

**Minutes of the Ypsilanti Housing Commission**

**Thursday, April 19, 2018 – 6:00 p.m.**

831 Hilyard Robinson Way, Ypsilanti, MI 48197

**Meeting called to order** at 6:15pm by Commissioner Smith

**ROLL CALL:**

- Commissioner Frankenhauser Present
- Commissioner Hollifield Absent
- Commissioner Moore Present
- Commissioner Palmer Present
- Commissioner Smith Present
- Executive Director & CEO Z. Fosler Present
- Tarah Hearn, YHC Present
- David Soule, KMG Prestige Present
- Stephanie Canada, KMG Prestige Present

**APPROVAL OF AGENDA:** R. Smith asked if there were any changes to be made to the agenda. R. Smith proposed moving the Criminal Background Screening Processes to take place after approval of the minutes. R. Smith proposed to add a discussion of the Executive Director’s bonus under New Business. A. Moore moved to approve the agenda as amended, second by T. Palmer.

**Motion passed 4-0**

**APPROVAL OF MINUTES:** R. Smith asked if there were any changes to be made to the meeting minutes of March 15, 2018. A. Moore moved to approve the minutes as written, second by H. Frankenhauser.

**Motion passed 4-0**

R. Smith asked if there were any changes to be made to the board retreat meeting minutes of March 24, 2018. H. Frankenhauser moved to approve the minutes as written, second by T. Palmer.

**Motion passed 4-0**

**Criminal Background Processes:** The Regional Vice President of KMG (YHC Property Management), David Soule, gave a presentation on the criminal background screening processes for YHC properties. H. Frankenhauser asked if the Board can change certain aspects of the screening process and screening communications given the population that is being served. D. Soule stated that the process can be customized to meet the criteria of the YHC. Z. Fosler stated that the board can discuss potential changes at future meetings.

**AUDIENCE PARTICIPATION:** None.

**CITY COUNCIL MEMBERS’ COMMENTS AND QUESTIONS:** None.

**RESIDENT COUNCIL REPORT:** T. Palmer gave an update on resident council activities. She stated that a resident council kick-off event will be held on May 9 and a Mother’s Day celebration will be held on May 11. She also stated that the name of Resident Council will be changed to Resident Association. Z. Fosler stated that this change can be made by amending the bylaws.

**OLD BUSINESS:**

- **Board Evaluation:** The board reviewed a draft board evaluation and decided to complete it before the next meeting. R. Smith asked that a reminder to complete the evaluation be sent to the board ahead of the next meeting.

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- **Communication Plan:** T. Hearn stated that she has made changes to the communication plan based on feedback from the Board. She will send out a finalized version of the plan shortly.

### NEW BUSINESS:

- **Bylaw Revisions:** Z. Fosler proposed tabling by-law revisions in order to draft up a resolution.
- **Executive Director Bonus:** The Board opened discussion regarding a bonus for the Executive Director. R. Smith made an argument for why Z. Fosler is deserving of a performance bonus. She offered the following reasons:
  - Ended 2017 with a combined net income of over \$1.5 million
  - Received an exemplary performance evaluation for 2017
  - Successfully completed the full renovation of the YHC’s public housing portfolio, raising approximately \$34 million for total development costs
  - Asked by the City of Ypsilanti to serve on the Master Plan Revision Housing Subcommittee
  - Helped successfully bring “The Collaborative”—a partnership between the YMCA of Ann Arbor, EMU, YCS, and the YHC—to fruition. This will guarantee high quality, affordable childcare for YHC children ages 18 months to 5 years.
  - Recognized as an innovative leader in the affordable housing industry:
    - Appointed by the President of NAHRO to the Emerging Leaders Subcommittee from 2014-2016
    - Presented at the 2015 NAHRO Summer Conference on the topic of innovative approaches to resident service coordination
    - Presented at the 2016 Cinnare University of Affordability Conference on the topic of the Strong Families Fund partnership with Kresge, Robert Wood Johnson Foundation, EMU, and CSH
    - Presented at the 2017 Annual NAHRO Conference on the topic of resident relocation
    - Presented at the 2018 MI NAHRO Spring Conference on the topic of RAD
    - In March 2017, at the request of the Washtenaw County Eastern Leaders Group, gave a presentation on the YHC’s redevelopment activities and partnership with EMU
    - In 2017, elected by his peers to the position of Senior Vice President/President-Elect for the Michigan Chapter of NAHRO
    - Appointed by the President of NAHRO’s North Central Regional Council to the NAHRO NCRC Board of Directors and the National NAHRO’s Professional Development Committee
  - Continues to serve on the Boards of the Washtenaw County Continuum of Care and the Washtenaw Housing Alliance
  - Has restored the reputation of the Ypsilanti Housing Commission both locally and nationally

R. Smith stated that over the first two years, Z. Fosler had to battle to keep the agency afloat and to shed its HUD-designation of “troubled,” but over the last three years he has really been able to shine. Other housing authorities have tried to recruit him to clean up their organizations, and one way of retaining good people is to reward them for their hard work. T. Palmer stated that she agrees with R. Smith, and that there are many other achievements that were not included in her list.

