

# Pittsburgh Land Bank – Interim Board of Directors

## Meeting Minutes

July 10, 2014, 3:00 p.m., City Council Chambers

Present: Mr. Jerome Jackson; Mr. Matthew Barron; Ms. Kim Salinetto; Mr. Lloyd Hedlund; Ms. Barbara Valaw; Mr. Richard Carrington; Ms. Ronell Guy (joined late); Mr. Daniel Wood; Mr. Shawn Carter

Next Meeting: July 17, 2014, 3:00 p.m., City Council Chambers

### I. Review Minutes from Last Meeting

- a. Mr. Jackson asked members to review the minutes from the July 3, 2014 meeting and if they had any comments.
- b. With there being no comments, Ms. Valaw made a motion to approve the minutes as presented.
  - i. Ms. Salinetto seconded the motion.
  - ii. Mr. Jackson called for a vote, with the motion passing unanimously.

### II. Board Chair Report Out

- a. Mr. Jackson stated that he is still waiting for responses from the City Law Department (i.e. Solicitor) on the request for a lawyer to attend the Interim Board meeting and the specific questions raised at a previous meeting. Mr. Barron responded that the Solicitor had sent an email just prior to this meeting and he read the email in which the Solicitor stated that her office cannot represent the Land Bank or provide legal advice to its board because the Land Bank is a separate body from the City and there would be a conflict.
- b. Mr. Jackson stated that the Interim Board would need to move on with an alternate plan for legal counsel.
  - i. Mr. Carter reviewed his suggestion from the previous meeting for the Interim Board to ask City Council for funding from the Three Taxing Bodies Trust Fund and then hold a request for proposal (RFP) process. He then recommended pursuing this course of action. Mr. Jackson asked what the timeframe would be, with Mr. Carter replying that he hoped legislation could be introduced this coming Tuesday and disposed of before City Council's recess. Ms. Valaw expressed support for Mr. Carter's idea and recognized the work load before City Council in advance of the August recess.
  - ii. Mr. Jackson asked if there was a motion to put before the Interim Board, with Mr. Carter making a motion for the Interim Board to request City Council resolution authorizing \$50,000 to solicit legal services through a competitive RFP process in an amount not to exceed an amount to-be-determined by the Interim Board. Ms. Valaw seconded the motion
    1. Mr. Hedlund expressed concern over using City money to pay for the Land Bank and stated his intention to abstain from the vote.
    2. Mr. Jackson asked if the City would actually manage the RFP process. Mr. Carter replied that the City would need to manage the RFP because

the amount will be in excess of \$30,000 and this would allow for the Interim Board to lean on the expertise within the City and its Law Department to craft the RFP.

3. Mr. Jackson asked about the City's requirement for 30-45 days to respond to an RFP. Messrs. Carter and Barron said that for professional services the time requirement can be less, possibly as short as 14 days. Mr. Jackson asked how to ensure the shortest period is followed, with Mr. Barron stating that the RFP will automatically close at the end of the stated time period. Mr. Jackson then asked if the Interim Board would be able to determine the response time period, with Mr. Barron replying that the time period requirement is most likely in the City Code.
4. Mr. Jackson called for a vote on the motion, with the motion passing.
  - a. Messrs. Jackson, Barron, Carrington, Wood, and Carter, and Misses Salinetto and Valaw voting in favor.
  - b. Mr. Hedlund abstained.
5. Mr. Jackson asked who would be responsible to send the request to City Council. Mr. Carter nominated himself and Mr. Barron. Mr. Barron replied with the recommendation that, as the Board Chair, Mr. Jackson send the request to the Council President, and that Messrs. Barron and Carter would assist him. Mr. Jackson stated that he would distribute the request for review by all Interim Board members prior to delivering the request to the Council President.

### III. Executive Committee Appointment

- a. Mr. Jackson noted the duties of the Treasury from the July 3, 2014 meeting minutes and read those duties to the Interim Board members.
- b. Mr. Jackson asked for nominations for Treasurer.
  - i. With there being no other nominees, Mr. Barron nominated himself. Ms. Valaw seconded the nomination.
    1. Mr. Jackson asked for discussion or questions, with there being none.
    2. Mr. Jackson called for a vote on the position. Mr. Barron was elected as the Treasurer unanimously.

