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6 JACKSONVILLE HOUSING AUTHORITY
7 BOARD OF COMMISSIONERS MEETING
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10 TAKEN: Thursday, November 2, 2023
11 TIME: 2:00 p.m. to 5:08 p.m.
12 PLACE: Jacksonville Housing Authority
13 1300 North Broad Street
14 Jacksonville, Florida 32202
15 Taken by Carol DeBee Martin, court reporter.
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Page 2

1 APPEARANCES:
2 DWAYNE ALEXANDER, JHA PRESIDENT/CEO
3 CHAIRMAN CHRISTOPHER WALKER
4 COMMISSIONER HARRIET BROCK
5 COMMISSIONER HEATHER HOROVITZ
6 COMMISSIONER ANDRE GREEN
7 COMMISSIONER HANK ROGERS
8 EVANN MORRIS
9 ANTONIO PEREZ
10 DENNIS LOHR, CFO
11 COLENE ORSINI
12 GREGORY WILLIAMS
13 DANIEL MITCHELL
14 REECE WILSON, ESQUIRE (OGC)
15 KORTE PARDE, ESQUIRE
16 CATHY HUNT
17 CORDELIA PARKER
18 VANESSA DUNN
19 LINDA SIMS
20 TODD AUBUCHON
21 REYNOLD PETERSON
22 CHRISTINE PEREAU
23 MICHAEL EDGAR
24 CRYSTAL BLACKMER
25 ADINA TEODORESCU, ESQUIRE (OGC)
MARGARET P. ZABIJAKA, ESQUIRE (Constangy)
MARY E. DeVRIES, ESQUIRE (JALA)
CRAIG SHOUP
LAILA DARBY
PRESLEY BROWN

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Page 3

1 PROCEEDINGS
2 November 2, 2023 2:00 p.m.
3 CHAIRMAN WALKER: All right. By my watch,
4 it is two o'clock, on Thursday, November 2nd.
5 I'm going to go ahead and call the Jacksonville
6 Housing Authority Board of Commissioners Meeting
7 to order.
8 I am going to, at some point -- I may not do
9 a recess, but, at some point, I just need to speak
10 to counsel here for a second. So I may step out,
11 Dwayne, with you just for 1 second, because I
12 want to make sure I don't overcomplicate a couple
13 of these resolutions. But we'll get to that in a
14 second, if that's okay.
15 First, welcome to all of our guests and staff
16 who show up. Thank you so much. I see we
17 continue to increase our monthly board attendance,
18 which is always exciting.
19 So we'll start off.
20 Are there any public comments today?
21 Any public comment in the room?
22 (no response)
23 CHAIRMAN WALKER: One day.
24 Any public comment online?
25 (no response)

Page 4

1 CHAIRMAN WALKER: Hearing none, I'll go ahead
2 and close public comment.
3 The first action item on the agenda is the
4 minutes from our last meeting, which took place on
5 Tuesday, September 26th. I've have had a chance
6 to review the minutes.
7 As always, Ms. Carol, thank you very much.
8 We appreciate everything you do for us.
9 Can I get a motion and a second to move the
10 minutes?
11 COMMISSIONER BROCK: I make a motion.
12 COMMISSIONER HOROVITZ: Second.
13 CHAIRMAN WALKER: I have a motion from
14 Commissioner Brock and a second from Commissioner
15 Horovitz.
16 Any discussion?
17 (no response)
18 CHAIRMAN WALKER: Hearing none, I'll call
19 the question.
20 All those in favor of approving the meeting
21 minutes signify by saying, "Aye."
22 COMMISSIONER BROCK: Aye.
23 COMMISSIONER GREEN: Aye.
24 COMMISSIONER HOROVITZ: Aye.
25 COMMISSIONER ROGERS: Aye.

Page 5	<p>1 CHAIRMAN WALKER: Any opposition?</p> <p>2 (no response)</p> <p>3 CHAIRMAN WALKER: Hearing none, the minutes</p> <p>4 pass.</p> <p>5 Chair comments -- I don't have much today</p> <p>6 until we get to the end. I will say one of the</p> <p>7 things that is on here that I am looking forward</p> <p>8 to, Mr. Alexander, is your evaluation.</p> <p>9 Thank you to the board members who submitted</p> <p>10 the information to me. I did get a chance to</p> <p>11 review that, and we'll go through that today a</p> <p>12 little bit.</p> <p>13 And the only other thing just right quick,</p> <p>14 before we go to closing comments or adjournment --</p> <p>15 we do not typically meet in December, correct?</p> <p>16 COMMISSIONER GREEN: You are correct.</p> <p>17 CHAIRMAN WALKER: Okay. My only question</p> <p>18 about that, Mr. Alexander, is, with the various</p> <p>19 acquisitions and things that need to be done,</p> <p>20 I want to make sure that, if we don't --</p> <p>21 it would be great if we don't need to meet in</p> <p>22 December, but, if we have stuff that needs board</p> <p>23 approval in order to get something done,</p> <p>24 we need to know well in advance so we can schedule</p> <p>25 that meeting, even if it's a special meeting.</p>	Page 7	<p>1 CHAIRMAN WALKER: Commissioner Brock.</p> <p>2 COMMISSIONER BROCK: Excuse me,</p> <p>3 Mr. Alexander.</p> <p>4 Mr. Chair, so I know we having this board</p> <p>5 meeting. This was our scheduled meeting for</p> <p>6 October.</p> <p>7 CHAIRMAN WALKER: It is.</p> <p>8 COMMISSIONER BROCK: So, are we going to have</p> <p>9 another board meeting in November?</p> <p>10 CHAIRMAN WALKER: We will. There will be an</p> <p>11 end of the month November board meeting, as well,</p> <p>12 just to clarify for the group.</p> <p>13 COMMISSIONER BROCK: Okay. So, to</p> <p>14 Commissioner Heather, you think we still need to</p> <p>15 meet the second --</p> <p>16 COMMISSIONER HOROVITZ: I'm sorry.</p> <p>17 I was looking at the calendar thinking we meet in</p> <p>18 the beginning of the month -- just so many</p> <p>19 meetings --</p> <p>20 COMMISSIONER BROCK: -- I know --</p> <p>21 COMMISSIONER HOROVITZ: -- but we meet at the</p> <p>22 end of the month. And so that would make sense</p> <p>23 that we wouldn't need to meet. Thank you.</p> <p>24 COMMISSIONER BROCK: -- okay. Thank you.</p> <p>25 Thank you, Chair.</p>
Page 6	<p>1 But I know we're all going to be traveling.</p> <p>2 COMMISSIONER HOROVITZ: I think the last year</p> <p>3 we said we were not allowed to meet in December,</p> <p>4 is that right, or is that the summer?</p> <p>5 COMMISSIONER BROCK: No. That was right.</p> <p>6 CHAIRMAN WALKER: I don't think --</p> <p>7 is there any -- I don't think there's prohibition.</p> <p>8 I think it's tradition not to meet. I'm not sure</p> <p>9 we're prohibited from --</p> <p>10 MR. WILSON: I don't think there is any</p> <p>11 prohibition.</p> <p>12 CHAIRMAN WALKER: -- okay.</p> <p>13 COMMISSIONER HOROVITZ: I would agree that we</p> <p>14 should meet the first or second week of December.</p> <p>15 There really wouldn't be a reason to take</p> <p>16 off, right?</p> <p>17 CHAIRMAN WALKER: We certainly can.</p> <p>18 We've normally taken off December. We usually</p> <p>19 take off December and July?</p> <p>20 COMMISSIONER BROCK: Right.</p> <p>21 CHAIRMAN WALKER: But, given what we have</p> <p>22 going on, I am not opposed to meeting in December,</p> <p>23 if the rest of the board feels that would be a</p> <p>24 useful endeavor.</p> <p>25 CEO: So I would add that --</p>	Page 8	<p>1 CHAIRMAN WALKER: Mr. Alexander.</p> <p>2 CEO: So I would add that Thanksgiving is on</p> <p>3 the 23rd, and typically the housing authority is</p> <p>4 off Thursday and Friday. And most people tie that</p> <p>5 Monday in for the holiday, which is the board</p> <p>6 meeting.</p> <p>7 Last year you moved the meeting up a week --</p> <p>8 I believe you moved it up a week or back a week.</p> <p>9 So you may want to take that into consideration.</p> <p>10 And, according to that Westwood deal,</p> <p>11 we're looking to close around the 10th of</p> <p>12 December. So I just want to put that out there.</p> <p>13 CHAIRMAN WALKER: So we would need to have</p> <p>14 everything in order by our November board meeting;</p> <p>15 otherwise, we'll end up -- if we decide to,</p> <p>16 you know, proceed and close, we would have to do</p> <p>17 another meeting in early December to authorize the</p> <p>18 documents to close.</p> <p>19 I think the goal should be to get everything</p> <p>20 wrapped up so we can approve it, if that makes</p> <p>21 sense.</p> <p>22 Okay. Those are only Chair comments</p> <p>23 I had.</p> <p>24 Based on that, Mr. Lohr, would you mind</p> <p>25 giving us the financial overview, please, for the</p>

<p style="text-align: right;">Page 9</p> <p>1 agency.</p> <p>2 CFO: Good afternoon, Commissioners.</p> <p>3 We're looking at our financials today as of</p> <p>4 September of 2023. So, for our net operating</p> <p>5 income by source, we finished our fiscal year</p> <p>6 strong at just about just under \$6,000,000</p> <p>7 with the JHA properties.</p> <p>8 We're about 1.6 million with our RAD</p> <p>9 properties through nine months of operations.</p> <p>10 Looking at our programs, starting off with</p> <p>11 the central office, we finished the month at</p> <p>12 \$522,000. So we're doing pretty well there.</p> <p>13 For our expenses, we're a little high for the</p> <p>14 month, at \$674,633, and, as we discussed,</p> <p>15 we had three payrolls in the month of September,</p> <p>16 plus we also had our leave sell-back. So some of</p> <p>17 the expenses throughout the month are going to</p> <p>18 trend a little bit higher.</p> <p>19 Looking at our public housing, we're doing</p> <p>20 very well, just about 1.6 million dollars in</p> <p>21 income for September, and we finished the month at</p> <p>22 \$1,661,000 of expenses.</p> <p>23 For our Housing Choice Voucher Program,</p> <p>24 our revenue is trending really strong. We're up</p> <p>25 to \$1,342,085 in September, and this shows our</p>	<p style="text-align: right;">Page 11</p> <p>1 ninth month of their fiscal year so three-quarters</p> <p>2 of way through.</p> <p>3 Starting with The Waves, our operating</p> <p>4 revenue is right on budget at \$154,195.</p> <p>5 Our expenses are trending a little bit above</p> <p>6 average at \$81,624.</p> <p>7 For --</p> <p>8 COMMISSIONER HOROVITZ: I'm sorry.</p> <p>9 What is driving the variance?</p> <p>10 CFO: -- again, it's the three pay periods,</p> <p>11 the leave sell-back, and then, for The Waves,</p> <p>12 we've also had -- there were some extra trash</p> <p>13 pickups for the month and some sprinkler repairs.</p> <p>14 For Centennial Towers, we're right on track</p> <p>15 with our revenue, and, with our expenses,</p> <p>16 we're at \$144,036. Again, it's the three</p> <p>17 payrolls, leave sell-back, and then they also</p> <p>18 had their sprinkler review and repairs for their</p> <p>19 sprinklers.</p> <p>20 And then, wrapping up with Hogan Creek --</p> <p>21 \$150,441 for our revenue, and we finished the</p> <p>22 month at \$88,326 for expenses.</p> <p>23 Any questions?</p> <p>24 CHAIRMAN WALKER: Commissioner.</p> <p>25 COMMISSIONER HOROVITZ: Thank you.</p>
<p style="text-align: right;">Page 10</p> <p>1 lease-up has been increaseing. And we're getting</p> <p>2 additional admin fees. Our expenses are trending</p> <p>3 higher, also, at \$895,051.</p> <p>4 For our Gregory West property, we're right</p> <p>5 on track with our revenue. We're doing very well,</p> <p>6 and, also, on our expenses, we're just under</p> <p>7 budget. So, overall, we're doing very well at</p> <p>8 Gregory West.</p> <p>9 For our Jax Beach Apartments, we're right</p> <p>10 on track with our revenue, at \$81,084, and,</p> <p>11 for our expenses, we're right on track with</p> <p>12 \$51,734.</p> <p>13 Looking at Brentwood, we ended the month at</p> <p>14 \$208,829 in revenue, and we finished the month at</p> <p>15 \$261,468 for expenses. Again, there is three</p> <p>16 payroll periods in there, as well.</p> <p>17 For our reserves, we finished the month and</p> <p>18 our fiscal year off just over \$40,000,000.</p> <p>19 So we're doing very well with our reserves.</p> <p>20 For our Quick Ratio and our MENAR,</p> <p>21 our Quick Ratio scores are averaging between</p> <p>22 8 and 30 days -- so 8 and 30 months. So that's</p> <p>23 really good, and then our MENAR is between</p> <p>24 7 and 28; overall, 16 months of operations.</p> <p>25 Looking at our RAD properties, this is the</p>	<p style="text-align: right;">Page 12</p> <p>1 I think the slides are just terrific,</p> <p>2 and thank you for all of the adjustments you made</p> <p>3 over the past few months.</p> <p>4 For me, it would be helpful, especially in</p> <p>5 the expense slides, if we could scooch the charts</p> <p>6 up a little bit and maybe bullet point --</p> <p>7 CFO: Okay.</p> <p>8 COMMISSIONER HOROVITZ: -- what's driving</p> <p>9 the variance. So we can see that, and that will</p> <p>10 help your team think about it, as well.</p> <p>11 You always have the answer for it, but that would</p> <p>12 be helpful for me.</p> <p>13 CFO: Yes. Okay.</p> <p>14 COMMISSIONER HOROVITZ: Could we go back to</p> <p>15 one of the expense slides?</p> <p>16 When you say that there's three pay periods,</p> <p>17 is that like by far the majority?</p> <p>18 Because that's a huge variance there.</p> <p>19 CFO: It's by far the majority, and, also,</p> <p>20 the leave sell-back. So we have employees at the</p> <p>21 property who took advantage of the leave sell-back</p> <p>22 and had the extra time in there for the leave</p> <p>23 sell-back.</p> <p>24 COMMISSIONER HOROVITZ: So, if I'm looking</p> <p>25 year-over-year, why is there -- year-over-year,</p>