A. Moore stated that when Z. Fosler’s salary was increased last year, the Board did a pretty comprehensive salary review and wanted to acknowledge Z. Fosler’s exemplary performance, while at the same time not becoming an outlier in housing. She expressed that she is still cognizant of that. A. Moore asked if a performance bonus was given last year, and Z. Fosler said no. R. Smith agreed with the importance of doing a compensation review of comparable leaders, but also wants the Board to consider that the YHC is doing better than most of the housing commissions in Michigan and better than many nationwide.

H. Frankenhauser asked how the Board agreed on a salary adjustment last year. R. Smith explained that they all

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did some research and brought it back to a meeting and came to a consensus. For the benefit of the newer commissioners, R. Smith explained that for the first three years, Z. Fosler's salary was \$20,000 less than the previous executive director and he had no salary increases. The organization had been in financial trouble and the Board felt that Z. Fosler needed to prove himself to justify a higher salary.

The Board and Z. Fosler agreed to take a look at salary data and do some additional research. A. Moore said she would distribute the information she compiled last year, including the HUD Executive Compensation Survey. The Board will further consider a performance bonus at the next meeting.

### MONTHLY REPORTS:

- **Regulatory, Oversight, and Legal Actions:** The YHC is in the process of obtaining a new attorney because the former attorney has taken a new position. Z. Fosler stated that he will keep the board updated on progress.
- **RAD:** Z. Fosler stated that the final conversion of the construction loan to a permanent loan is in progress. Z. Fosler stated that the City will dedicate Hilyard Robinson Way once New Parkridge receives its final C of O. The final C of O will be sent out once landscaping is complete. A. Moore asked for an update on work orders and punch lists. Z. Fosler stated that he has been having discussions with the regional office concerning the responsiveness of management to work order requests. He stated that he will report to the board once further action has been taken. A. Moore stated that it is unacceptable that management is anything short of extremely responsive to residents. Z. Fosler stated that KMG Prestige is in the process of hiring a new maintenance person, and it looks like they may have identified a YHC resident for the job.
- **Financial Reports:** Z. Fosler and the Board reviewed and discussed financial reports and the monthly finance cover sheet. A. Moore stated that a year-to-date variance column should be included in the summary and the month-over-month variance should be taken out. A. Moore asked if we have an allowance for bad debt. Z. Fosler stated that he will follow up with the asset manager.

### DIRECTOR'S REPORT:

- **Bike Share Program:** Z. Fosler stated that City Council approved the EMU-YHC bike share program with a unanimous vote.
- **Restaurant Delivery:** A. Moore asked Z. Fosler to meet with a manager of a local restaurant who refuses to deliver based on a perception that the neighborhood is unsafe. Z. Fosler stated that he will meet with that manager.
- **Community Gardens:** Growing Hope is kicking off the community garden project at Sauk Trail with a series of resident discussions and events. A. Moore stated that residents should be given every possible opportunity to lead community garden efforts.
- **MI NAHRO Conference:** Z. Fosler stated that the MI NAHRO Conference went well. He stated that it was very challenging to chair the planning committee for the conference, but he received a lot of great feedback from attendees.
- **NAHRO Washington Conference:** Z. Fosler stated that he will be attending the NAHRO Legislative Conference in Washington D.C. He will be meeting with legislative officials to discuss YHC activities and the need for more affordable housing in Ypsilanti.

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- **ED 2018 Work Plan:** Z. Fosler stated that he will be bringing a draft of his 2018 workplan to the next meeting.
- **YMCA Board Appointment:** Z. Fosler stated that he is now a member of the YMCA of Ann Arbor Board.

**COMMISSIONER COMMENTS:**

Commissioner Frankenhauser: She enjoyed the presentation. The topic is near and dear to her heart because she knows quite a few people who face difficulties finding housing due to criminal records. She wants the YHC to be aware of how applicants are screened and the impact that can have on the population that we serve. She would like the YHC to thoroughly examine its processes and make changes where possible. R. Smith encouraged her to take the lead on this effort, and she stated that she would be happy to.

Commissioner Moore: She stated that she is happy to be a member of the YHC board.

Commissioner Palmer: She stated that she enjoyed the presentation.

Commissioner Smith: She stated that she has information about resources available to youth in foster care as a follow up to a presentation at the YHC board retreat. She stated that she would like to form a committee to focus on a succession plan for the YHC. She stated that it's important for the YHC to have an easily accessible policy manual. She also stated that there is an app that has a database for all HUD, LIHTC, etc. policies.

**ADJOURN:** A. Moore moved to adjourn, second by T. Palmer. **Passed 4-0. Meeting adjourned at 8:09pm**

**THEREFORE, BE IT RESOLVED:**

The Ypsilanti Housing Commission and its Board of Commissioners, of the City of Ypsilanti, Michigan, hereby authorize the Executive Director to sign the approved Board of Commissioners minutes of April 19, 2018.

	YEAS	NAYS	ABSENT
Commissioner Frankenhauser	_____	_____	_____
Commissioner Hollifield	_____	_____	_____
Commissioner Moore	_____	_____	_____
Commissioner Palmer	_____	_____	_____
Commissioner Smith	_____	_____	_____

\_\_\_\_\_  
Zachary D. Fosler, Executive Director