### IV. Google Doc Information

- a. Mr. Jackson reviewed the suggestion from last week's meeting to use Google Docs as a means for collaboration on the policies and procedures assignment. He continued that the intention was for Interim Board members to receive training at this meeting. Mr. Carter stated that he was unable to coordinate the training for this week, but that there would be staff from the City Department of Innovation and Performance to provide support for the training at the next meeting.
- b. Mr. Wood stated that he would create a Google Doc in the interim, noting that he will need Google account names from each member.
- c. Ms. Guy joined the meeting at this point. Mr. Jackson reviewed the meeting thus far for her.
  - i. In regards to legal counsel, Ms. Guy noted several free legal service providers and public interest lawyers that would be able to provide support to the Interim Board. Ms. Valaw stated that while those groups are pro bono, they are also always looking for funding. Ms. Guy agreed, noting that the groups are funded

through the State, so receiving payment would be a bonus for them. Mr. Carter said that through a competitive RFP process and the City's procurement policies these service providers could respond.

V. Board Retreat

- a. Mr. Jackson noted that of the responses to Doodle poll thus far there were four dates that would work for the retreat. Of those dates, Mr. Carter noted that August 29, 2014 would be going into holiday weekend. Mr. Jackson asked the members that had not responded yet to do so after the meeting. Members discussed potential dates and tentatively set the date for the retreat as August 26, 2014.
  - i. Mr. Carter recommended using the Citistats conference room on the sixth floor of the City-County Building. Ms. Guy expressed concerns around the cost of parking, with Mr. Carter and Mr. Barron replying that as voluntary members of an authority board those expenses could be reimbursed.
  - ii. Members had further discussion on the date for the retreat that ended with the retreat being set for August 26, 2014 from 9:00 a.m. to 4:00 p.m.
- b. Mr. Jackson asked for the Interim Board to discuss the process around choosing and then hiring a facilitator for the board retreat.
  - i. Ms. Guy questioned the members setting a date for the retreat prior to knowing who they would use as a facilitator, stating that doing so could limit their pool of candidates. Mr. Hedlund responded by recommending all members respond to the Doodle poll so that they would be able to set alternate dates for the retreat.
  - ii. Mr. Jackson asked that the discussion focus on the Interim Board's process around hiring a facilitator.
    1. Mr. Carter restated his recommendation from last week for the Interim Board to hire Ms. Irene McLaughlin. Ms. Guy replied that she sees hiring Ms. McLaughlin as a conflict of interest; given Ms. McLaughlin's clients include Operation Better Block and the Housing Alliance. She continued by suggesting the Interim Board seek out national experts with experience in land banks to help the members make this the premier land bank in the country. She supported this by citing language in the legislation that is not in other land bank legislation, such as dealing with tangled titles, and said there would be a need for local expertise and an outside expert. Mr. Carter responded by saying that only Mr. Jackson would have a conflict given his organization's (Operation Better Block) use of Ms. McLaughlin. Mr. Carter reiterated his recommendation, citing Ms. McLaughlin's expertise, background, and knowledge of the local process. Ms. Guy recognized Ms. McLaughlin's work with low income residents, the Housing Alliance, and Operation Better Block, but stated that she is concerned over Ms. McLaughlin's facilitation skills. Mr. Jackson noted Ms. McLaughlin's skills as a mediator but not as facilitator, stating he did not see her as the right person to facilitate this process for the Interim Board. He stressed that he did not want the discussion to focus on one candidate, rather on the process the Interim Board would use for selecting a facilitator.
    2. Mr. Wood asked if the facilitator would need to offer pro bono services or if they could charge a fee. Mr. Jackson responded that since the

Interim Board was not asking for pro bono legal services, they should not limit themselves to only considering a pro bono facilitator. Mr. Barron added that he believes it would be easy to go to the foundation community to get money for a one day retreat. He also recommended approaching the Center for Community Progress (CCP) and Housing Alliance for a list of potential facilitators and experts that the Interim Board could use to interview candidates and make their selection. Ms. Guy agreed with Mr. Barron. She also cited the amount of time it would take to make an effective RFP as a reason to work off a list of potential facilitators instead. Mr. Carter also agreed with Mr. Barron.