Page 13	<p>1 it's a tremendous variance, and I think we were</p> <p>2 talking about this in the last Finance Committee</p> <p>3 Meeting --</p> <p>4 CFO: Yes.</p> <p>5 CHAIRMAN WALKER: Uh-huh.</p> <p>6 COMMISSIONER HOROVITZ: -- that we seem to</p> <p>7 be trending higher, in general, month-over-month.</p> <p>8 Is it just the economy, or what's driving</p> <p>9 the year-to-year variance?</p> <p>10 CFO: It's the way that the pay periods</p> <p>11 fell. I believe last year we had the three pay</p> <p>12 periods in August. So it averaged out a little</p> <p>13 bit differently.</p> <p>14 COMMISSIONER HOROVITZ: Okay.</p> <p>15 CFO: Any other questions?</p> <p>16 (no response)</p> <p>17 CHAIRMAN WALKER: Hearing none, thank you</p> <p>18 very much, Mr. Lohr. Appreciate you.</p> <p>19 All right. Next on the agenda we have</p> <p>20 certain resolutions. I think what we'll do is</p> <p>21 we'll take them one by one today, because I think</p> <p>22 two of the four -- three of the four merit</p> <p>23 separate discussion anyhow, to a degree.</p> <p>24 So I think what I'd like to do is take them</p> <p>25 in the following order.</p>	Page 15	<p>1 Twin Towers, and we had some issues with the</p> <p>2 cracks in the storefront. And we discussed that</p> <p>3 it needed to have some modifications that came out</p> <p>4 to about \$79,000 to fix those cracks.</p> <p>5 Those cracks weren't identified until they</p> <p>6 actually started repairing the balconies on that</p> <p>7 property. So the total amount is to repair the</p> <p>8 storefront and fix that building up altogether.</p> <p>9 CHAIRMAN WALKER: And, if memory serves,</p> <p>10 we talked about this at either finance or</p> <p>11 acquisition about the fact that this is a pretty</p> <p>12 routine, you know, matter, in the sense that you</p> <p>13 find these things, and you have to update the</p> <p>14 contract.</p> <p>15 And no need for procurement as we have an</p> <p>16 existing contract, correct?</p> <p>17 CEO: That's correct.</p> <p>18 CHAIRMAN WALKER: Okay.</p> <p>19 COMMISSIONER HOROVITZ: I think that we also</p> <p>20 discussed that it's -- using the current</p> <p>21 contractor is cheaper than trying to find someone</p> <p>22 else.</p> <p>23 CHAIRMAN WALKER: I think you're -- yes.</p> <p>24 I recall that conversation. Yes.</p> <p>25 CEO: We did speak to our professional</p>
Page 14	<p>1 Commissioner Horovitz, I'd appreciate it --</p> <p>2 and Commissioner Green -- I appreciate your</p> <p>3 thoughts based on the Finance Committee Meeting.</p> <p>4 I was thinking of taking Seacoast first,</p> <p>5 TD second and then Intron and then MOU,</p> <p>6 if that will work, to talk about the lines of</p> <p>7 credit.</p> <p>8 Although, Intron maybe is easiest to go</p> <p>9 first, because I think it's a pro forma</p> <p>10 resolution. So we'll do that. We'll move JHA-41</p> <p>11 first.</p> <p>12 So, if I could get a motion and a second on</p> <p>13 JHA-41, so we could open it for discussion.</p> <p>14 COMMISSIONER BROCK: I make a motion.</p> <p>15 CHAIRMAN WALKER: I have a motion from</p> <p>16 Commissioner Brock to approve JHA-41.</p> <p>17 COMMISSIONER HOROVITZ: I'll second.</p> <p>18 CHAIRMAN WALKER: I have a second from</p> <p>19 Commissioner Horovitz. I'll go ahead and open it</p> <p>20 up for discussion.</p> <p>21 Mr. Alexander, could you give us a summary</p> <p>22 of what JHA-41 Intron Technologies is about,</p> <p>23 please?</p> <p>24 CEO: Thank you, Commissioner.</p> <p>25 That's basically the contract that we have at</p>	Page 16	<p>1 engineer, who did inspect the job himself,</p> <p>2 and he identified that it was warranted.</p> <p>3 CHAIRMAN WALKER: Okay. And I believe it</p> <p>4 was a positive recommendation out of finance?</p> <p>5 COMMISSIONER HOROVITZ: Yes.</p> <p>6 CHAIRMAN WALKER: It was.</p> <p>7 Any other discussion on this contract</p> <p>8 -- or this resolution?</p> <p>9 Excuse me.</p> <p>10 (no response)</p> <p>11 CHAIRMAN WALKER: Hearing none, I'll call</p> <p>12 the question on 2023-JHA-41.</p> <p>13 All those in favor signify by saying,</p> <p>14 "Aye."</p> <p>15 COMMISSIONER BROCK: Aye.</p> <p>16 COMMISSIONER GREEN: Aye.</p> <p>17 COMMISSIONER HOROVITZ: Aye.</p> <p>18 COMMISSIONER ROGERS: Aye.</p> <p>19 CHAIRMAN WALKER: Any opposition?</p> <p>20 (no response)</p> <p>21 CHAIRMAN WALKER: Hearing none, JHA-41 is</p> <p>22 adopted. Thank you very much.</p> <p>23 If I could get a motion on JHA-42 so that we</p> <p>24 could open it up for discussion, I'd be</p> <p>25 appreciative.</p>

Page 17	Page 19
<p>1 COMMISSIONER BROCK: I make a motion, 2 Mr. Chair. 3 CHAIRMAN WALKER: I have a motion from 4 Commissioner Brock. 5 COMMISSIONER ROGERS: I second. 6 CHAIRMAN WALKER: I have a second from 7 Commissioner Rogers. 8 I will go ahead and open it up for 9 discussion. 10 Mr. Alexander, would you mind giving us a 11 quick summary of JHA-42 for the board. 12 CEO: Yes. JHA-42 is Seacoast Bank in which 13 we went out for an RFP in which they responded. 14 And they offered to give us \$15,000 (sic) credit 15 line with -- what did I say, "15,000"? -- 16 CHAIRMAN WALKER: I hope it's more than 17 \$15,000. 18 CEO: -- \$15,000,000 with the origination 19 fee of \$22,500 and the lowest fixed rate interest 20 of 6.4 percent. 21 CHAIRMAN WALKER: Great. I'll go ahead and 22 go first on this. 23 As I've mentioned previously -- I don't know 24 if we have anybody from Seacoast here today -- 25 (no response)</p>	<p>1 CHAIRMAN WALKER: Commissioner. 2 COMMISSIONER BROCK: -- so, do that mean that 3 we're going to have to reapply after three years? 4 CHAIRMAN WALKER: Yes. That would be my 5 understanding. I think, typically, at least my -- 6 you know, typically, you have a term for a line of 7 credit, and then they reevaluate it, you know, 8 based on the usage, based on everything else. 9 So it's not -- that wouldn't be unusual to me. 10 COMMISSIONER HOROVITZ: And not that -- 11 sorry -- 12 CHAIRMAN WALKER: Go ahead, please. 13 COMMISSIONER HOROVITZ: -- it's something 14 that we want to do. In three years, hopefully, 15 interest rates are very different. 16 COMMISSIONER BROCK: Right. 17 COMMISSIONER HOROVITZ: So it's good for us, 18 as well. 19 COMMISSIONER BROCK: Okay. 20 CHAIRMAN WALKER: Good question. Thank you. 21 Any other questions, comments from the 22 commissioners? 23 COMMISSIONER ROGERS: I just have a point of 24 clarification question right now. 25 So we already have a banking institution,</p>
Page 18	Page 20
<p>1 CHAIRMAN WALKER: -- no? -- okay. 2 I will say this. I was very -- I appreciate the 3 Finance Committee's work on this. I appreciate 4 your work, Mr. Alexander. 5 I am very excited about a new banking 6 relationship. I think this makes a lot of sense 7 for the agency. So I'm looking forward to seeing 8 what, if it's adopted -- what this relationship 9 will yield. So thank you for the work. 10 Commissioner, did you have any other 11 comments? 12 COMMISSIONER HOROVITZ: No. We discussed 13 it a lot in the Finance Committee Meeting. 14 To your point, having a second financial 15 institution is good for the agency, in my opinion, 16 and I agree. I'm looking forward to what they can 17 bring. 18 CHAIRMAN WALKER: Commissioners, any other 19 questions? Comments? 20 COMMISSIONER GREEN: How long is the line 21 of credit good for? 22 CHAIRMAN WALKER: I thought it was three 23 years. I forget. Yes. Term of three -- 24 36 months, three years. 25 COMMISSIONER BROCK: Mr. Chair --</p>	<p>1 and this is just a second banking institution that 2 we'll be approving. 3 Is that my understanding of this? 4 CHAIRMAN WALKER: Yes, Commissioner. 5 So I think the way this transpired is 6 we've been with TD Bank for I don't know how 7 long. It's been quite some time and looking to 8 increase our exposure to other financial 9 institutions to see what we can do. 10 There was an RFP circulated. Ultimately, 11 it appears to me this was the best proposal that 12 we received -- all things considered -- 13 even better than -- well, "better," is a strong 14 word -- the recommendation from finance was 15 approve this one over TD for immediate effect and 16 then discuss the TD proposal. So just some 17 context and history. Yes. 18 COMMISSIONER ROGERS: Because I think it's 19 39 (sic) we'll be looking at is the one with TD. 20 So that was my question, as well. 21 Thank you. 22 CHAIRMAN WALKER: Yes, sir. 23 Any other questions? Comments? 24 COMMISSIONER GREEN: What was the deposit 25 requirement?</p>

Page 21	<p>1 I wasn't here for the --</p> <p>2 COMMISSIONER HOROVITZ: 10,000,000.</p> <p>3 CHAIRMAN WALKER: 10,000,000.</p> <p>4 CEO: 10,000,000.</p> <p>5 COMMISSIONER GREEN: 10,000,000 in an</p> <p>6 interest bearing account.</p> <p>7 COMMISSIONER HOROVITZ: Sorry.</p> <p>8 Is it 15-?</p> <p>9 CHAIRMAN WALKER: It's 10-.</p> <p>10 COMMISSIONER GREEN: It says 10- on it.</p> <p>11 Sorry. I see it at the bottom.</p> <p>12 CHAIRMAN WALKER: That's okay.</p> <p>13 Any other questions?</p> <p>14 COMMISSIONER HOROVITZ: I guess it's a</p> <p>15 question. Maybe it's a comment. This is</p> <p>16 authorizing Mr. Alexander to sign this contract,</p> <p>17 but we would have board approval to execute, right?</p> <p>18 CHAIRMAN WALKER: That's a great point.</p> <p>19 Mr. Alexander, just for clarity,</p> <p>20 we're authorizing -- the resolution would</p> <p>21 authorize to open the line of credit.</p> <p>22 COMMISSIONER HOROVITZ: Right.</p> <p>23 CHAIRMAN WALKER: You know, please don't</p> <p>24 spend the line of credit.</p> <p>25 Make sure that's in there, Carol.</p>	Page 23	<p>1 "home office reasons," which then I think that</p> <p>2 would be a very pertinent discussion.</p> <p>3 But, at this time, I don't think --</p> <p>4 I don't think any of us are thinking and speaking</p> <p>5 for the board. I don't think any of us are</p> <p>6 thinking, "You know, we're pulling this</p> <p>7 tomorrow," for any reason.</p> <p>8 This is more of a security blanket for,</p> <p>9 you know, what we're trying to do with</p> <p>10 acquisitions and development and everything else.</p> <p>11 So --</p> <p>12 COMMISSIONER HOROVITZ: But, to that point,</p> <p>13 we'll obviously -- and I will make the assumption</p> <p>14 but probably directly ask -- the team is prepared</p> <p>15 to meet all of the covenants and reporting and be</p> <p>16 in compliance with the agreement; is that right?</p> <p>17 I believe that we have to share audited</p> <p>18 financials every year. There is a lift to</p> <p>19 exercise the opportunity, and the team is ready</p> <p>20 for this?</p> <p>21 CEO: Yes. That's correct.</p> <p>22 CHAIRMAN WALKER: Any other questions?</p> <p>23 COMMISSIONER GREEN: It says right here</p> <p>24 -- it says we're going to pay it back within</p> <p>25 six months. Minimum draw is 100,000.</p>
Page 22	<p>1 The board addressed that.</p> <p>2 COMMISSIONER HOROVITZ: For the sake of</p> <p>3 I guess all of our committees and boards,</p> <p>4 that vote would need to come out of the full board</p> <p>5 meeting. It could not be to authorize using the</p> <p>6 line.</p> <p>7 CHAIRMAN WALKER: Oh, yes.</p> <p>8 COMMISSIONER HOROVITZ: Okay. I agree.</p> <p>9 CHAIRMAN WALKER: Yeah. No. Yeah.</p> <p>10 That would have to be a full board meeting.</p> <p>11 COMMISSIONER GREEN: Will we have any rules</p> <p>12 how we want to pay it back?</p> <p>13 Like every month?</p> <p>14 Six months?</p> <p>15 Do we want to carry a balance?</p> <p>16 CHAIRMAN WALKER: I don't think we've</p> <p>17 established anything.</p> <p>18 In my mind, the line of credit is really to</p> <p>19 give us flexibility to do things whereby we would</p> <p>20 then have those conversations at the time.</p> <p>21 CEO: Right.</p> <p>22 CHAIRMAN WALKER: So, yes. I'm not</p> <p>23 anticipating having to -- you know, it would be --</p> <p>24 it would be a rare day in my mind that we would</p> <p>25 draw the line of credit for what I'd call,</p>	Page 24	<p>1 "For all draws in excess of \$500,000,</p> <p>2 full repayment of the specific project draw will</p> <p>3 be required at the lesser of bond issuance or</p> <p>4 within 6 months of initial funding."</p> <p>5 COMMISSIONER HOROVITZ: So, if I could add a</p> <p>6 little more color, we are looking at all of the</p> <p>7 different RFPs. The terms of this one,</p> <p>8 in my opinion -- and I did ask a colleague to look</p> <p>9 at them -- these are very favorable terms.</p> <p>10 So there's a lot of fine print within all of</p> <p>11 it, and so that's my opinion.</p> <p>12 CHAIRMAN WALKER: Okay.</p> <p>13 Anything else?</p> <p>14 (no response)</p> <p>15 CHAIRMAN WALKER: I will call the question.</p> <p>16 All those in favor of approving JHA-42</p> <p>17 signify by saying, "Aye."</p> <p>18 COMMISSIONER BROCK: Aye.</p> <p>19 COMMISSIONER GREEN: Aye.</p> <p>20 COMMISSIONER HOROVITZ: Aye.</p> <p>21 COMMISSIONER ROGERS: Aye.</p> <p>22 CHAIRMAN WALKER: Any opposition?</p> <p>23 (no response)</p> <p>24 CHAIRMAN WALKER: Hearing none, JHA-42 is</p> <p>25 moved and approved. Thank you very much.</p>

Page 25	Page 27
<p>1 Mr. Alexander, I assume you will pass along 2 the good news to Seacoast Bank -- 3 CEO: Yes. 4 CHAIRMAN WALKER: -- and make that a reality. 5 Thank you very much. 6 Next on the agenda, we're going to move to 7 the TD Bank line of credit. I'm not going to ask 8 for a move to move this yet. I think we should 9 just have a general discussion before we move it. 10 The Finance Committee had a very good 11 conversation around this, and I think it bears 12 merit to have a conversation at the board level 13 about whether or not we want two lines of credit, 14 one with Seacoast and one with TD Bank. 15 I think there are pros and cons to that, 16 and I think that's generally where we're situated 17 with this resolution. I think the terms are the 18 terms. I think we've reviewed the terms. 19 We do have an existing relationship with 20 TD Bank, which means we would not have to move any 21 cash. 22 CEO: That's correct. 23 CHAIRMAN WALKER: So we're really just 24 opening a facility with them, not to be drawn on 25 without board, you know, approval and consent,</p>	<p>1 reserves, whether it be short-term funding or 2 other long-term, you know, needs, having as much 3 availability via lines of credit -- 15-, 4 25,000,000 -- I think is important. 5 I also think it establishes a relationship 6 history for a type of credit facility like this 7 that we can begin to move to grow that credit 8 facility. 9 So, for me, I think the pros outweigh the 10 cons. I'm of the position that, again, 11 just because you have it doesn't mean you use it. 12 You know, having it and having it in place is 13 something that, you know -- it's there, 14 if and when we would need it. 15 So that's kind of where I fall in on -- 16 on this one. 17 COMMISSIONER HOROVITZ: I'll go, again, 18 Commissioner. 19 COMMISSIONER GREEN: So we have to have 20 \$10,000,000 deposit down on this one, as well? 21 CEO: No. We already do our banking with 22 them. So we wouldn't have to -- 23 COMMISSIONER GREEN: There isn't a 24 \$10,000,000 requirement? 25 CHAIRMAN WALKER: Well, to be clear,</p>
Page 26	Page 28
<p>1 but I do think it bears -- it deserves discussion 2 at the full board level. 3 I think the Finance Committee was split 4 about what we should or shouldn't do. I think we, 5 as a board, just need to make a decision one way 6 or the other. 7 So, with that, I'll open it up for 8 discussion. 9 COMMISSIONER HOROVITZ: I'll start. 10 So I was on the side that was the one, 11 and it was new news that we would entertain the 12 two lines. 13 So I think that it would be helpful for me 14 if we have a discussion around what is the value. 15 I know it would give us more flexibility. 16 I think that you, Commissioner Walker, 17 were in favor of both lines. 18 Can you share some thoughts on that? 19 CHAIRMAN WALKER: Sure. My position is that, 20 you know, availability of credit does not mean 21 you're utilizing credit. 22 I don't think this is -- it's going to cost 23 us an origination fee of \$25,000 -- appreciating 24 that -- but the ability to access 10,000,000 25 instead of pulling it out of our COCC or other</p>	<p>1 I think there is a deposit requirement, 2 but we meet it already based on all of our 3 deposits. 4 COMMISSIONER GREEN: Right. 5 But we have to maintain a \$10,000,000 balance 6 with TD Bank? 7 CEO: Yes. 8 COMMISSIONER GREEN: So 10,000,000. 9 So we have to maintain basically 20,000,000 cash? 10 CHAIRMAN WALKER: Can we go back? 11 What does our balance sheet from a cash 12 position look like? 13 I think that's a good question. 14 CFO: We have about 40,000,000. 15 CEO: Yes. 16 COMMISSIONER HOROVITZ: So this is my major 17 nervousness about it is, if we look at all of the 18 deals that we have on the table right now that we 19 want to have the flexibility with these lines of 20 credit, I feel like we're preparing ourselves to 21 manage more than we've ever done before. 22 And, in some ways, that's exciting, 23 and we're kind of stepping into that space. 24 But the two lines -- we've never managed a line 25 at all, and now we're looking at managing two.</p>

