THE CITY OF RALEIGH, NORTH CAROLINA  
RESOLUTION NO. 20 (2022)

RESOLUTION AMENDING PRELIMINARY APPROVAL TO ISSUANCE  
OF MULTIFAMILY HOUSING REVENUE BONDS (MILNER COMMONS)

WHEREAS, on December 3, 2020, the Board of Commissioners of the Housing Authority of the City of Raleigh, North Carolina (the "Authority") adopted a resolution (the "Preliminary Resolution") giving preliminary approval to the issuance of the Authority's multifamily housing revenue bonds in an amount not to exceed \$18,000,000 (the "Bonds"), the proceeds of which would be loaned to Milner Senior Housing Partners, a North Carolina limited liability company, or an affiliated or related entity (the "Borrower"), to finance the acquisition, construction and equipping of a multifamily housing development to be known as Milner Commons, consisting of 156 units located at 1950 New Bern Avenue in the City of Raleigh, North Carolina (the "Development"); and

WHEREAS, the Authority and the Borrower received an allocation of volume cap under Section 146 of the Internal Revenue Code of 1986, as amended (the "Code") for the Bonds in the amount of \$18,000,000 from the North Carolina Federal Tax Reform Allocation Committee ("TRAC"), based on the recommendation of the North Carolina Housing Finance Agency ("NCHFA"), as evidenced by a letter dated January 27, 2022; and

WHEREAS, the Borrower has determined that the amount of tax-exempt debt to be provided to finance the cost of the Development is more than originally anticipated, and has requested the Authority to amend the Preliminary Resolution to increase the amount of the Bonds to an amount not to exceed \$21,000,000; and

WHEREAS, the Borrower will request the NCHFA and TRAC to increase the amount of volume cap for the Development from \$18,000,000 to up to \$21,000,000;

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE CITY OF RALEIGH, NORTH CAROLINA:

1. The Authority hereby confirms the determination it made in the Preliminary Resolution that the Development will involve the acquisition, construction and equipping of a multifamily housing facility, and that therefore, pursuant to the terms and subject to the conditions hereinafter stated and the Act, the Authority agrees to provide reasonable assistance to the Borrower in issuing bonds to finance the acquisition, construction and equipping of the Development, and, in particular, to undertake the issuance of the Authority’s multifamily housing revenue bonds (the “Bonds”) in an amount now estimated not to exceed Twenty-One Million Dollars (\$21,000,000) to provide all or part of the cost of the Development.
2. The Authority intends that the adoption of this resolution be considered as an expression of official intent toward the issuance of the Bonds within the meaning of Treasury Regulations Section 1.150-2 promulgated by the Internal Revenue Service pursuant to the Code.
3. All other terms of the Preliminary Resolution remain in full force and effect.
4. This resolution shall take effect immediately.

Commissioner Whitehouse moved and Commissioner Warren seconded approval of the foregoing resolution. A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Doris Wrench.

Nay: None

Resolution No. 20 (2022) has been adopted.

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Mr. Felton said the Salvation Army provides emergency housing for families experiencing homelessness in Wake County. All families referred to the Salvation Army come through Coordinated Entry with the city. Case managers assist them with budgeting, employment, and locating housing. They provide this service for one year after they find housing.

Staff did a Memorandum of Agreement (“MOA”) with them in June 2021. This MOA provided a special admissions for 20 qualified applicants from their Emergency Shelter from April 1 through March 31, 2023 – for Public Housing only. It provides a way for families to quickly receive subsidized housing based upon availability.

These families would come exclusively from the Emergency Shelter program.

Out of the 20 approved special admissions, RHA has received 13 applications from the Salvation Army since March 2021. Out of those 13:

- 4 were housed
- 4 were denied for poor references
- 1 chose an Emergency Housing Voucher instead
- 1 voluntarily declined
- 3 are waiting to be housed

Commissioner Whitehouse asked if there is furniture assistance that RHA can provide them.