- iii. Mr. Carter made a motion to contact the CCP about providing a list of potential facilitators and experts to the Interim Board. Ms. Guy seconded the motion.
  1. Ms. Guy said that she does not want to limit the Interim Board to only receiving referrals from the CCP. She then cited other agencies with expertise in the area of land banks and recommended members send additional organizations to Mr. Jackson. Ms. Valaw agreed but asked that members include contact information with the organization names and provide the lists to Mr. Jackson by end-of-business Friday.
  2. Mr. Barron noted the need to amend motion.
  3. Mr. Jackson stated that the Interim Board will need to be clear on what exactly to communicate to the various organizations, specifically the goals and objectives for the retreat. Mr. Barron recommended asking for a rough estimate from the organizations in addition to general interest. Ms. Guy noted that the City has limit on payment amounts for consultants, with Ms. Valaw sharing the concern and recommending that the Interim Board ask organizations to provide estimates for an hourly fee or total cost.
  4. Mr. Carter motioned to amend the motion. Ms. Valaw seconded the motion.
    - a. Ms. Valaw amended the motion to say that the Interim Board members will send organization, agency, and consultant names with contact information to Mr. Jackson by close of business Friday, with Mr. Jackson then contacting the potential facilitators and experts and reporting back to the Interim Board at the next meeting.
    - b. Mr. Jackson called for a vote on the amended motion, with it passing unanimously.
- c. Mr. Jackson recommended that a group of Interim Board members develop a list of goals and objectives to present to potential facilitators. Mr. Hedlund asked if the purpose of the retreat was to develop “skeleton” documents for policies and procedures. Mr. Jackson cited the need to be clear to the potential facilitators for the purpose of soliciting proposals. Ms. Guy noted the need to have goals around outcomes, so that the eventual facilitator would be able to work to develop outcomes with the Interim Board at the retreat. Mr. Wood recommended that the members speak about what they want to see Land Bank achieve. Mr. Barron cited the outline prepared by Ms. Salinetto that was based off Ms. Valaw’s handouts as the starting point to develop goals. Ms. Guy and Mr. Wood agreed. Mr. Jackson suggested that the facilitator could do brainstorming work with the Interim Board members on August 19

in advance of the August 26 retreat. Ms. Guy agreed with the idea. Ms. Valaw clarified that on August 19 the facilitator would meet with the Interim Board to outline goals and outcomes against the existing policies and procedures outline. Mr. Jackson stated that the brainstorming session would be used to create an outline for the retreat, not just for the policies and procedures. Mr. Wood stated that it would be creating the structure for the retreat. Ms. Guy noted the importance of having the facilitator work with the Interim Board in advance of a retreat, ideally more than once, to build a relationship. Ms. Valaw asked for a time window for August 19, with Mr. Jackson suggesting 2:00 to 5:00 p.m. Interim Board members agreed. Mr. Jackson stated that he would add the brainstorming session to the scope of the conversation with potential facilitators.

- d. Mr. Hedlund clarified that the timeline created by Ms. Salinetto and the resulting work schedule should still remain in place. Mr. Jackson agreed.
- e. Ms. Valaw asked where the retreat would be held. Mr. Carter restated his suggestion to use the Citistats conference room or the large City Council conference room.