<p style="text-align: right;">Page 29</p> <p>1 And for, what purpose, to fund more deals 2 than we actually need the capital for right now? 3 I think we're looking at Franklin Arms and 4 Westwood and possibly two other deals that we've 5 been discussing, in acquisition. We don't really 6 have a need. 7 It gives us flexibility for something else to 8 come along, and, not to criticize the rate of 9 pace, we don't need to move that -- we're not 10 moving that quickly yet. 11 So I'm not sure it's necessary, and there is 12 a \$25,000 opportunity cost. So I'm neutral. 13 If the rest of the board -- I see the value. 14 I really do, but I'm not sure it's necessary. 15 COMMISSIONER GREEN: Dennis, is it 16 customary to have to have a dollar for dollar 17 balance for a line of credit on a government 18 agency? 19 I mean TD -- well, obviously, with Seacoast 20 we have 10,000,000. 21 CFO: Right. So. in the case with Seacoast, 22 we deposit \$10,000,000 for a \$15,000,000 credit 23 facility. 24 In the case with TD Bank, it will be a 25 a \$10,000,000 deposit for \$10,000,000 in credit.</p>	<p style="text-align: right;">Page 31</p> <p>1 But, if I may, I would say we're spending 2 significantly more money in opportunity costs 3 on the acquisitions we're looking at with no 4 viability of closing than we would here, 5 which would assure us the credit facility. 6 So I think, again, arguing my point, 7 clearly I'm in favor of it. I'm also in favor 8 of it for another reason, which I've been very 9 clear on the record about this. 10 I'm not a huge fan of TD at the moment. 11 The fact that we had to go out for an RFP and 12 force them to do something did not make me happy; 13 however, I am hopeful that, by doing something, 14 we get to the point in the relationship that, 15 when we do need something of a larger facility, 16 we can look at them, and say, "We kept a 17 relationship with you. You've got a line of 18 credit with us." 19 You know, comparative from size, right, 20 TD dwarfs Seacoast by billions of dollars. 21 So, if there was a larger financial need, 22 I would hope that, by establishing a true credit 23 facility with TD, we'd begin to build that 24 creditworthiness. 25 COMMISSIONER HOROVITZ: Mr. Lohr, what would</p>
<p style="text-align: right;">Page 30</p> <p>1 COMMISSIONER GREEN: So you always have 2 20,000,000 tied. I mean I know you have a line of 3 credit available, but that's still 20,000,000 4 you can't really access. 5 CHAIRMAN WALKER: (nodded head affirmatively) 6 COMMISSIONER GREEN: Right? 7 CHAIRMAN WALKER: I don't disagree with that 8 statement. 9 COMMISSIONER GREEN: How does that affect 10 like the MENAR or anything like that, or does it? 11 CFO: It shouldn't. No. Because we still 12 have the cash. It's just in a different bank. 13 It's in a different account. 14 COMMISSIONER HOROVITZ: But, to the point 15 on the MENAR, we're outperforming the national 16 average. So, even if it did impact the MENAR, 17 we have room to move down? Up? 18 CFO: Yes, yes. 19 COMMISSIONER HOROVITZ: Which direction is 20 better? 21 CFO: Down. 22 COMMISSIONER HOROVITZ: Thank you. 23 CHAIRMAN WALKER: Back to that, if I can, 24 Commissioner Horovitz. I appreciate your thought 25 on opportunity costs.</p>	<p style="text-align: right;">Page 32</p> <p>1 be your recommendation as the CFO for the agency? 2 CFO: I would say, because we already have 3 that money in the account and we're not moving it 4 to another bank, I would be okay with keeping the 5 money in TD and opening up the credit facility. 6 COMMISSIONER HOROVITZ: Both of them? 7 CFO: Yes. 8 CHAIRMAN WALKER: This will be an interesting 9 vote. 10 COMMISSIONER ROGERS: Mr. Chair, if I may. 11 CHAIRMAN WALKER: Yes, please. 12 COMMISSIONER ROGERS: If I understood 13 correctly, the recommendation from the committee 14 was split. So that is not a recommendation from 15 the committee. 16 CHAIRMAN WALKER: That is correct, 17 Commissioner. 18 I'll argue against my point here for a 19 second. I suppose, in theory, if we needed an 20 additional facility, we could always go back to 21 the well. 22 The questions would be, "How fast could we 23 get it?" 24 "Are we still at the same point 25 financially?"</p>

Page 33	Page 35
<p>1 I mean that's not lost on me that, 2 in theory, you know, nothing prevents us from 3 going back and asking at a later date. 4 I think I still lean in favor -- 5 I still lean in favor of doing it, but it's a 6 valid -- it's a valid counterargument that, 7 you know, we don't have to do it. 8 So only a lawyer could figure out a way to 9 argue against his own position. There you go. 10 COMMISSIONER HOROVITZ: I would make a 11 lawyer joke, but I won't because we're on the 12 record. 13 (People laughed.) 14 CHAIRMAN WALKER: Commissioner Brock, 15 Commissioner Green. 16 COMMISSIONER GREEN: So I understand, yes, 17 it looks good on paper to have 25,000,000 18 available of line, but, if we won't use it 19 so maybe we don't get it. We keep 10,000,000 20 there, and then, when we want it, we can -- 21 I can't imagine it taking that long to open. 22 CHAIRMAN WALKER: I don't know. 23 How long did this RFP process -- when did we 24 -- that's actually a good question. 25 When did we start?</p>	<p>1 through just the application process. 2 COMMISSIONER HOROVITZ: Mr. Lohr -- 3 and I didn't notice this before -- it looks 4 like TD is charging us a non-utilization fee. 5 Is Seacoast? 6 CFO: I don't believe so. 7 COMMISSIONER HOROVITZ: So a quarter percent 8 paid quarterly -- "... such fee shall be waived 9 if average balance of Revolving Line exceeds 10 4.4 for the quarter." 11 So there is a penalty. 12 COMMISSIONER GREEN: If we don't use it? 13 Is it TD? 14 COMMISSIONER HOROVITZ: Page 4. TD. 15 I don't think it's in Seacoast. 16 COMMISSIONER BROCK: I was just going to ask 17 that question. 18 CHAIRMAN WALKER: Let me ask this question 19 then. 20 Mr. Alexander or Mr. Lohr, do you foresee us 21 needing to utilize a line of credit in the 22 foreseeable future for acquisitions or things that 23 we're doing? 24 CEO: Thank you for asking. 25 I just think that having access to the money</p>
Page 34	Page 36
<p>1 Because I think, if we do this, we have to go 2 through procurement to do something like this; 3 is that an accurate statement? 4 MS. ORSINI: No. 5 CHAIRMAN WALKER: Oh, we do not. 6 MS. ORSINI: It's a finance decision. 7 CHAIRMAN WALKER: It's a finance decision. 8 Okay. So we don't have to go through 9 procurement. So that's good news. 10 How long did it take us to get to this point? 11 MS. ORSINI: Well, with TD Bank? 12 CHAIRMAN WALKER: Uh-huh. 13 MS. ORSINI: Just like three months, 14 but that was just for the banking services. 15 They included the line of credit in with the 16 banking services. 17 CHAIRMAN WALKER: So, hypothetically, 18 if we start on Day One, it would take us 19 approximately 90 days-ish -- I'm looking at 20 Mr. Alexander and Mr. Lohr -- to open and 21 establish another line of credit, if we wanted to? 22 MS. ORSINI: It wouldn't take a procurement. 23 So it might be faster than that. 24 CFO: Yes. It would take about 30 days to 25 establish the line of credit through TD Bank going</p>	<p>1 -- we do have about \$40,000,000 in our account, 2 but I think, for the cost of using someone else's 3 money and keeping our money secured, \$20,000 or 4 \$25,000 or 6.5 percent interest -- some of these 5 deals are coming very rapidly towards us. 6 We can't predict the future or the way these 7 deals are coming up. Just having that access to 8 that money without utilizing all of our money that 9 we have on the books -- I don't think it hurts to 10 at least have two more so than one. 11 I would disagree with having three, 12 but I think having two options will suit the 13 agency very well. 14 CHAIRMAN WALKER: So there is a \$25,000 a 15 year penalty, which I'm now appreciating, 16 if we don't use it above a 4.4 million balance, 17 and it's the average balance of the quarter. 18 So you're talking \$100,000 a year in 19 opportunity costs on that. 20 Commissioner Brock. 21 COMMISSIONER BROCK: That's with TD Bank, 22 right? 23 CHAIRMAN WALKER: TD. Seacoast didn't 24 require it. 25 COMMISSIONER BROCK: Oh, they didn't?</p>

Page 37	<p>1 CHAIRMAN WALKER: No.</p> <p>2 COMMISSIONER BROCK: Oh, that's good.</p> <p>3 COMMISSIONER GREEN: My thought is,</p> <p>4 if it just takes 30 days, we already have the</p> <p>5 money with them. If we need it, we would know</p> <p>6 30 days beforehand. We can just get it then.</p> <p>7 We already have 15,000,000 now, right,</p> <p>8 with Seacoast?</p> <p>9 CFO: (nodded head affirmatively)</p> <p>10 COMMISSIONER GREEN: And then, if you don't</p> <p>11 like TD Bank, kind of take 5,000,000 out and put</p> <p>12 it with Seacoast --</p> <p>13 CHAIRMAN WALKER: Increase the line?</p> <p>14 COMMISSIONER GREEN: -- right.</p> <p>15 CHAIRMAN WALKER: Yes. That's a good point,</p> <p>16 too.</p> <p>17 Commissioner Brock.</p> <p>18 COMMISSIONER BROCK: Especially, Mr. Chair,</p> <p>19 if they're not going to be penalizing us.</p> <p>20 CHAIRMAN WALKER: Yes. I have been persuaded</p> <p>21 by my colleagues. I think I am inclined to pull</p> <p>22 the motion, and let TD know that we will not be</p> <p>23 going with this line of credit.</p> <p>24 If there is a consensus ...</p> <p>25 I don't think I need a motion or a vote to</p>	Page 39	<p>1 CHAIRMAN WALKER: Resolution JHA-38 does not</p> <p>2 pass, Mr. Alexander.</p> <p>3 COMMISSIONER GREEN: Can I ask another</p> <p>4 question?</p> <p>5 CHAIRMAN WALKER: Yes.</p> <p>6 COMMISSIONER GREEN: So we tell them,</p> <p>7 "No."</p> <p>8 Do we say, "The other banking relationship</p> <p>9 doesn't have a utilization fee?"</p> <p>10 Can we go back to --</p> <p>11 COMMISSIONER ROGERS: Yes.</p> <p>12 Can we negotiate?</p> <p>13 COMMISSIONER GREEN: -- negotiate that?</p> <p>14 CHAIRMAN WALKER: Listen, I'm always --</p> <p>15 COMMISSIONER GREEN: So that was the deal --</p> <p>16 I guess it determined this vote. So that's the</p> <p>17 dealbreaker.</p> <p>18 CEO: Right.</p> <p>19 COMMISSIONER GREEN: Can we just go back to</p> <p>20 them?</p> <p>21 Then I think I would be more open to it.</p> <p>22 CHAIRMAN WALKER: Okay. That's a great idea.</p> <p>23 CEO: Okay.</p> <p>24 CHAIRMAN WALKER: Next, I have JHA-43,</p> <p>25 which is the Union MOU wage increase.</p>
Page 38	<p>1 pull a motion, do I?</p> <p>2 MR. WILSON: You might vote on the motion and</p> <p>3 have it fail on the record.</p> <p>4 CHAIRMAN WALKER: Fantastic.</p> <p>5 Can I get a motion to approve the line of</p> <p>6 credit, which would we then all hypothetically</p> <p>7 vote, "No," to?</p> <p>8 So, if I can get a motion to approve the</p> <p>9 line.</p> <p>10 COMMISSIONER GREEN: I make a motion.</p> <p>11 COMMISSIONER BROCK: Okay. I'll second.</p> <p>12 CHAIRMAN WALKER: I have a motion from</p> <p>13 Commissioner Green and a second from Commissioner</p> <p>14 Brock.</p> <p>15 I'm going to call the question with no</p> <p>16 discussion.</p> <p>17 All of those in favor of approving the line</p> <p>18 of credit signify by saying, "Aye."</p> <p>19 (no response)</p> <p>20 CHAIRMAN WALKER: All those opposed signify</p> <p>21 by saying, "No."</p> <p>22 COMMISSIONER BROCK: No.</p> <p>23 COMMISSIONER GREEN: No.</p> <p>24 COMMISSIONER HOROVITZ: No.</p> <p>25 COMMISSIONER ROGERS: No.</p>	Page 40	<p>1 I'm going to take -- I don't want to screw</p> <p>2 this up. So I'm going to call us in recess for</p> <p>3 5 minutes. I want to connect with Mr. Alexander</p> <p>4 and our counsel just so I don't mess up how we</p> <p>5 take care of this.</p> <p>6 So I'm going to call us in recess for</p> <p>7 5 minutes.</p> <p>8 (A recess was taken.)</p> <p>9 (The recess concluded.)</p> <p>10 CHAIRMAN WALKER: All right. I'm going</p> <p>11 to go ahead -- oh, wait. We're missing one</p> <p>12 commissioner.</p> <p>13 COMMISSIONER HOROVITZ: Can I ask a question?</p> <p>14 Is it possible to see the meeting attendees</p> <p>15 that are online?</p> <p>16 I think that would be helpful, right?</p> <p>17 You can say, "Show participants."</p> <p>18 CHAIRMAN WALKER: I couldn't read it if you</p> <p>19 asked me.</p> <p>20 COMMISSIONER HOROVITZ: We don't know who's</p> <p>21 in the room.</p> <p>22 Like maybe there's like a general way to see</p> <p>23 it up there?</p> <p>24 CHAIRMAN WALKER: Is there a way to make that</p> <p>25 bigger?</p>