Mr. Felton said RHA does not provide furniture assistance. However, Ms. Cruz (RHA's Community Services Coordinator) can give them a list of resources to help them.

**HOUSING AUTHORITY OF THE CITY OF RALEIGH  
RESOLUTION NO. 21 (2022)**

WHEREAS, the Housing Authority of the City of Raleigh (RHA) owns and manages the public housing program which seeks to provide quality affordable housing for low-income families; and

WHEREAS, RHA has adopted the Admissions and Continued Occupancy Policy (ACOP) as required by HUD; and

WHEREAS, Section 16.3 of the ACOP allows agencies with a current Memorandum of Agreement (MOA) access to twenty Special Admission housing slots in the public housing program; and

WHEREAS, on July 1, 2021 Raleigh Housing Authority (RHA) entered into an MOA providing up to twenty Special Admission spots to eligible occupants of the Salvation Army of Wake County's homeless shelter; and

WHEREAS, as the result of the MOA homeless families have applied and qualified to transition directly from the Salvation Army's homeless shelter into their own public housing apartment; and

WHEREAS, no other organization has expressed interest or requested access to the Special Admissions to the public housing program; and

WHEREAS, RHA and the Salvation Army of Wake County wish to renew an MOA to establish each agency's responsibilities and management of this Special Admission;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF RALEIGH approves entering into a Memorandum of Agreement for the fiscal year ending March 31, 2023 between RHA and the Salvation Army of Wake County.

BE IT FURTHER RESOLVED that staff will monitor this process and may recommend modification should issues arise or there be interest from multiple organizations in a Special Admission.

Commissioner Winstead moved and Commissioner Ellinger seconded approval of the foregoing resolution. A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench.

Nay: None

Resolution No. 21 (2022) has been adopted.

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Mr. Felton said elderly families are defined as having at least one resident who is age 62 or older. Glenwood Towers and Carriage House Apartments were both constructed as senior developments. At the time, that was all that was required to operate them as senior developments.

Starting in 1997, in order to have a development available exclusively to the elderly, PHAs were required to submit an Elderly Designation to HUD. Since there is no lifetime designation, RHA must renew the designation every two years.

The designation permits RHA to lease to seniors only. When there are insufficient number of seniors to achieve full occupancy, RHA may drop to age 55, and then again to 50, if needed, to fully lease the development.

The residents desire to retain the designation and the staff supports it.

Commissioner Whitehouse requested the resolution be rewritten to clarify how long the designation will be in effect (specifically, the sixth “WHEREAS”). He thinks the resolution isn’t clear enough about when the designation will expire.

Commissioner Ellinger agreed.

Mr. Felton said the “WHEREAS” states what has happened in the past to get to this point. The last paragraph states the request for the two-year extension and the letter is clear when it will expire.

Commissioner Ellinger asked Mr. Francis to modify that one “WHEREAS” to clarify it. She recommends that the sixth “WHEREAS” clause in this resolution be changed to clearly indicate that RHA intends to extend the elderly designation through September 26, 2024.

Mr. Felton asked if rather than changing the “WHEREAS”, we put that in the “NOW THEREFORE” paragraph since that is the action that the Board is taking.

Commissioner Ellinger said she thinks it’s unclear.

Commissioner Braun recommends that the Board approves the resolution, subject to clarification.

Mr. Francis agreed to modify the resolution.

HOUSING AUTHORITY OF THE CITY OF RALEIGH  
RESOLUTION NO. 22 (2022)

WHEREAS, the U. S. Department of Housing and Urban Development (“HUD”) permits the designation of communities exclusively for elderly or disabled residents; and

WHEREAS, these designation plans are reviewed and approved by HUD in accordance with Section 7 of the United States Housing Act of 1937, as amended and Notice PIH 2007-1; and

WHEREAS, the Raleigh Housing Authority’s (“RHA”) original Elderly Designation Plan which permits Glenwood Towers and Carriage House to be elderly designated high-rises was approved by HUD on November 2, 2007 for an initial five year period; and