## VI. Community Engagement

- a. Mr. Jackson spoke about conversations he has had with the public about a lack of information available on the Interim Board. He stated that he has asked PCRG to send the Interim Board meeting dates to its membership and that he was uncertain about the best way for distribution of the meeting minutes. Ms. Guy asked about creating a Facebook page to distribute information. Mr. Carter replied that the City Department of Innovation and Performance will allow the Interim Board to use the land bank page on the City's website and that City Council will announce Interim Board meetings. Misses Valaw and Guy discussed the use of Facebook and other media by the public in spreading awareness during the legislative process. Mr. Jackson stressed the importance of Interim Board members communicating with their personal networks to alert the community of information. Mr. Carter recommended using the City list serve and agreed with Mr. Jackson's recommendation to use personal networks. Mr. Hedlund stated that he likes idea of using an existing website, and expressed support for the members' ability to use their respective networks. Ms. Guy asked about giving notice to the population without access to computers and recommended using the newspapers. Messrs. Barron and Carter stated that newspaper advertisements need paid for. Mr. Barron noted that having the information on the City's website would allow for members to provide links to same information. Ms. Guy agreed, citing the importance of having a single source of information. Ms. Valaw asked that at the next meeting the Interim Board develops agreed upon language for distribution. Mr. Carter recommended developing the language via email before the next meeting. Mr. Jackson asked for members to bring the recommendations on language to the next meeting.
- b. Mr. Carter noted the ability to televise the Interim Board meetings. Mr. Jackson and Ms. Valaw agreed, but noted there would still be the need to provide notice to the public. Ms. Guy agreed. Mr. Carter said that he would coordinate with the City Clerk, stating that it should be a simple motion since the local legislation calls for the board meetings to be televised.

## VII. Policies and Procedures Discussion

- a. Mr. Jackson reviewed Ms. Salinetto's handout and stated that members were to select topics they wanted to work on prior to this meeting with Mr. Hedlund being the only member to respond thus far. He also reviewed that at the last meeting the Interim

Board decided for members to research the particular topics they choose and prepare outlines on those topics.

- b. Members discussed the topics they would want to work on. The list attached to these minutes reflects what members agreed upon (see “Policies and Procedures Explicitly Required by Land Bank Ordinance – Timeline).
- c. Ms. Guy recommended that the language from the last item be pulled out so that all work would be consistent with the Land Bank’s mission and goals. Ms. Valaw replied that the language is more of a “catch all” provision for items not explicitly included in the legislation. She suggested that the Interim Board could track additional items that come up during the process and then work on those items at the end. Ms. Guy recommended that the Interim Board gain consensus on their mission and goals prior to working, but stated she is willing to proceed however the Interim Board sees as best. Ms. Salinetto and Ms. Valaw discussed policies and procedures not listed in the legislation but that would be needed, noting Ms. Valaw had started to list these on the second handout she prepared two weeks prior. Ms. Guy restated the importance of identifying the mission and goals, adding that many of the items listed on the second handout from Ms. Valaw are dealt with in organizational structuring documents.
- d. Mr. Barron asked if the Interim Board members would be okay with consulting with outside experts on the topics. Ms. Guy and Ms. Salinetto said they see that as research.
- e. Ms. Salinetto noted the best practice documents previously made available online. Members discussed the use of Google Docs to distribute information. Ms. Salinetto stated that a City Council intern is working to make hard copy binders of the documents that are online and she restated the importance of studying best practices. Misses Valaw and Guy expressed gratitude for having the documents as hard copies.
- f. Mr. Carrington reserved the right to help Mr. Hedlund and Misses Valaw and Salinetto on their topics. He also cited the importance of reviewing best practices in advance of performing additional research.

#### VIII. New and Other Business

- a. Ms. Guy noted the interest from outside parties in providing funding to the Interim Board, offering to set up meetings with interested funders so the lack of funds does not continue to remain a hindrance to the Interim Board. She also noted that lower amounts of funding (e.g. under \$10,000) would not require full proposals but only letters to prospective funders. Mr. Jackson noted previous discussions he had around fundraising, recommending that the Executive Committee (i.e. officers) and the person who set up the meeting are present for any meetings. He stated that he was not opposed to having Ms. Guy start the process. Ms. Guy stated that she was okay with having the officers attend any meetings without her. Ms. Valaw asked if Ms. Guy could provide dates for any meetings by the next Interim Board meeting so members could determine if they were able to attend. Ms. Guy agreed to do so.
  - i. Ms. Salinetto said she was not comfortable with asking for funding before knowing what the Interim Board would need to pay for. Ms. Guy cited the need for legal counsel, a facilitator for the retreat, parking for members, expense reimbursement, and general need of resources. Ms. Valaw cited the need to pay for counsel, the retreat, operations costs (e.g. parking, newspaper ads, and printing); stating that there would be a need for at least small amount of money for operations. Ms. Salinetto wanted to ensure that the Interim Board would not be asking for more money than required to give an impression to the

public they are soliciting money rather than working on the policies and procedures. Ms. Guy and Ms. Salinetto had further discussion on the topic.