Page 41	Page 43
<p>1 MR. PEREZ: That's as big as I can get it. 2 (Commissioner Green reentered the room.) 3 COMMISSIONER HOROVITZ: I did email you back. 4 Did I go into your spam, again? 5 CHAIRMAN WALKER: If you emailed me back, 6 the answer is, "Yes, it did." 7 COMMISSIONER HOROVITZ: Twice, actually, 8 but I know that you're not ghosting me. So ... 9 CHAIRMAN WALKER: Our spam filter is one of 10 the best. 11 All right. I'm going to go ahead and call us 12 back to order. I appreciate the moment. 13 I just wanted to make sure that I was doing this 14 in proper form. 15 So, before us, is 2023-JHA-43. 16 Mr. Alexander, would you give us a brief 17 summary of what this is about, please. 18 CEO: Yes. Thank you, Commissioner. 19 This resolution is that JHA acknowledges that 20 the 3 percent cost of living adjustment effective 21 October 1st, 2023, is significantly lower than the 22 2023 U.S. Social Security Administration's 23 8.7 cost of living adjustment. 24 The staff received a 3-percent increase, 25 and this resolution with the MOU signed by the</p>	<p>1 CHAIRMAN WALKER: I have a second from 2 Commissioner Horovitz. 3 I'll go ahead and open it up for discussion. 4 Now let's try it this way. 5 In reviewing the information under the 6 current Collective Bargaining Agreement and 7 understanding the COLA, I think it's important 8 not only that this board understand the positive 9 impact of this resolution, but, down the road, 10 when it comes time to collectively bargain, 11 I think the board should take a more detailed 12 review and analysis of the varying positions and 13 making sure that the agency is being consistent 14 with national standards and, you know, making sure 15 our contract contemplates, you know, we are a 16 best in class employer, and we want to have 17 best in class opportunities for our employees. 18 Good so far? 19 MS. ZABIJAKA: (nodded head affirmatively) 20 MS. TEODORESCU: Yes. 21 CHAIRMAN WALKER: Due to the restrictions 22 around this, on the advice of counsel, 23 what we'll do is we will call another shade 24 meeting to talk about our ability to start looking 25 at this information up front to be able to work</p>
Page 42	Page 44
<p>1 union authorizes us to pay the staff the residual, 2 the 5.7 percent of the U.S. Social Security 3 Administration COLA. 4 CHAIRMAN WALKER: All right. So I know we 5 had a shade meeting about this, and, just to the 6 commissioners, obviously, when it comes to 7 collective bargaining, there are things we should 8 talk about in an open meeting and not in an open 9 meeting. 10 So, for purposes of -- we got into some 11 conversations in our shade meeting about looking 12 at varying ways to evaluate -- 13 MS. TEODORESCU: Actually, we should not be 14 discussing what we discussed in the shade 15 meeting. It should not be discussed on the 16 record. 17 CHAIRMAN WALKER: Thank you. 18 That one threw me for a loop. Okay. 19 Going back to JHA-43 for a second, 20 can I get a motion and a second so we can 21 enter into discussion? 22 COMMISSIONER BROCK: I make a motion. 23 CHAIRMAN WALKER: I have a motion from 24 Commissioner Brock. 25 COMMISSIONER HOROVITZ: Second.</p>	<p>1 with the union as it comes closer to time for 2 collective bargaining. But we'll undertake that 3 in a shade meeting so that we can discuss those 4 details there. 5 Does that make sense for the board? 6 COMMISSIONER HOROVITZ: (nodded head 7 affirmatively) 8 Can I ask a question about the resolution? 9 CHAIRMAN WALKER: Yes. I think that's okay. 10 Well, why don't you ask the question? 11 But nobody answer it until ... 12 COMMISSIONER HOROVITZ: So I will assume 13 some progress was made from that last meeting to 14 get us to this point. 15 CHAIRMAN WALKER: I think that's a fair 16 statement. 17 MS. ZABIJAKA: (nodded head affirmatively) 18 COMMISSIONER HOROVITZ: And some of the 19 details in here are a surprise. 20 So, in the shade meeting, we would talk about 21 -- 22 MS. TEODORESCU: (shook head negatively) 23 COMMISSIONER HOROVITZ: -- I have no further 24 questions. 25 CHAIRMAN WALKER: Mr. Alexander,</p>

Page 45	<p>1 it's probably going to be a wise thing that we</p> <p>2 schedule that shade meeting in short order.</p> <p>3 CEO: Okay.</p> <p>4 CHAIRMAN WALKER: And I just want to be very</p> <p>5 clear. I don't mean to be deflective of this.</p> <p>6 This is a positive thing that we want to discuss,</p> <p>7 but, obviously, there are legal requirements</p> <p>8 around that.</p> <p>9 MS. TEODORESCU: If the commissioner has a</p> <p>10 question about the specific term in the</p> <p>11 resolution, it can be asked in that way.</p> <p>12 COMMISSIONER HOROVITZ: My question is,</p> <p>13 when I looked at the resolution, it read that</p> <p>14 we would do a COLA increase for all JHA</p> <p>15 employees.</p> <p>16 Is that how it reads?</p> <p>17 CHAIRMAN WALKER: No. I would disagree with</p> <p>18 that statement.</p> <p>19 COMMISSIONER BROCK: No. Yes.</p> <p>20 CHAIRMAN WALKER: It reads that the COLA</p> <p>21 increase is effective and applicable to the union</p> <p>22 employees.</p> <p>23 Under the NOW, THEREFORE, clause,</p> <p>24 "... hereby approves the Memorandum of</p> <p>25 Understanding between JHA and AFSCME Local 79 ..."</p>	Page 47	<p>1 So, hypothetically, for the board,</p> <p>2 if we wanted to approve this resolution with</p> <p>3 respect to the union and then have an additional</p> <p>4 conversation -- you know, somebody can move a</p> <p>5 motion for the exact same thing to apply to</p> <p>6 nonunion employees, we would do that, as well.</p> <p>7 But I think, for contractual purposes under</p> <p>8 collective bargaining, we would want to stick with</p> <p>9 this specific one, because this was a wage</p> <p>10 re-opener by the union, correct?</p> <p>11 MS. ZABIJAKA: (nodded head affirmatively)</p> <p>12 COMMISSIONER HOROVITZ: I am scared to</p> <p>13 speak. That's why I'm just sitting here.</p> <p>14 CHAIRMAN WALKER: I would say the posture of</p> <p>15 the board at the moment is we have a resolution,</p> <p>16 a motion and a second for JHA-43, which we are</p> <p>17 agreeing to an additional 5.7 percent COLA</p> <p>18 increase, which is in addition to the 3 percent,</p> <p>19 which brings them in line with the 2023</p> <p>20 Social Security Administration's COLA.</p> <p>21 I am in favor of that with respect to the</p> <p>22 union. I think we need to have a motion to do the</p> <p>23 same thing for nonunion employees after we vote on</p> <p>24 this motion.</p> <p>25 COMMISSIONER HOROVITZ: Sure. Okay.</p>
Page 46	<p>1 which is only the union employees, correct?</p> <p>2 Local 79, obviously, represents the union,</p> <p>3 which would be the additional 5.7 percent COLA</p> <p>4 increase.</p> <p>5 COMMISSIONER HOROVITZ: Is it wrong that we</p> <p>6 would not also -- that nonunion employees benefit</p> <p>7 from the COLA even if they weren't union members?</p> <p>8 CHAIRMAN WALKER: I think that's a valid</p> <p>9 question that we could discuss -- well, hang on</p> <p>10 1 second.</p> <p>11 (Chairman Walker, Ms. Teodorescu and</p> <p>12 Ms. Zabijaka had a discussion off the record.)</p> <p>13 CHAIRMAN WALKER: Okay. Maybe what we can do</p> <p>14 is we can discuss that openly with no</p> <p>15 implications. So I think that's a valid</p> <p>16 question.</p> <p>17 I hadn't thought that through, but the way</p> <p>18 the resolution reads it's only applicable to the</p> <p>19 union.</p> <p>20 I would assume, Mr. Alexander and Mr. Lohr,</p> <p>21 that, if the resolution or a subsequent --</p> <p>22 I guess we could adopt a resolution, Reece,</p> <p>23 in person without writing, which would apply the</p> <p>24 same to nonunion employees today, if we chose to</p> <p>25 do so.</p>	Page 48	<p>1 CHAIRMAN WALKER: Commissioner Brock.</p> <p>2 COMMISSIONER ROGERS: So --</p> <p>3 CHAIRMAN WALKER: Oh, go ahead, Commissioner</p> <p>4 Rogers.</p> <p>5 Commissioner Brock. Sorry. Commissioner</p> <p>6 Brock, go ahead.</p> <p>7 COMMISSIONER BROCK: Got your thoughts?</p> <p>8 COMMISSIONER ROGERS: No. I got my thoughts.</p> <p>9 CHAIRMAN WALKER: Go ahead, Commissioner.</p> <p>10 COMMISSIONER ROGERS: I'm just trying to make</p> <p>11 sure I'm wording this correctly, because I got</p> <p>12 attorneys in the room. So I want to make sure</p> <p>13 that my thoughts are in line with what the shade</p> <p>14 meeting is.</p> <p>15 I did a lot of shade meetings. So I know</p> <p>16 what to say and what not to say.</p> <p>17 But this was agreed upon by both parties.</p> <p>18 CHAIRMAN WALKER: Subject to the board's</p> <p>19 approval, yes.</p> <p>20 COMMISSIONER ROGERS: Correct. And so both</p> <p>21 parties have come to an agreement to this.</p> <p>22 I think that's the way I will phrase that in my</p> <p>23 brain right now.</p> <p>24 CHAIRMAN WALKER: Commissioner Brock.</p> <p>25 COMMISSIONER BROCK: And I -- and I thought</p>

<p style="text-align: right;">Page 49</p> <p>1 -- once we did this, I thought we did not have to 2 have a resolution for nonunion workers for them to 3 get the 8.7. 4 CHAIRMAN WALKER: I think we do, because we 5 would be effectively modifying the budget by 6 virtue of that. 7 COMMISSIONER HOROVITZ: I do have comments on 8 that, but I think you want to close this. 9 CHAIRMAN WALKER: Let's close the loop on 10 -43. 11 COMMISSIONER ROGERS: I move that we approve 12 -- 13 CHAIRMAN WALKER: We have a motion and a 14 second. 15 So anymore questions on it? 16 (no response) 17 CHAIRMAN WALKER: I'll just call the 18 question. 19 Commissioner Green. 20 COMMISSIONER GREEN: The question is 21 we're just approving additional 5.7 percent. 22 CHAIRMAN WALKER: Correct, for a total of 23 8.7. 24 COMMISSIONER GREEN: Right, right, for a 25 total of 8.7 for October 1, '23, to September 30.</p>	<p style="text-align: right;">Page 51</p> <p>1 COMMISSIONER HOROVITZ: Okay. 2 CHAIRMAN WALKER: Are you a representative 3 from the union, sir? 4 MR. BROWN: Pardon me? 5 CHAIRMAN WALKER: Do we have a rep from the 6 union? 7 CEO: No. 8 CHAIRMAN WALKER: Okay. That's unfortunate. 9 COMMISSIONER HOROVITZ: I don't think they 10 would be allowed to speak. 11 CHAIRMAN WALKER: I'm not sure either. 12 Any further discussion? 13 (no response) 14 CHAIRMAN WALKER: All those in favor signify 15 by saying, "Aye." 16 Aye. 17 COMMISSIONER BROCK: Aye. 18 COMMISSIONER GREEN: Aye. 19 COMMISSIONER HOROVITZ: Aye. 20 COMMISSIONER ROGERS: Aye. 21 CHAIRMAN WALKER: Any opposition? 22 (no response) 23 CHAIRMAN WALKER: Hearing none, JHA-43 24 passes. 25 I would entertain a motion from one of my</p>
<p style="text-align: right;">Page 50</p> <p>1 CHAIRMAN WALKER: Yes, basically for the 2 remainder of the current bargaining agreement. 3 COMMISSIONER BROCK: Right. 4 COMMISSIONER HOROVITZ: And, just to go over 5 this, again, I think that we calculated what the 6 cost would be, right, Mr. Lohr? 7 CFO: Yes. 8 COMMISSIONER HOROVITZ: And, what did we 9 say that was? 10 CFO: I believe it was about 500- -- 11 COMMISSIONER HOROVITZ: That's what I 12 remember, as well. And this impacts only 13 nonmanagement employees, because management are 14 not members of the union. 15 CHAIRMAN WALKER: It impacts only -- 16 I think a better way to say this -- it impacts 17 only union members, because I don't know -- 18 I think there are certain nonmanagement, 19 nonunion employees, correct, technically, 20 administrative assistance, things like that? 21 MS. TEODORESCU: Maybe. 22 CHAIRMAN WALKER: I don't know if that's true 23 or not. 24 But I think the way -- point aside, 25 it affects the union members.</p>	<p style="text-align: right;">Page 52</p> <p>1 colleagues on the board to move that all employees 2 of the agency, not otherwise part of the union, 3 receive an additional COLA increase up to 8.7 4 percent for the remainder of the -- I guess it 5 would be the fiscal period. I think that's how it 6 would be. 7 Again -- 8 COMMISSIONER BROCK: You got me? 9 CHAIRMAN WALKER: -- give me 1 second. 10 COMMISSIONER BROCK: Okay. 11 CHAIRMAN WALKER: Is there someone willing to 12 make that motion and a second so we can enter into 13 discussion on that motion? 14 MR. WILSON: Mr. Chair -- 15 CHAIRMAN WALKER: Yes. 16 Hold on, please. 17 MR. WILSON: -- would you consider -- 18 there may be public comment. 19 CHAIRMAN WALKER: We will open it for public 20 comment for sure. 21 MR. WILSON: Okay. But, if it could wait, 22 it would wait until the next meeting, which would 23 be properly noticed with public comment in 24 advance. 25 I think it's within your purview to make that</p>