WHEREAS, to ensure units remain fully occupied, the Elderly Designation Plan allows RHA to house near-elderly applicants in the event there are an insufficient number of elderly applicants on the waiting list; and

WHEREAS, there are supportive services available at these properties designed for seniors to improve their quality of life; and

WHEREAS, the renewal of elderly designations are granted in two-year increments; and

WHEREAS, the current elderly designation for Glenwood Towers and Carriage House lasts until September 26, 2022; and

WHEREAS, RHA must submit a letter to the Greensboro HUD Field Office requesting the extension in order to extend these designations for an additional two years;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF RALEIGH that staff is directed to submit the written request to the HUD Greensboro office to secure a two-year extension of the elderly designations for both Glenwood Towers and Carriage House beyond the current September 26, 2022 expiration.

Commissioner Braun moved and Commissioner Fonville seconded approval of the foregoing resolution (subject to the clarification of the effective date – which is shown in these minutes). A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench.

Nay: None

Resolution No. 22 (2022) has been adopted.

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Mr. Felton said RHA created Oak City Affordable Communities, Inc. (“OCAC”) to serve as owner of the converted RAD properties. We established the Articles of Incorporation and the By-Laws in late 2020.

The Boards wanted to formalize the relationship between OCAC and RHA so staff drafted the Governing Agreement between the two parties.

In October 2021, OCAC's Board approved the attached Governing Agreement. Since this agreement is between RHA and OCAC, staff thinks that the RHA Board needed to approve the agreement as well.

Attached to this resolution is the template that OCAC approved. Once RHA gets the RCC, staff will bring an agreement for each of the four properties for approval so they can be executed and RHA's RAD deal can be closed.

HOUSING AUTHORITY OF THE CITY OF RALEIGH  
RESOLUTION NO. 23 (2022)

WHEREAS, the U.S. Department of Housing and Urban Development ("HUD") introduced the Rental Assistance Demonstration ("RAD") program in 2012 that, upon successful conversion, provides long-term Section 8 contracts to Public Housing Authorities ("PHAs"); and

WHEREAS, the RAD program seeks to preserve low income housing by allowing PHAs to access to more stable funding sources for capital needs improvements; and

WHEREAS, RHA successfully received a RAD portfolio award from HUD in January 2020; and

WHEREAS, since the portfolio award was granted, RHA has been working through the RAD conversion process in accordance with Revision 4; and

WHEREAS, HUD requires ownership or control of the RAD Projects by a public or non-profit entity; and

WHEREAS, if the Housing Authority will be administering the vouchers, HUD prohibits the PHA from signing a Housing Assistance Payment contract with itself; and

WHEREAS, RHA will be administering the vouchers as part of the current voucher program and therefore will need to transfer the ownership of the RAD projects to a subsidiary in which the RHA is the sole owner or member; and

WHEREAS, RHA created a 501(c)(3) non-profit corporation to serve as the owner of the converted RAD properties; and

WHEREAS, on October 22, 2020, the Bylaws for Oak City Affordable Communities, Inc. ("OCAC") were approved by the RHA Board of Commissioners with Resolution No. 60; and

WHEREAS, on December 3, 2020 the Articles of Incorporation for Oak City Affordable Communities, Inc. were approved by the RHA Board of Commissioners with Resolution No. 70; and

WHEREAS, RHA and OCAC Board members desire to formalize the relationship between RHA and OCAC; and

WHEREAS, staff and counsel have provided drafts of Governing Agreements for review by Board members and members of the Repositioning Committee; and

WHEREAS, on October 12, 2021 the Repositioning Committee approved a final draft of the Governing Agreement to be brought before the Board for approval; and

WHEREAS, on October 28, 2021 with Resolution No. 11, the OCAC Board of Directors approved the attached Governing Agreement; and

WHEREAS, this Agreement can be amended or terminated as needed with Board approval and a proper notice period;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF RALEIGH. the attached Governing Agreement is approved and staff is authorized to implement the Governing Agreement in accordance with all current HUD and RAD requirements.