- ii. Mr. Carter expressed doubt over foundations providing money to the Interim Board, stating that he would be comfortable with the Interim Board proceeding as they have to this point.
- b. Mr. Barron recommended doing a press release to update the public on the Interim Board and to build interest with the press. He then raised questions around opening the bank account as Treasurer. Ms. Guy responded citing the need for bylaws around opening an account and writing checks, etc.
- c. Ms. Guy responded to Mr. Carter's previous comment noting her experience getting funding from foundations with the Housing Alliance for low income housing organizations.
- d. Ms. Valaw responded to Mr. Barron saying the Interim Board should authorize him to open an account but they need to establish rules around check endorsement, the need for the Interim Board's approval for checks over a certain amount, and she questioned the need for an account if they are only asking for money at this point.
  - i. Mr. Carter cited the language from the State law around check endorsement. Mr. Carrington then clarified that four signatures would need to appear on the signature card with two signatures required to endorse every check. Mr. Barron noted that this would then require the full Executive Committee to be present to open an account, but he acknowledged the need for seed money to open an account.
  - ii. Members had conversation around which bank to use; with the consensus being the officers would discuss potential banks and report back to the full Interim Board. Ms. Valaw recommended including the selection of a bank on the agenda for the next meeting and to also have the PCRG report on community banking for members at the next meeting.

#### IX. Next Meeting

- a. Mr. Jackson reviewed the items raised during this meeting to be addressed at the next meeting as:
  - i. Developing an agreement amongst members around messaging;
  - ii. Coordinating meetings with potential funders;
  - iii. Opening of a bank account; and
  - iv. Using a press release to inform the public of the Interim Board's work thus far.
- b. Mr. Jackson and Ms. Guy clarified that the research items listed for July 17 will also be on the meeting agenda for next week.

#### X. Adjournment

- a. Mr. Jackson called for a motion to adjourn.
  - i. Ms. Valaw made the motion. Ms. Guy seconded the motion.
  - ii. Meeting adjourned at 4:50 p.m.

## **Policies and Procedures Explicitly Required by Land Bank Ordinance –Timeline**

### **Discussion: July 17th**

- Ethics guidelines for Board members and staff (174A.05(k) and 174A.13(b)) **(Ms. Salinetto)**
- Transfers of City-owned property into the Land Bank (174A.08(c)(2))\ **(Misses Guy and Salinetto and Messrs. Carter and Barron)**

### **Discussion: July 24th**

- Priorities for use of real property (174A.12(b)(1)) **(Mr. Wood)**
- Strive to support socially and economically diverse communities and strengthen the City's tax base (174A.04(a)) **(Mr. Jackson)**
- Return real property to beneficial reuse through an equitable, transparent public process, thereby revitalizing neighborhoods, in line with community goals and needs (174A.04(a)) **(Mr. Hedlund)**

### **Discussion: July 31st**

- Disposition of real property (174A.12(a)) **(Ms. Guy and Mr. Carter)**
- General terms and conditions for consideration to be received by the Land Bank for the transfer of real property and interests in real property (174A.12(e)) **(Ms. Valaw and Mr. Barron)**
- Public participation in disposition decisions (174A.12(c)) **(Mr. Hedlund)**

### **Discussion: August 7th**

- Purchaser responsibility (174A.12(b)(2)) **(Ms. Guy)**
- Owner-Occupant and occupant policies (174A.08(f) and 174A.09(d)) **(Ms. Guy)**
- Promotion of inclusionary occupancy (174A.12(a)(2)) **(Ms. Guy and Mr. Wood)**

### **Discussion: August 14th**

- Development agreement (174A.12(b)(3)) **(Ms. Valaw and Mr. Barron)**

### **Discussion: August 21st**

- Consistent with the provisions of the ordinance and guided by the Land Bank's mission and purposes (174A.13(a)) **(Mr. Carter)**
- Serve as the depository for unused, inactive real property held in the name of public entities (174A.04(a)) **(Misses Guy and Valaw and Mr. Carter)**