Page 53	<p>1 call. That is something for you to consider.</p> <p>2 I think you can make the resolution today at this</p> <p>3 meeting.</p> <p>4 I just wanted to put that out there,</p> <p>5 if that was -- you know, if this is impacting --</p> <p>6 okay.</p> <p>7 CHAIRMAN WALKER: I think it might be</p> <p>8 disingenuous of the board not to take this up,</p> <p>9 but, Mr. Alexander, I'm going to demur to you.</p> <p>10 Do you think management and nonunion folks</p> <p>11 would understand we need to notice this and take</p> <p>12 this up at the next meeting?</p> <p>13 CEO: (no response)</p> <p>14 CHAIRMAN WALKER: Silence is not an option.</p> <p>15 CEO: No. I was getting my thoughts</p> <p>16 together. So the spirit of bringing this to the</p> <p>17 commissioners was that everyone was going to get</p> <p>18 the 5.7. That was the spirit of it.</p> <p>19 The conversation was that we could not</p> <p>20 approve it without going through the union.</p> <p>21 So we had to get the union's approval to have the</p> <p>22 wage re-opener to be able to get them the 5.7,</p> <p>23 but it was always on the table for everyone to get</p> <p>24 the 5.7.</p> <p>25 All of them, all employees were impacted by</p>	Page 55	<p>1 Commissioners, what are your thoughts?</p> <p>2 Commissioner Brock.</p> <p>3 COMMISSIONER BROCK: To you, Mr. Chair,</p> <p>4 to Mr. Alexander, I was trying to remember.</p> <p>5 Did we have to have a resolution for the</p> <p>6 nonunion workers to get the 8.7?</p> <p>7 CEO: Typically, when the union gets the</p> <p>8 increase, management always gets the increase.</p> <p>9 COMMISSIONER BROCK: Right.</p> <p>10 CEO: I think the attorney made the</p> <p>11 statement that having it properly noticed --</p> <p>12 well, we basically never noticed it. In a sense,</p> <p>13 we basically follow right behind the union.</p> <p>14 COMMISSIONER BROCK: Right.</p> <p>15 CHAIRMAN WALKER: I think this is a</p> <p>16 situation, Commissioner Brock, where past practice</p> <p>17 may not have been best practice, and so I think</p> <p>18 we're just trying to get to best practice.</p> <p>19 Would that be a fair --</p> <p>20 MR. WILSON: I think that's right. I think</p> <p>21 you just want to -- given how important this is</p> <p>22 -- just have it noticed properly, open it for</p> <p>23 public comment -- especially if this is something</p> <p>24 that can be applied retroactively.</p> <p>25 That's just -- again, I think, you know,</p>
Page 54	<p>1 the cost of living.</p> <p>2 CHAIRMAN WALKER: I'm not disputing that.</p> <p>3 What I'm asking is, for legal compliance and</p> <p>4 proper procedure, do you think the -- I think,</p> <p>5 based on the posture of the board, there would be</p> <p>6 support for this.</p> <p>7 CEO: Uh-huh.</p> <p>8 CHAIRMAN WALKER: I think there'd be a lot</p> <p>9 of support for this.</p> <p>10 But, do you think waiting one more month</p> <p>11 would be -- and I assume we could make it</p> <p>12 retroactive, if we wanted to --</p> <p>13 MR. WILSON: Yes.</p> <p>14 CHAIRMAN WALKER: -- waiting one more month</p> <p>15 with the discussion around this for the rest of</p> <p>16 the employees so we can properly notice and</p> <p>17 properly establish it is part of the agenda --</p> <p>18 is that going to cause heartache?</p> <p>19 We're talking less than 30 days.</p> <p>20 CEO: I think it may be less than that.</p> <p>21 I think, if you decide to have the board meeting</p> <p>22 earlier than the one that is scheduled on the last</p> <p>23 Monday of the month, then that would put us back</p> <p>24 at November the 20th.</p> <p>25 CHAIRMAN WALKER: Okay.</p>	Page 56	<p>1 it's within your Chair purview to take it up,</p> <p>2 but that's just my -- perhaps best practice may be</p> <p>3 allowing public comment and allowing proper notice</p> <p>4 and teeing it up for the next --</p> <p>5 CHAIRMAN WALKER: Yes.</p> <p>6 Commissioner Horovitz.</p> <p>7 COMMISSIONER HOROVITZ: Yes. Thank you.</p> <p>8 I think that, to the comment from</p> <p>9 Mr. Alexander about the spirit of the COLA is that</p> <p>10 we're behind on cost of living adjustments,</p> <p>11 and I definitely -- I know that the whole board</p> <p>12 agrees with that.</p> <p>13 For me, I think that I would like a little</p> <p>14 bit more information about this next group,</p> <p>15 the nonunion employees -- exactly what that looks</p> <p>16 like.</p> <p>17 I mean it can be just employee numbers.</p> <p>18 I don't need to see a ton of information,</p> <p>19 but I'd like to know where the salary is now.</p> <p>20 Because I think what we were talking about was</p> <p>21 that the cost of living is unmanageable for a lot</p> <p>22 of our employees, and I know that we're going to</p> <p>23 be looking at other things.</p> <p>24 But I think that the impact is greater for</p> <p>25 certain parts of that population, and I would like</p>

Page 57	Page 59
<p>1 to understand that a little bit better before we 2 make the decision.</p> <p>3 CHAIRMAN WALKER: I think that's -- I think 4 I'm leaning towards that, as well, and mostly -- 5 not mostly -- but certainly because I think 6 I'd appreciate the time to gather the information 7 and adhere to best practice, even though I agree 8 with the sentiment.</p> <p>9 Meaning I understand, you know, if there is a 10 nonunion administrative assistant that's making 11 \$32,000 a year that's not being adjusted for COLA. 12 I agree with the sentiment.</p> <p>13 I think, to your point, other positions may 14 bear further scrutiny. So I think, as Chair, 15 understanding, unless there is a robust opposition 16 to this, I think, as Chair, I'm going to demur and 17 put this as to old business for the next meeting 18 to be addressed then.</p> <p>19 COMMISSIONER GREEN: Yes.</p> <p>20 COMMISSIONER HOROVITZ: And, to your point 21 about -- if we are underpaying some nonunion 22 employees, we should be evaluating if we're at, 23 you know, market rate on some positions, 24 specifically. Because the COLA adjustment is only 25 a piece of the problem if we're underpaying</p>	<p>1 looks like across the board.</p> <p>2 So I'm going to go ahead and also ask, 3 Kort and Mr. Alexander, if you can make sure that 4 this is pushed to finance and we get that variance 5 analysis.</p> <p>6 COMMISSIONER HOROVITZ: To highlight that a 7 little bit more, I'll make a list of things 8 that I think that we need to have ready to 9 discuss.</p> <p>10 If I got you that list this week, 11 how much time do you think that you would need to 12 prepare?</p> <p>13 We're scheduling this meeting probably the 14 third week in November.</p> <p>15 CHAIRMAN WALKER: You know, we're going to 16 talk about that at the end, because I wanted to 17 get people's schedules.</p> <p>18 But, yes. I would think finance would want 19 to meet on this in like the next 10 to 14 days, 20 if it's possible, so that finance has a 21 recommendation to the full board.</p> <p>22 COMMISSIONER HOROVITZ: Which is going to be 23 meeting in the last week of November.</p> <p>24 CHAIRMAN WALKER: Uh-huh.</p> <p>25 COMMISSIONER GREEN: I have a question,</p>
Page 58	Page 60
<p>1 employees.</p> <p>2 CHAIRMAN WALKER: I agree. I agree. 3 So, with that, I'm going to table this for 4 old business, and we'll properly notice this, 5 Mr. Alexander.</p> <p>6 And, Kort, if you could make sure this 7 is properly noticed for our next meeting, 8 I'd appreciate it.</p> <p>9 I would say I think, in anticipation of that 10 meeting, Commissioners, do you think we have time 11 to get this through HR and Finance?</p> <p>12 We're going to be meeting anyhow. 13 Best practices would be to go through both.</p> <p>14 COMMISSIONER HOROVITZ: Do we have an 15 HR Committee right now?</p> <p>16 CHAIRMAN WALKER: We have an ad hoc. 17 So it can be established ad hoc.</p> <p>18 I would be fine pushing this to finance, 19 because I think my biggest question is going to 20 be, "What are the financial implications around 21 this?"</p> <p>22 I think we could debate the aggregate policy 23 at the board meeting, but I think I'd like to see 24 this go to financial to understand the variance 25 between positions, COLA increases and what that</p>	<p>1 but not in regards this to this.</p> <p>2 Our -- quote/unquote -- "other meeting," 3 we had talked about mechanics getting another bump 4 --</p> <p>5 CHAIRMAN WALKER: Nope. Stop. Stop. Nope. 6 That's a shade conversation, correct?</p> <p>7 MS. ZABIJAKA: I believe it was.</p> <p>8 CHAIRMAN WALKER: Unfortunately, we will 9 notice another shade meeting for that 10 conversation. You are not incorrect, but that 11 will be a shade conversation.</p> <p>12 COMMISSIONER GREEN: We don't have to be like 13 you guys and get in trouble. 14 (People laughed.)</p> <p>15 CHAIRMAN WALKER: I've been in enough. 16 I was nervous about this whole resolution all day. 17 I knew it was going to screw something up.</p> <p>18 All right. So we're going to table that to 19 the old business for the next meeting. I'm going 20 to refer it to finance for further review and 21 analysis, and I will ask for a recommendation and 22 a resolution out of finance in anticipation of the 23 next board meeting.</p> <p>24 Old business.</p> <p>25 Mr. Alexander, we're getting closer.</p>

Page 61	Page 63
<p>1 We're getting closer to being on time, Man, 2 on your evaluations. 3 So, Kort, and to the best of the board, 4 thank you. I did get everybody's overall 5 recommendations. I did compile them. 6 There was a scoring rubric for those who did 7 not get a chance to finish the evaluations. 8 I do ask that, you know, we take a look at them. 9 I'm going to have Kort circulate the final 10 evaluations to the board as they are obviously 11 public record. 12 I will say that the evaluations all came in 13 effectively -- the scoring, Mr. Alexander, 14 was, "Exceed Expectation." 15 I think each commissioner can kind of give 16 their thoughts around their personal observations, 17 but I will say that the average score was -- 18 1 second. I wrote this down. You may not care, 19 Mr. Alexander. 20 Where is it? 21 The average score based on my average was 22 4.47 out of a possible 5, which is an, 23 "Exceeds Expectation," score. 24 So, Mr. Alexander, you know, a lot of the 25 stuff that we gave you as goals, you know,</p>	<p>1 I think it's a testament to your leadership and 2 the commitment you have for your team. 3 So I'll be quiet. 4 Is there anybody else that had any comments 5 on the evaluations or anything like that? 6 Commissioner Brock. 7 COMMISSIONER BROCK: You made a comment about 8 the 360. 9 CHAIRMAN WALKER: Uh-huh. 10 COMMISSIONER BROCK: I think that we, 11 as a board, should have been a little bit more 12 involved in that 360 Evaluation. 13 I know that the 360 Evaluation came from the 14 staff, but, like I'm saying like, "Who did it?" 15 We didn't know who did it. We didn't know 16 what questions they asked or any of that. 17 So I'm just saying, if we're moving forward 18 and we're going to do another one, I'm saying, 19 "Do we come up with the questions, or we just let 20 whoever we hire come up with the questions?" 21 CHAIRMAN WALKER: I can only speak from my 22 personal experience in 360s. 23 COMMISSIONER BROCK: Uh-huh. 24 CHAIRMAN WALKER: My personal experience is 25 usually leader- -- like even board leaderships is</p>
Page 62	Page 64
<p>1 I noted in mine that you obviously met and 2 exceeded a lot of them. 3 I'm certainly appreciative of your 4 leadership. I think we can still always do 5 better. You and I have gotten to know each other 6 well enough to know that, you know, when we do one 7 thing right, the next question is, "How can we do 8 it better?" 9 So always pushing for that, but I do 10 appreciate your leadership. I think we'll be 11 getting into the conversation around the contract 12 and compensation. 13 But the other thing I will say, 14 Mr. Alexander, is I did, as part of me reviewing 15 these and aggregating and averaging the scores, 16 I went back and looked at the 360 Evaluation, 17 again. 18 And I got to tell you, like, you know, 19 there are some really positive things in there, 20 and I know that you get hit with, you know, 21 top man on the totem pole. And you get hit with 22 the complaints, and you get hit with, you know, 23 what I would classify as, "baseless allegations." 24 But I think, as a whole from the agency, 25 you know, blind interviews, blind everything,</p>	<p>1 very hands-off on the 360 Evaluation -- 2 COMMISSIONER BROCK: Okay. 3 CHAIRMAN WALKER: -- so that it is a very 4 transparent almost -- putting no weight on the 5 scale with how we word something or the questions 6 we ask and allowing staff to communicate in their 7 way. 8 I don't know if that's any -- I admittedly 9 have only -- I've done it here and maybe one other 10 place where I'm involved, but that's kind of my 11 understanding of a 360. 12 I don't know if any other commissioners have 13 any thoughts. 14 COMMISSIONER HOROVITZ: Just on that. 15 I think this gets back to our getting more 16 involved in the operational stuff than we need 17 to. 18 I'd like to think that we engaged in a 19 third party that would do a good job, do a 20 thorough job, and I trust the outcome. 21 If for some reason whoever led -- 22 I think Kort maybe led that process. If she 23 wasn't happy with that vendor, then leave it to 24 her to find someone to do a better job next time. 25 CHAIRMAN WALKER: And I do think --</p>

Page 65	Page 67
<p>1 was it a local, regional, national firm, Kort? 2 MS. PARDE: Yes. 3 Through the Chair, yes, it was. So it was a 4 local firm. We had gotten the recommendation 5 through Constangy. I had no knowledge of this 6 firm. 7 They were the ones who selected the 8 questions, because that's the point. 9 It's supposed to be completely anonymous. 10 They were just given a roll of our staff with 11 the numbers. I had no contact. That's why we 12 allowed them to have 50 people, which is 13 representative of a quarter of our entire employee 14 headcount, and that way they could select who was 15 there. 16 Because some people chose not to answer the 17 phone. Some people would choose not to 18 participate, but I had nothing -- literally 19 nothing -- actually, my employee who's sitting 20 here was the one who coordinated with them and 21 their team. 22 So I had very little impact on it, 23 and the reason we chose 50, like I said, is that 24 was a good, you know, smattering of everyone from 25 every type of job title.</p>	<p>1 we should be more public and more engaged in 2 government. 3 CEO: Right, right. 4 COMMISSIONER HOROVITZ: And I know that 5 Commissioner Walker and Mr. A have met with the 6 new administration. I think that's absolutely the 7 direction we need to be taking. 8 I think it brings legitimacy to this 9 origination and what we're doing to contribute to 10 increasing the inventory for affordable housing. 11 But I think that an opportunity for the 12 agency and where the whole board can participate 13 is I think we need to be meeting specifically with 14 members of City Council, which is, you know, 15 different from the mayor's administration. 16 So I know there's 19 members. That's a lot 17 to ask that you two just go together. So I would 18 propose that we take the list, accompany 19 Mr. Alexander, and we all do our role in, 20 you know, government to advocate for -- and also 21 promote the work that we're doing. 22 Because I don't -- I don't think that we've 23 gotten City Councilmembers listening to these 24 calls or reading the minutes. But I think we have 25 an opportunity to promote, and then maybe that</p>
Page 66	Page 68
<p>1 CHAIRMAN WALKER: Yes. 2 COMMISSIONER HOROVITZ: I do have ... 3 I'm sorry. 4 Commissioner Brock, are you done? 5 COMMISSIONER BROCK: Yes, I'm done. 6 Thank you. 7 COMMISSIONER HOROVITZ: Is it all right if 8 I share what I had asked at the board? 9 Is that okay? 10 Do you know? 11 CEO: No. 12 COMMISSIONER HOROVITZ: It's not all right, 13 or -- 14 CEO: I wasn't clear on your question. 15 COMMISSIONER HOROVITZ: -- oh, okay. 16 I'm just going to go now, because it's like not 17 on Kort. 18 CEO: I didn't hear what you were saying. 19 COMMISSIONER HOROVITZ: So one of the things 20 that I had put in the review last year -- 21 and I also commend Mr. Alexander for leading the 22 agency. I think we're going great things. 23 I'm super excited about the work we're doing 24 under your leadership. 25 But one of the feedback I had given was that</p>	<p>1 will lead to additional funding and just general 2 support. 3 So I guess that's a comment and praise and 4 also a request of the board to participate. 5 CHAIRMAN WALKER: Commissioner Brock. 6 COMMISSIONER BROCK: To Mr. Chair and to 7 Commissioner Heather, I have been engaging into 8 those meetings, and, when the new mayor came in 9 office, I went to the open house. 10 I asked, when they look at they budget, 11 would they please consider for Jacksonville 12 housing. And, of course, you know, I had to put 13 on record who I was. 14 So, yeah. Yeah. So I have been asking 15 and -- you know, for them to give us some money 16 over here. 17 CHAIRMAN WALKER: So something that 18 Ms. Hodges reminded me of a while ago, 19 which I don't know why I'm just remembering now -- 20 so that's on me. 21 Something we could do, Mr. Alexander, 22 is there is nothing preventing the housing 23 authority from, you know, kind of doing a, 24 you know, request to be able to present to 25 City Council at a City Council Meeting.</p>