Commissioner Warren moved and Commissioner Whitehouse seconded approval of the foregoing resolution. A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench.

Nay: None

Resolution No. 23 (2022) has been adopted.

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Mr. Felton said RHA manages CAD's properties at six locations: Capitol Park, Chavis Heights, Walnut Terrace, Stony Brook, Parkview Manor, and Carousel Place. The CAD Management Agreements have been in place since each property was developed or purchased.

CAD reimburses RHA directly for Property Managers, Office Assistants, Maintenance and Landscaping staff. They pay fee for services for trade employees. The management fee was at 5%, which is below market at this time. In RHA's budget that was brought to the Board in February, staff had budgeted to raise those fees from 5% to 7%.

Staff took the amended Management Agreements to the CAD Board for their approval, which they approved.

The only item being amended in the agreement is the fee – raised from 5% to 7%.

HOUSING AUTHORITY OF THE CITY OF RALEIGH  
RESOLUTION NO. 24 (2022)

WHEREAS, on June 15, 1984, the Raleigh Housing Authority (“RHA”) created a nonprofit corporation named Raleigh Housing Authority Developments, Inc.; and

WHEREAS, on May 22, 1998, the name of the nonprofit corporation was changed to Capitol Area Developments, Inc. (“CAD”); and

WHEREAS, CAD’s housing portfolio includes Stony Brook Apartments, purchased in 1992; Capitol Park, constructed in 2003; Chavis Heights, constructed in 2008; Walnut Terrace, constructed in 2015; and

WHEREAS, the current management agreements for CAD’s housing portfolio are between RHA and CAD; and

WHEREAS, RHA desires to increase the management fees to 7% of Gross Collections as defined in Section 3.5 of the management agreement; and

WHEREAS, the RHA Board approved the Master Operating Budget for fiscal year end March 31, 2023 with Resolution 3 (2022) on February 15, 2022 which included the increased fee income for the Local Fund; and

WHEREAS, RHA has attached an “Amendment to Management Agreement” for Stony Brook Apartments, Capitol Park, Chavis Heights and Walnut Terrace and by reference are made part of this resolution; and

WHEREAS, the amendment increases the management fee to 7% of Gross Collections effective April 1, 2022; and

WHEREAS, the CAD Board approved the “Amendment to Management Agreement” for the four CAD properties with Resolution 10 (2022) on March 21, 2022;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF RALEIGH that staff has permission to execute these amendments to the current Management Agreements to increase the management fee to 7% of Gross collections effective April 1, 2022 for the four CAD affordable market-rate properties.

Commissioner Whitehouse moved and Commissioner Ellinger seconded approval of the foregoing resolution. A vote being called, the ayes and nays were as follows:

Aye: Eric Braun, Susan Ellinger, Niya Fonville, Arne Morris, Bahati Mutisya, Gregg Warren, Joe Whitehouse, Yolanda Winstead, Doris Wrench.

Nay: None

Resolution No. 24 (2022) has been adopted.

Commissioner Morris said a discussion was made about meeting with the CAD Board and having a retreat with them. It was mentioned to the CAD Board and we would like to find a date for an informal meeting with them. It would be an advertised open meeting. However, it would need to go into Executive Session for the discussion of a real estate matter.

Commissioner Warren said it's a good idea. However, he thinks the RHA Board retreat should happen first.

Commissioner Morris thinks there can be multiple meetings. This would just be an initial meeting for everyone to meet and get to know each other – not to make any decisions. He thinks it's important to have it sooner rather than later – since no date has been scheduled for the Board retreat yet.

Commissioner Braun said he's fine having a conversation with the CAD Board. He asks that Mr. Francis research the nature of the meeting (whether or not it should be a closed session).

Commissioner Whitehouse thinks it's a good idea. He requests you don't pick a date that is at the end of the month.

Commissioner Ellinger thinks it's necessary.

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#### ADJOURNMENT

There being no further business to come before the Board, the Chair declared the meeting adjourned at 6:46 p.m.