Page 69	Page 71
<p>1 I think it's going to be really hard</p> <p>2 to get 19 City Councilmembers on different</p> <p>3 schedules and agendas with everything going on</p> <p>4 to pay enough attention to us separately and then</p> <p>5 come together and have a conversation.</p> <p>6 COMMISSIONER HOROVITZ: I agree.</p> <p>7 CHAIRMAN WALKER: It might behoove us to</p> <p>8 reach out to the City Council president,</p> <p>9 and say, "We'd like some face time with the</p> <p>10 full commission. Can you reserve an hour?</p> <p>11 We'd like to present what we've done, where we're</p> <p>12 doing, where we're headed, where we're going,</p> <p>13 and, oh, by the way, we still get no money from</p> <p>14 you."</p> <p>15 I don't think we were allocated dollars in</p> <p>16 the budget this year.</p> <p>17 Were we?</p> <p>18 Does anybody know the answer to that question?</p> <p>19 CEO: Did we get any money from the city?</p> <p>20 CHAIRMAN WALKER: Yes.</p> <p>21 CEO: Yes. About 70,000.</p> <p>22 CHAIRMAN WALKER: Fair enough.</p> <p>23 So I do think that's something -- you know,</p> <p>24 I would encourage you to do that. I mean I --</p> <p>25 and I think the commissioners -- you know, it's a</p>	<p>1 CHAIRMAN WALKER: That'd be great.</p> <p>2 One other thing which just reminded me --</p> <p>3 and this is -- actually, I'll just wait until</p> <p>4 closing comments. It's not -- it's not</p> <p>5 appropriate here.</p> <p>6 Commissioner Brock, sorry.</p> <p>7 COMMISSIONER BROCK: And, Mr. Chair,</p> <p>8 Mr. Alexander is exactly right, and Mr. Alexander</p> <p>9 also put together a presentation, a slide</p> <p>10 presentation for the City Councils when he met</p> <p>11 with the overall City Council, and it was a great</p> <p>12 -- a great slide that he showed them on what we</p> <p>13 were doing here.</p> <p>14 Thank you.</p> <p>15 CHAIRMAN WALKER: Any other comment on the</p> <p>16 performance evaluations?</p> <p>17 As I like to say sometimes, "Comment,</p> <p>18 criticisms, concerns, accolades"?</p> <p>19 (no response)</p> <p>20 CHAIRMAN WALKER: Hearing none, we're now</p> <p>21 going to jump into the CEO Employment Contract.</p> <p>22 So, just for some context, technically</p> <p>23 speaking, Mr. Alexander's contract --</p> <p>24 not, "technically speaking --" it has expired.</p> <p>25 It expired on September 27th, 2023.</p>
Page 70	Page 72
<p>1 publicly noticed meeting. We can add our</p> <p>2 notice.</p> <p>3 And I think I, as a commissioner, would show</p> <p>4 up to support you in that, because I do think</p> <p>5 it's something that needs to be front and center.</p> <p>6 And we are a little odd, right?</p> <p>7 We're the only independent agency within the</p> <p>8 city that does not -- correct me if I'm wrong,</p> <p>9 Reece -- report to City Council for annual budget</p> <p>10 review and updates, because we are an independent</p> <p>11 state agency.</p> <p>12 MR. WILSON: That's correct.</p> <p>13 CHAIRMAN WALKER: So it's a little unique in</p> <p>14 the sense that, you know, we are separate and</p> <p>15 independent from the normal day-to-day.</p> <p>16 So I would highly encourage you to set that</p> <p>17 up. Let us know the dates.</p> <p>18 CEO: Yes. For sure. Just so you know,</p> <p>19 I have presented to several of the committees</p> <p>20 before in the past, and I actually presented</p> <p>21 I would say maybe two or three years ago in front</p> <p>22 of the whole council on where the housing</p> <p>23 authority was, where we were going and the things</p> <p>24 that we were doing.</p> <p>25 So I don't have a problem going back, again.</p>	<p>1 There is an option to renew in there for an</p> <p>2 additional -- I think it's up to an additional</p> <p>3 four years via one-year terms, if I'm remembering</p> <p>4 correctly.</p> <p>5 MR. WILSON: It's up to four years.</p> <p>6 CHAIRMAN WALKER: Up to four years,</p> <p>7 but one year at a time, or four years?</p> <p>8 MR. WILSON: As I'm reading the amendments,</p> <p>9 I believe it's for a four-year term renewal term,</p> <p>10 but you obviously can amend that, if it is your</p> <p>11 preference to break it into smaller --</p> <p>12 CHAIRMAN WALKER: Yes.</p> <p>13 I spoke with Ms. Hodges prior to the meeting,</p> <p>14 and she did encourage me to make sure we dealt</p> <p>15 with this matter in this meeting in some way,</p> <p>16 shape or form.</p> <p>17 So, at the moment, what I'm inclined to do</p> <p>18 ...</p> <p>19 Do you have a copy of that, by chance?</p> <p>20 MR. WILSON: Yes (tendered document to</p> <p>21 Chairman Walker).</p> <p>22 CHAIRMAN WALKER: Thank you.</p> <p>23 COMMISSIONER HOROVITZ: Is there a</p> <p>24 resolution?</p> <p>25 CHAIRMAN WALKER: There is not, but we need</p>

<p style="text-align: right;">Page 73</p> <p>1 to decide what we're going to do. 2 Does that make sense? 3 Like, how do we want to handle it? 4 Are we going to -- 5 COMMISSIONER HOROVITZ: I mean I hear you, 6 but it doesn't make sense. Keep talking. 7 CHAIRMAN WALKER: -- well, there has been no 8 -- the point of this conversation is there has 9 been no substantive discussion, at HR or anywhere 10 else, about how we're going to handle either the 11 extension of the contract, salary or anything 12 else. 13 So we don't have a resolution to approve 14 anything, because there has been no board 15 discussion around what we think should or should 16 not happen. 17 COMMISSIONER HOROVITZ: Can I ask a question? 18 CHAIRMAN WALKER: Yes. 19 COMMISSIONER HOROVITZ: Didn't we just have 20 the same problem last year? 21 Is there -- why are we -- it expired last 22 month. 23 How did we end up in this position? 24 CHAIRMAN WALKER: Yes. That's a great 25 question, and I do not have the answer to that.</p>	<p style="text-align: right;">Page 75</p> <p>1 So the way Ms. Hodges and I think Reece 2 understand it is we can make this retroactive. 3 That's not a problem. 4 But best practice was to have the evaluations 5 done, the 360 done before we talk about bonuses, 6 comps, et cetera, contracts, et cetera. It didn't 7 line up is the point. 8 COMMISSIONER HOROVITZ: Got it. 9 CHAIRMAN WALKER: So -- and thank you, Reece, 10 for this. 11 So the contract does have a -- it is a 12 four-year renewal. 13 Commissioner Brock, you were on the board 14 when we did this the first time. 15 Was anybody here in 2021 other than me and 16 Commissioner Brock when we did this? 17 Commissioner Green, were you here? 18 COMMISSIONER GREEN: Yes. 19 CHAIRMAN WALKER: You were. 20 So I think, if memory serves -- and the two 21 of you can correct me if I'm wrong -- we did a 22 two-year agreement with the notion that we wanted 23 to see how the first two years went, and we added 24 in a four-year renewal term at our option, 25 meaning it is our decision to make.</p>
<p style="text-align: right;">Page 74</p> <p>1 COMMISSIONER BROCK: We didn't have a -- 2 if I can, Mr. Chair -- 3 CHAIRMAN WALKER: Yes. Sorry. Commissioner 4 Brock. 5 COMMISSIONER BROCK: -- we didn't have a 6 discussion about his contract. It was about his 7 evaluation. 8 COMMISSIONER HOROVITZ: Right. 9 I'm asking, "Why not," though? 10 I feel like we're -- 11 COMMISSIONER BROCK: Because we didn't need 12 to have the discussion about the contract. 13 It wasn't expired yet. 14 CHAIRMAN WALKER: Yes. 15 COMMISSIONER BROCK: It's done expired now. 16 COMMISSIONER HOROVITZ: Okay. 17 CHAIRMAN WALKER: It's expired. 18 Ideally, this should have been handled four 19 months ago or three months ago. Part of the 20 problem -- and this is more of a -- it's just part 21 of the problem -- the evaluation was such that, 22 in my mind, we needed to finish the evaluation 23 before we could talk about comp or salary or 24 contract, which did not align with the terms of 25 the contract.</p>	<p style="text-align: right;">Page 76</p> <p>1 The base salary for Mr. Alexander -- 2 sorry, Mr. Alexander. I feel like I'm talking 3 about you in front of you, which is always an 4 awkward situation. 5 The base salary was actually increased in 6 2022 to 250,000, and the COLA increase ties 7 through it. So it's actually -- it's -- 8 Mr. Alexander gets a COLA increase based on the 9 Social Security SSA COLA specific to his contract. 10 So the question I think that we need to 11 discuss, at least, is do we want to exercise the 12 renewal of the contract under its existing terms, 13 and would Mr. Alexander accept a renewal of the 14 contract at the existing terms? 15 Yes. He'd have to agree. We can't force him 16 to work here. 17 Or, do we want to start from scratch and 18 renegotiate? 19 There is then obviously the subject of a 20 discretionary bonus that can be paid should the 21 board so choose, but that is not a -- the criteria 22 is annual goals and objectives established by us, 23 annual overall evaluation of the boards. 24 That's really it, and it's supposed to be paid 25 within 90 days of any fiscal year-end,</p>

Page 77	Page 79
<p>1 which means we don't necessarily have to finalize 2 the bonus. 3 We can talk about it. We don't have to 4 finalize it, but, per Lawsikia, Ms. Hodges, 5 it does need to be -- if we're going to bonus, 6 it needs to be paid by the end of the year, 7 the calendar year. 8 MR. WILSON: December 31st, 2023. 9 CHAIRMAN WALKER: Correct. 10 So I wanted to get this out here so we're all 11 talking about this now. 12 So, with that, are there questions about 13 where we're at from a contractual standpoint at 14 this point? 15 We're out of contract. You know, the term of 16 the contract has expired. 17 My initial thought on this -- Mr. Alexander, 18 again, I feel like I'm talking about you in front 19 of you -- is renewing the contract for an 20 additional four years. 21 It's -- you know, we agreed -- we anticipated 22 that's something we might want to do. We still 23 have the ability, you know, if something -- 24 you know, if we see things differently, 25 we still have the ability to terminate this</p>	<p>1 as well. 2 I know we did move to 250- up from 210- 3 to make it more competitive with where the 4 numbers were when we reviewed them in 2022. 5 So I'm comfortable with the base I guess is 6 my point. 7 Commissioner Brock. 8 COMMISSIONER BROCK: Mr. Chair, can I ask 9 -- 10 CHAIRMAN WALKER: Yeah, of course. 11 COMMISSIONER BROCK: -- the question to 12 Ms. Kort? 13 Mr. Alexander, if it's okay with you. 14 CEO: Yes. 15 COMMISSIONER BROCK: Do you happen to have 16 the information on what a high performance CEO 17 make? 18 MS. PARDE: Through the Chair, actually, 19 I do. So I pulled some that have been recent, 20 because it is hard to get the 2023 data. 21 But the Columbus Ohio Housing Authority -- 22 their base is 375-. The Tampa is currently at 23 310-, and the D.C., which the individual who had 24 applied actually for Mr. Alexander's job and was 25 passed -- he just was hired. He went from</p>
Page 78	Page 80
<p>1 for cause and not for cause termination. 2 And it at least puts the contract in place 3 and maintains the status quo for Mr. Alexander. 4 So he knows that he's under contract for another 5 four years. 6 The \$250,000 salary was adjusted in 2022. 7 I've done a little bit of research. 8 HUD hasn't published their updated -- 9 CEO: Salaries since 2018. 10 CHAIRMAN WALKER: -- yes. 11 So I was actually going to ask you about this 12 during this meeting. 13 Which is, "Why not, and how do we get it?" 14 Because I think it's a really good -- 15 CEO: Yes. They request the information 16 every year, but they're slow to compile that 17 information. So they have nothing out there. 18 We requested it, but nothing has been out there 19 since 2018. 20 CHAIRMAN WALKER: Okay. So maybe we'll 21 take them one at a time. 22 I would be in favor of renewing the existing 23 contract with the 250- a year and then knowing 24 that we need to have a conversation about bonus 25 and a potential conversation about salary,</p>	<p>1 the Alexandria to the D.C., and he's at 325-. 2 Then I also have, for the other independent 3 authorities in the City of Jacksonville, 4 what their current salaries are for their number 5 of employees. 6 CHAIRMAN WALKER: Can you have these for us, 7 please? 8 What are those? 9 MS. PARDE: Yes. 10 So the Jacksonville Aviation Authority 11 currently has budgeted employees for 306-, 12 and they're at 375- with a 3-percent COLA and up 13 to a 25-percent bonus off their base. 14 The Port Authority has 182 budgeted employees 15 with a similar operating revenue as us, and their 16 base salary is 440-, 475-, and I could not 17 determine their bonus. 18 And then JTA with much more budgeted 19 employees, at 800, it's at 458-, 923-, 20 and JAA is at 650-. And both of those have up to 21 20-percent bonuses based on their base. 22 CHAIRMAN WALKER: Commissioner. 23 COMMISSIONER BROCK: Ms. Kort, can we get a 24 copy of it? 25 I wasn't finished.</p>

<p style="text-align: right;">Page 81</p> <p>1 CHAIRMAN WALKER: I'm sorry, Commissioner 2 Brock. Go ahead. I apologize. 3 COMMISSIONER BROCK: Can we get a copy of 4 that? 5 MS. PARDE: I can print it off for you. 6 I will make copies. 7 COMMISSIONER BROCK: Does anyone else want 8 one? 9 COMMISSIONER HOROVITZ: Yes. That would be 10 helpful. I don't know if we need it now. 11 So my -- if I can -- 12 CHAIRMAN WALKER: Commissioner Brock, 13 are you finished? 14 COMMISSIONER BROCK: Yeah, yeah. 15 Because I wanted to find out what that looked 16 like for a high performance, because -- 17 a large high-performing CEO. 18 And then I think, before we start discussing, 19 shouldn't we ask Mr. Alexander if he want to 20 continue with us? 21 CHAIRMAN WALKER: Well, I guess that'd be a 22 good place to start, Commissioner Brock. 23 Mr. Alexander, would it be -- would it be -- 24 is it your desire to continue to serve as CEO of 25 the housing authority?</p>	<p style="text-align: right;">Page 83</p> <p>1 The only thing with me is that our last 2 evaluation of me took about seven months. 3 The one prior to that took about six months. 4 I think it's a little challenging for me to sit 5 here and every year, as the key employee of this 6 agency -- that I have to struggle to be recognized 7 as an employee here and be compensated. 8 And then I actually have to sit here in 9 this forum. I'm fine with it, but I think that 10 the same kindness and good gesture I give to the 11 employees -- I think I'm entitled to that. 12 And I think it's -- I wouldn't say, 13 "It's unfair," but I just wish that the board 14 would see it from my perspective. 15 I've been here. I've been investigated 16 about seven times here. Every time that I've been 17 investigated, because of some false allegations, 18 it was unfounded. 19 It was stressful for me and very stressful 20 for my family, and I came to work every single 21 day. And I just wish that the -- and I'm not 22 looking for any empathy or anything along that 23 line. 24 I just wish that we'd do things right in this 25 order as they come about.</p>
<p style="text-align: right;">Page 82</p> <p>1 CEO: Yes. I intend to be here for as long 2 as the housing authority would like for me to be 3 here. 4 But, if I could comment on something, 5 I've been here more than five years, and, 6 in walking through the door, I got catapulted 7 into a situation where it was a crisis around 8 here. And I worked relentlessly to move this 9 agency forward. 10 Since I've been here, we have increased our 11 staff. We have made monumental achievements 12 here, and one of the key things is is that not one 13 employee here -- before we even had some of these 14 folks that are sitting around this room here -- 15 got me here. 16 I did the work of the vice president, 17 the CEO and the director's position, because we 18 didn't have the talent -- or we didn't have the 19 people here. Because, once I got here, 20 we lost about five of our senior staff. 21 And, regardless of what the circumstances 22 were, I delivered every single year. 23 Every year I delivered, and not one employee can 24 ever say that they didn't get their evaluation 25 done on time.</p>	<p style="text-align: right;">Page 84</p> <p>1 COMMISSIONER HOROVITZ: I'm sorry. 2 I know you don't want empathy. It's not fair, 3 and we should treat you the same way that we treat 4 the employees. 5 And I hope that you know that I appreciate 6 you. It's not -- we should be -- and, to this, 7 the timing of it, it's not professional that we're 8 behind every year. 9 CHAIRMAN WALKER: Yeah. 10 All I -- you know, Mr. Alexander, 11 as Board Chair, I take responsibility for this. 12 I truly do. 13 We have gotten -- we've gotten better, 14 but we're still not at best practices. 15 And so, from me to you, I apologize. We continue 16 to update this. 17 I do think part of -- part of the nuance of 18 this is figuring out how to get the evaluation and 19 the timing and getting in stuff. 20 So we may need to start that even earlier. 21 Like now would be great, you know, to start 22 getting that information in. 23 But I'm here to say that, look, I am in favor 24 of, at a minimum, Mr. Alexander, extending this 25 contract so that you know you have the security of</p>

Page 85	Page 87
<p>1 an additional four years.</p> <p>2 I know that you and I have had some hard</p> <p>3 conversations over the years, and I know that</p> <p>4 -- quite frankly, you know, you are a valued</p> <p>5 colleague.</p> <p>6 And, when we first had the contract,</p> <p>7 it was a question of, "How are the first two years</p> <p>8 going to go? Let's -- let's see."</p> <p>9 I'm at the point where I am quite confident</p> <p>10 in your leadership. I think we have different</p> <p>11 styles of leadership. I think we have different</p> <p>12 ways of motivating people.</p> <p>13 But, at a minimum, I would be in favor of</p> <p>14 moving to renew the contract.</p> <p>15 Go-ahead, Commissioner Horovitz and then</p> <p>16 Commissioner Brock.</p> <p>17 COMMISSIONER HOROVITZ: Just two comments.</p> <p>18 First -- and I know that you two spend a lot</p> <p>19 of time preparing for these meetings, and we thank</p> <p>20 you for all of your time, too, Commissioner</p> <p>21 Walker.</p> <p>22 I would like to encourage Mr. Alexander to</p> <p>23 advocate for yourself maybe a little bit more.</p> <p>24 I think that you two make the agenda. If we need</p> <p>25 to have it on the agenda every month that we are</p>	<p>1 own personal lives.</p> <p>2 I do think it's a conversation, though,</p> <p>3 that we need to have to make sure we're all on the</p> <p>4 same page about that, but, yes. I agree.</p> <p>5 COMMISSIONER HOROVITZ: But we're voting to</p> <p>6 approve the contract in its current form,</p> <p>7 which includes that?</p> <p>8 CHAIRMAN WALKER: Which includes that.</p> <p>9 COMMISSIONER HOROVITZ: Right.</p> <p>10 CHAIRMAN WALKER: Commissioner Rogers.</p> <p>11 COMMISSIONER ROGERS: So I guess what my</p> <p>12 question would be, as it relates to this --</p> <p>13 one, I am not -- I'm not sure if it was sent out</p> <p>14 -- seeing this contract.</p> <p>15 So I'm always weary of approving anything</p> <p>16 that I have not really read in its entirety.</p> <p>17 So I'm a little nervous about that, because that's</p> <p>18 not my protocol to do so. So that's one.</p> <p>19 Two, this document that is before me raises a</p> <p>20 question for me based on the contract that we're</p> <p>21 going to approve.</p> <p>22 My assumption would be, being that I just</p> <p>23 got out of one of these -- my assumption would be</p> <p>24 that there will be some negotiation as to the base</p> <p>25 salary.</p>
Page 86	Page 88
<p>1 discussing the performance review, then that's</p> <p>2 where it should be.</p> <p>3 I know we're doing cool, exciting things</p> <p>4 around the housing inventory, but taking care of</p> <p>5 our health is the most important thing. So that</p> <p>6 should be on the list ahead of acquisition deals.</p> <p>7 So I think we need to prioritize that.</p> <p>8 The second point, because we're going to talk</p> <p>9 about this at another meeting, on the COLA --</p> <p>10 because the line of questioning before around who</p> <p>11 gets the COLA -- I'm going to have comments</p> <p>12 around, "Does the COLA go to every nonunion</p> <p>13 employee?"</p> <p>14 And so, when I am feeling that way,</p> <p>15 in the spirit of the COLA, I feel like it would be</p> <p>16 unfair if we say, "Some management or some</p> <p>17 employees get a COLA, and others don't," and we</p> <p>18 have our CEO getting a COLA.</p> <p>19 CHAIRMAN WALKER: Yes, Commissioner Horovitz,</p> <p>20 I agree.</p> <p>21 I -- I am probably inclined to look at a</p> <p>22 COLA as what a COLA is intended to be, which is a</p> <p>23 cost of living adjustment.</p> <p>24 So, whether you're making 100,000 or 50,000,</p> <p>25 there is merit to how a COLA plays into your</p>	<p>1 And so we're approving this contract based on</p> <p>2 what's currently before us; however, I would say,</p> <p>3 in the seat you are sitting in, if I'm looking at</p> <p>4 this, it raises a question of, "Will this come</p> <p>5 back before us with a different base salary based</p> <p>6 upon what is now before us and what we have to</p> <p>7 consider?"</p> <p>8 So, what are we -- what are we voting upon?</p> <p>9 CHAIRMAN WALKER: So thank you for that,</p> <p>10 because you're exactly right.</p> <p>11 My opinion on this matter is as follows,</p> <p>12 and, hopefully, Mr. Alexander, you can appreciate</p> <p>13 this in the sense that I still find it --</p> <p>14 when we put this contract in originally,</p> <p>15 there was -- this board did not -- this board</p> <p>16 wasn't of this posture and of this mindset.</p> <p>17 I happen to take the position that we should</p> <p>18 be paying more in line with national standards or</p> <p>19 at least within community standards.</p> <p>20 In '22, before I think the two of you joined,</p> <p>21 it look a pretty close-knit vote just to get</p> <p>22 Mr. Alexander to the 250-.</p> <p>23 COMMISSIONER HOROVITZ: I voted there.</p> <p>24 COMMISSIONER GREEN: I did, too.</p> <p>25 CHAIRMAN WALKER: Yeah. I think we both</p>

<p style="text-align: right;">Page 89</p> <p>1 did, but we still had some conversation and 2 debate. 3 I remain of the opinion that you can't be one 4 of the top performing housing authorities in the 5 United States and can't be one of the model 6 housing authorities that other housing authorities 7 are referred to, but we don't pay our CEO a salary 8 -- we're talking potentially six figures less than 9 companion housing authorities that are, 10 quite frankly, of equal or smaller size. 11 My concern for this meeting -- and so I agree 12 with you. I think there needs to be a serious 13 conversation around that, and I also agree with 14 Commissioner Horovitz. 15 I think Mr. Alexander needs to advocate in 16 that sense. 17 "Mr. A, you know, what do you think is fair?" 18 My -- as Board Chair, I am bringing the 19 issue to the board, and, if the board wants to, 20 you know, kick this can down the road, 21 based on the call with Ms. Hodges, based on the 22 fact that the contract was previously reviewed, 23 it -- it would not -- Mr. A can give notice to 24 quit tomorrow. 25 By extending the contract, at least there is</p>	<p style="text-align: right;">Page 91</p> <p>1 comment about this. 2 I am with the same mindset, and I've always 3 tried to encourage the board. But I guess, 4 when I do say something, I guess it doesn't 5 carry much weight. 6 Because I've always reminded the board that 7 we needed to do Mr. Alexander evaluation and that 8 it was not fair to him that we are always late 9 with his evaluation. 10 I also advocated -- as you said that you and 11 Commissioner Heather and Commissioner Green voted 12 for Mr. A to get -- Mr. Alexander -- excuse me -- 13 Mr. Alexander to get the 250-. I myself did, 14 too. 15 So that's why I was asking the question today 16 so that we can know kind of where he needed to be 17 far as the position that he's in, and so I 18 definitely has been -- Commissioner Heather, 19 I know you might not realize it, but -- 20 because I know y'all just coming on -- but I have 21 always advocated for the evaluation to be done on 22 time and the proper raises and all of that stuff. 23 You know, not just for Mr. Alexander, but for our 24 staff, as well. 25 So, yeah. I just wanted to say that on</p>
<p style="text-align: right;">Page 90</p> <p>1 an agreement in place that establishes certain 2 baselines. I want to make sure ... 3 And maybe, Mr. A, I should be asking you. 4 Is that something you want done, 5 or do you want to hold off and negotiate 6 everything? 7 CEO: Well, I think we should do everything. 8 CHAIRMAN WALKER: Okay. 9 CEO: I think my evaluation is due 10 October 1st. Every year -- it's November 11 already. 12 I thought the whole purpose of the meeting 13 was to negotiate or talk about a salary. 14 It seems like every year we come to this same 15 junction, and we're talking about it. 16 And then one month turns into two months, 17 and two months turns into six months. 18 The contract ended September the 27th. 19 We're in November and working without a contract. 20 CHAIRMAN WALKER: Commissioner Brock, 21 and then Commissioner Rogers. 22 COMMISSIONER ROGERS: I do. 23 CHAIRMAN WALKER: Yes. 24 COMMISSIONER BROCK: Mr. Chair, I had -- 25 I had my hand up earlier, because I wanted to</p>	<p style="text-align: right;">Page 92</p> <p>1 record, because I don't want people to think that 2 I'm sitting here and not saying anything. 3 Because that's not the case, and really 4 I wanted to say it for Mr. Rogers' point of view 5 so he would know that. Yes. I have been an 6 advocate, and, yes, I agree with everything that 7 you just said. I really do. 8 And I agree with what Mr. Alexander said. 9 It's not fair, and, yes, I did thought that we 10 was going to make decisions today. I didn't know 11 that it was -- might be put on hold or whatever, 12 because it's not fair to him. 13 Thank you. 14 COMMISSIONER HOROVITZ: If I could just -- 15 I'm sorry. 16 Just to follow up on that -- 17 CHAIRMAN WALKER: Yes. Commissioner 18 Horovitz. 19 COMMISSIONER HOROVITZ: -- I hope that you do 20 know that I value your commentary in our meetings 21 -- 22 COMMISSIONER BROCK: Oh, I know you do. 23 COMMISSIONER HOROVITZ: -- and that I have 24 shown you respect. 25 And, yes. You have brought up the 360</p>

<p style="text-align: right;">Page 93</p> <p>1 review, but the difference is, like even today, 2 we don't have a contract in front of us to 3 review. 4 It's a bullet point on the agenda, 5 but it's not -- I haven't read the contract. 6 COMMISSIONER BROCK: I know. 7 COMMISSIONER HOROVITZ: I'm not prepared to 8 -- 9 COMMISSIONER BROCK: I know. 10 COMMISSIONER HOROVITZ: -- like Commissioner 11 Rogers' point. So that's my point. 12 COMMISSIONER BROCK: I understand. 13 But what I'm saying is it have been brought 14 up before we got to September the 27th, 15 that we needed to do this. 16 It was. I brought it up. I can get the 17 minutes on it, that we needed to be doing this 18 before then. So -- and it wasn't done. So, yeah. 19 COMMISSIONER ROGERS: So, Mr. Chair, 20 of course, I did not do an evaluation on 21 Mr. Alexander, and I did it on purpose. 22 And I stated why I declined to that. 23 One, I just got on board, and I don't know 24 what -- and it would be unfair for me to do an 25 evaluation. I just joined this board.</p>	<p style="text-align: right;">Page 95</p> <p>1 the contract so that we can -- and maybe I'm not 2 being clear here. I'm clearly not being clear. 3 COMMISSIONER HOROVITZ: That part's clear. 4 COMMISSIONER GREEN: Extending the contract 5 to begin negotiations. 6 CHAIRMAN WALKER: Correct. 7 I'm not even asking for a motion to approve 8 it. I'm saying, at a minimum, is there a 9 consensus to extend the contract so we can get 10 with Mr. Alexander to start doing this? 11 Because, if the answer from the board is, 12 "We don't intend to proceed with Mr. Alexander," 13 this all was a moot point. 14 COMMISSIONER HOROVITZ: Yes. I mean I think 15 that's better form than last year. We sat here 16 and directly asked Mr. Alexander what does he 17 believe he should be being paid. And so, either 18 we do that, again, right now, or you have a 19 behind-the-scenes conversation. 20 CHAIRMAN WALKER: And, again, this is -- 21 I'm not being clear. 22 What I'm asking is -- I think the first 23 question I'm trying to get to is is we have a 24 contract. 25 I am saying that I am in favor of starting --</p>
<p style="text-align: right;">Page 94</p> <p>1 So, out of fairness, I opted not to do that. 2 I am, though, Mr. Chair, concerned yet, 3 again -- or yet that I have something before us 4 for a vote. 5 And, if it's okay with the CEO, we are going 6 to have another meeting this month. I don't want 7 to kick this down the road, but I want to get it 8 right. It's got to be done right, and I don't 9 want to come back with that. 10 So I guess my question, through the Chair to 11 you, would you be okay with us addressing this 12 with a -- with us reviewing the contract in front 13 of us having worked everything out at our next 14 meeting? 15 Because, again, if you're asking for a vote, 16 Mr. Chair, honestly, I'm not sure what I'm voting 17 on outside of the base salary. I don't know 18 what's in the contract. 19 CHAIRMAN WALKER: So two points, if I can, 20 Commissioner. 21 COMMISSIONER ROGERS: Yes. 22 CHAIRMAN WALKER: The first is I may not be 23 articulating this appropriately, which I'm known 24 to do. 25 I'm asking if there is a consensus to extend</p>	<p style="text-align: right;">Page 96</p> <p>1 starting with this, which is, I want to renew the 2 contract for four years. I'm not asking for a 3 vote. 4 I'm saying that procedurally I, as the Chair, 5 am in favor of continuing on with Mr. Alexander. 6 Next step, Mr. A, assuming you're in 7 agreement with that, to me, in an open meeting, 8 which is certainly fine today, is to discuss, 9 "What does that look like?" 10 "You know, what do you think is a fair 11 salary?" 12 "What do you not think is a fair salary?" 13 "Do you think you're compensated well?" 14 And, certainly, you and I can have that 15 conversation and/or we could have it at this open 16 board meeting; so that, Commissioner Rogers and 17 Commissioner Horovitz, to your point, at the next 18 board meeting we can ratify this retroactive to 19 September 27th. 20 COMMISSIONER HOROVITZ: To your question, 21 absolutely. Four years. If we can get to a place 22 where he's happy, I think that we'd be lucky to 23 have him running the agency. 24 So, to that point, absolutely. 25 CHAIRMAN WALKER: Okay.</p>

<p style="text-align: right;">Page 97</p> <p>1 COMMISSIONER ROGERS: And, Mr. Chair, 2 I am in agreement with extending the contract. 3 COMMISSIONER HOROVITZ: Yes. 4 COMMISSIONER ROGERS: I just want for us to 5 have a document before us. 6 So that -- so, to clarify my point -- 7 CHAIRMAN WALKER: Yes -- 8 COMMISSIONER ROGERS: -- I am in agreement 9 with extending, if the CEO is so willing. 10 CHAIRMAN WALKER: Yes. 11 COMMISSIONER ROGERS: Again, I just want to 12 make sure that, when it comes back before us, 13 we have all of our i's dotted and all of our t's 14 crossed at that time. 15 Thank you. 16 CHAIRMAN WALKER: Commissioner Green. 17 COMMISSIONER GREEN: I'm agreeing with that. 18 The only thing or question is regarding his 19 salary -- upping it, lowering it, whatever, 20 right? 21 So you're going to have that conversation 22 with him? 23 CHAIRMAN WALKER: No, not what I'm saying. 24 I think -- 25 COMMISSIONER GREEN: No. I mean I'm not</p>	<p style="text-align: right;">Page 99</p> <p>1 we need to have the discussion now, and then you 2 guys can come back and vote on it whenever you 3 need to vote on it, if that's the next meeting. 4 COMMISSIONER HOROVITZ: This is his -- 5 if he's open to having it open -- 6 CHAIRMAN WALKER: Okay. 7 COMMISSIONER HOROVITZ: -- and on the record, 8 then I don't -- 9 CHAIRMAN WALKER: So, Mr. A, let me -- 10 let me start. 11 I think, Commissioner, you're right. 12 Mr. A, I think our opening position would be 13 we'd like to renew it for four years exactly as it 14 is. 15 CEO: For 250,000? 16 CHAIRMAN WALKER: Yes, sir, but I assume 17 you're going to have a counter. 18 CEO: Well, I mean let's be realistic. 19 I mean most people start these positions 20 at a housing authority this size -- 21 it's well-documented that it normally starts off 22 at 325- without any proven success. 23 COMMISSIONER BROCK: Right. 24 CEO: Before they even got on the job and did 25 anything, they started at 325-.</p>
<p style="text-align: right;">Page 98</p> <p>1 saying today, but like between now and our next 2 board meeting? 3 Or, is it just open book -- 4 CHAIRMAN WALKER: My intent was open book, 5 because no matter what we do, I would like to hear 6 from Mr. Alexander -- which I think the 7 commissioners need to hear from Mr. Alexander 8 where he's at. 9 And then, you know, the board can give their 10 thoughts. I can do some additional work with Kort 11 to get some additional information and try and get 12 a consensus in place for the next meeting. 13 COMMISSIONER GREEN: Me personally, I was in 14 -- I would like to negotiate a bracket with you, 15 not on the record, and then present it to the 16 board. And you could negotiate in between. 17 Because, what if we're far off, and then 18 that's embarrassing for everybody? 19 CHAIRMAN WALKER: Yeah. I am open to that, 20 if the board wants to direct me to begin those -- 21 or somebody else -- I am fine with that. 22 But I'm also sensitive, you know, to Mr. A, 23 which is, "Mr. A, what do you want to do?" 24 CEO: I think we should have the discussion 25 now. I think we delay everything else. I think</p>	<p style="text-align: right;">Page 100</p> <p>1 We're talking right now, and we're sitting on 2 the cuff of doing almost \$100,000,000 in even new 3 construction and acquisitions. That just doesn't 4 happen overnight. That's one. 5 Two, we are a high-performing agency. 6 Not from 2018. Not from 2016. Currently, 7 we're a high-performing agency. 8 And, for those in this room who don't know 9 what a high performer is, you have to earn that 10 grade every single year. 11 COMMISSIONER HOROVITZ: Yes. 12 CEO: So, if you got an A last year in 13 chemistry, you need to earn an A in physics 14 this year, because each year it gets more 15 challenging. 16 On the outside of that, this board asked me, 17 what was our goal -- what was my goal for the 18 agency. 19 I said, "500 units." 20 If you remember that discussion, it's on the 21 record. 500 units. 22 Well, just Trebel alone is 431 units. 23 When you combine that with Westwood, 24 with Westwood, you're talking about another 256. 25 These are deals that are not traditionally</p>

Page 101	Page 103
<p>1 done with housing authorities.</p> <p>2 Outside of that, we run a well-organized</p> <p>3 agency here, and we are -- and I say it all the</p> <p>4 time. And it has nothing to do with ego.</p> <p>5 It's based on statistics -- we are one of the best</p> <p>6 run housing authorities in the State of Florida.</p> <p>7 Now we weren't that four years ago.</p> <p>8 We weren't that five years ago.</p> <p>9 We did that through hard work, and that's me</p> <p>10 and everyone in this room. And I sit as the head</p> <p>11 here, and folks sit back and watch and see how</p> <p>12 this thing pans out.</p> <p>13 So, if you want to ask me specifically</p> <p>14 based on my knowledge, skills and abilities</p> <p>15 and where we're at today, I think the starting</p> <p>16 negotiation ...</p> <p>17 Let me add this. We are an independent</p> <p>18 agency, and I am the lowest paid CEO of all of</p> <p>19 the five independent agencies.</p> <p>20 I get that some of them are different in</p> <p>21 size, but you've got some of the independent</p> <p>22 agencies that have less employees than I have.</p> <p>23 And they make almost \$200,000 more than I make,</p> <p>24 and their budget -- their salaries are 23-percent</p> <p>25 of their entire budget.</p>	<p>1 And you said, "250-."</p> <p>2 I'd have to look back.</p> <p>3 And I only make that point -- and I'm not</p> <p>4 saying that you don't deserve 350-. I'm not</p> <p>5 saying that at all.</p> <p>6 I'm just saying that all of those things</p> <p>7 about you being a high performer -- and I do</p> <p>8 believe you're a high performer -- and all of the</p> <p>9 great things that we're doing as an agency under</p> <p>10 your leadership -- that was all true last year</p> <p>11 when we went through this.</p> <p>12 And so, looking at a \$100,000 increase from</p> <p>13 then -- maybe you were under -- tell me I'm wrong.</p> <p>14 COMMISSIONER GREEN: Correct. No.</p> <p>15 I hear you. Yes. A \$100,000 increase is a lot,</p> <p>16 but I mean, if he's the lowest paid, I see that.</p> <p>17 That shouldn't be good, but 100,000 like is also a</p> <p>18 lot.</p> <p>19 You know?</p> <p>20 CHAIRMAN WALKER: Commissioner Brock.</p> <p>21 COMMISSIONER BROCK: Mr. Chair, I just want</p> <p>22 to say that, yes. I know that sound like a lot,</p> <p>23 but see that's the same thing that's going on with</p> <p>24 our entire staff here at the Jacksonville Housing.</p> <p>25 They are underpaid. He was underpaid at</p>
Page 102	Page 104
<p>1 JHA salaries are about 3 or 4 percent of</p> <p>2 their entire budget. So that's with deficiencies.</p> <p>3 So I think I should start with 350-. I think the</p> <p>4 bonus should be 25 percent, and I think there</p> <p>5 should be some other incentives there.</p> <p>6 CHAIRMAN WALKER: Commissioner Horovitz.</p> <p>7 COMMISSIONER HOROVITZ: Yes.</p> <p>8 I'm just -- and I don't disagree with any of</p> <p>9 that, but all of that was true last year when we</p> <p>10 agreed to 250- is my point. And you were happy</p> <p>11 with 250-. That's what you asked for.</p> <p>12 CEO: No. I did not ask for 250-.</p> <p>13 COMMISSIONER BROCK: No, he didn't.</p> <p>14 CEO: Y'all gave me 250-, and that was from</p> <p>15 --</p> <p>16 COMMISSIONER HOROVITZ: Are you sure?</p> <p>17 CEO: -- the year before.</p> <p>18 COMMISSIONER BROCK: Uh-huh. Yeah.</p> <p>19 CEO: The money that I received --</p> <p>20 the 250- -- was compensation from the year</p> <p>21 before. So you were seven months into this year</p> <p>22 that I'm in now that I received the money that</p> <p>23 I should have received the year before.</p> <p>24 COMMISSIONER HOROVITZ: I recall us asking</p> <p>25 you directly, "What do you want?"</p>	<p>1 250-. That -- that's the facts. That is the</p> <p>2 facts with all of the staff people here at the</p> <p>3 Jacksonville Housing.</p> <p>4 COMMISSIONER HOROVITZ: So, can we have a</p> <p>5 conversation about just Mr. A without talking</p> <p>6 about all of our staff that are underpaid?</p> <p>7 COMMISSIONER BROCK: No. I'm just --</p> <p>8 I'm just putting it out there so that y'all can</p> <p>9 understand. So that, when you look at their --</p> <p>10 COMMISSIONER HOROVITZ: Well, I completely</p> <p>11 agree.</p> <p>12 COMMISSIONER BROCK: -- analysis --</p> <p>13 COMMISSIONER HOROVITZ: And I know we're</p> <p>14 having a conversation of --</p> <p>15 COMMISSIONER BROCK: -- when you look at</p> <p>16 their analysis --</p> <p>17 CHAIRMAN WALKER: Hang on. Hang on.</p> <p>18 Commissioner Brock, go ahead. Finish your</p> <p>19 point.</p> <p>20 COMMISSIONER BROCK: -- I was just saying</p> <p>21 that he's been underpaid, and he has been here for</p> <p>22 five years. They didn't pay him out of class.</p> <p>23 He did wear three hats.</p> <p>24 CHAIRMAN WALKER: Commissioner Horovitz.</p> <p>25 COMMISSIONER HOROVITZ: I totally agree with</p>

<p style="text-align: right;">Page 105</p> <p>1 -- and we've been talking about the staff being 2 underpaid. 3 I don't know how we talk about making it 4 right for Mr. Alexander and not talk about making 5 it right for an entire agency. 6 COMMISSIONER BROCK: Right. 7 COMMISSIONER HOROVITZ: And it's unfair to 8 then say, "What is the financial impact to the 9 organization if you make it right for everyone at 10 the same time?" 11 COMMISSIONER GREEN: Through the Chair, 12 so, if we increase his salary up to 350- 13 the next year is 350-, plus COLA, or does he 14 get another chance -- another bump in his salary 15 besides COLA? 16 CHAIRMAN WALKER: The way ... 17 And, Reece, correct me if I'm wrong, 18 and I know I just took your contract. 19 The way the contract reads, which would 20 obviously be subject to everybody's review before 21 we would formally approve, just to be very clear 22 -- the way the contract reads is the salary would 23 go into place effective retroactive -- I would 24 assume we'd make it retroactive to October 1 -- 25 COMMISSIONER BROCK: That's correct.</p>	<p style="text-align: right;">Page 107</p> <p>1 COMMISSIONER BROCK: Mr. Chair -- 2 CHAIRMAN WALKER: Of course. 3 COMMISSIONER BROCK: -- Kort is trying 4 to -- 5 MS. PARDE: Through the Chair, to review for 6 this to get you these numbers, I had actually 7 gotten copies of several of the contracts, 8 with JTA and JEA, just so you know, and they do. 9 It's a 3-percent -- in theirs, they 10 particularly provide 3 percent as indicated of 11 COLA and then that, "bonus structure," they call 12 it, as well annual performance. 13 And their structure, if you can imagine -- 14 I could provide you with that -- they are very 15 similar to what Mr. Alexander's is with, 16 you know, some differences, obviously. 17 OGC has written them. 18 CHAIRMAN WALKER: Commissioner Horovitz. 19 COMMISSIONER HOROVITZ: The COLA that 20 we're talking about for nonunion employees -- 21 if having the right to a COLA is in his contract, 22 would he also be subject to the 8 percent, 23 or what is the number we're talking about now? 24 COMMISSIONER BROCK: 8.7. 25 CHAIRMAN WALKER: 8.7.</p>
<p style="text-align: right;">Page 106</p> <p>1 CHAIRMAN WALKER: -- which is technically 2 when his contract effectively expired. It's the 3 27th, and then I think we had a weekend in there. 4 So I think we've got October 1 effectively. 5 So it would be retroactive back about a month or 6 however it takes us to get it. 7 The COLA is a one-time COLA adjustment based 8 on guidance effective October 1 for years '21 and 9 '22. So there is no legal COLA obligation if we 10 were to increase the salary. That would be a 11 negotiated point. 12 COMMISSIONER GREEN: So it's basically 350- 13 for four years, plus whatever the COLA adjustment 14 is. 15 COMMISSIONER HOROVITZ: If we gave a COLA 16 adjustment to Mr. A -- is that normal for a 17 housing authority CEO? 18 I've never heard of a CEO getting a COLA. 19 CHAIRMAN WALKER: I haven't, but, Mr. A, 20 maybe -- I've not -- I'm not accustomed to CEOs 21 getting COLAs. I don't -- that's different to 22 me. 23 But, Mr. A, do you have insight on that? 24 CEO: Yes. They normally do. Yes. 25 They normally do.</p>	<p style="text-align: right;">Page 108</p> <p>1 COMMISSIONER HOROVITZ: So -- 2 CHAIRMAN WALKER: No. The way -- 3 the way -- well, yes. Per this contract. 4 And, again, Reece, I'm playing lawyer 5 here. So I'm going to demur to OGC. 6 But the way I read this contract it states, 7 "Based on guidance from the Social Security 8 Administration, he will get COLA effective 9 October 1st of years '21 through '23." 10 So, in theory -- right -- his contract ended 11 September 27th. There is no legal obligation for 12 this agency, at this point I think -- and we 13 should demur to OGC -- but the way this contract 14 reads, there is no future COLA -- right -- 15 unless we would agree to it. 16 Does that make sense? 17 COMMISSIONER HOROVITZ: It does make sense -- 18 CHAIRMAN WALKER: Yeah. 19 COMMISSIONER HOROVITZ: -- if that's exactly 20 right. 21 CHAIRMAN WALKER: I'm pretty sure it is. 22 But, Reece -- 23 MR. WILSON: That's correct. That's -- 24 this would be a negotiated point. The COLA runs 25 through 2023, as written.</p>

Page 109	Page 111
<p>1 CHAIRMAN WALKER: As written.</p> <p>2 COMMISSIONER HOROVITZ: Can I ask a question</p> <p>3 on the bonus?</p> <p>4 How -- and I should know this.</p> <p>5 Are bonuses paid off of certain metrics for</p> <p>6 the housing authority?</p> <p>7 CHAIRMAN WALKER: No. And I will --</p> <p>8 I can comment on this, because it's a unique --</p> <p>9 Mr. A will probably disagree with this.</p> <p>10 But, because we are a high-performing agency</p> <p>11 -- pretty standard -- if we were to set metrics,</p> <p>12 and say, "You know, you can earn up to a</p> <p>13 25-percent --" since there's such metrics and we</p> <p>14 are there, it could be that the metrics would end</p> <p>15 up every single time almost guaranteeing a bonus</p> <p>16 versus us having some discretion in that</p> <p>17 conversation.</p> <p>18 So I do worry about a metric-based bonus</p> <p>19 system, if that makes sense.</p> <p>20 COMMISSIONER GREEN: Through the Chair,</p> <p>21 I mean, could you not do like 50-percent</p> <p>22 discretionary and 50-percent merit?</p> <p>23 CHAIRMAN WALKER: You could. I will say that</p> <p>24 the last time I looked at this -- and this is</p> <p>25 going back a ways, but I'm happy to do some more</p>	<p>1 CHAIRMAN WALKER: It's definitely written as</p> <p>2 a performance incentive, but it's discretionary to</p> <p>3 us. There are not per se metrics to meet.</p> <p>4 So I haven't -- going back to your request,</p> <p>5 Mr. A, I think it is a -- I think your comments</p> <p>6 are very reasonable and down the middle.</p> <p>7 I don't -- I can't argue the point on those</p> <p>8 comments. I think they're pointed and</p> <p>9 appreciated.</p> <p>10 I think that you are still underpaid.</p> <p>11 I think it is a pretty -- for me, personally,</p> <p>12 I think it's a pretty tough pill to swallow to do</p> <p>13 100,000 immediately. That's a pretty tough pill</p> <p>14 to swallow.</p> <p>15 That said, I also think that a salary</p> <p>16 starting with a 2- is probably not appropriate,</p> <p>17 and I don't think, based on the salaries that I'm</p> <p>18 seeing here based on the salaries of similarly</p> <p>19 situated housing authorities, you know, without --</p> <p>20 I've always relied on that HUD data. You know</p> <p>21 that. And, without that data, which I know isn't</p> <p>22 published, it's very difficult.</p> <p>23 But I mean, look. I -- I look at groups,</p> <p>24 like the Tampa Housing Authority and the</p> <p>25 Columbus Housing Authority and the D.C. Housing</p>
Page 110	Page 112
<p>1 thinking -- I've never seen a pure statistical</p> <p>2 bonus calculation in any shape -- 50 or whatever.</p> <p>3 It was always discretionary based on board</p> <p>4 goals and evaluations. That's what I've seen.</p> <p>5 I'm not saying that's proper.</p> <p>6 Commissioner Brock.</p> <p>7 COMMISSIONER BROCK: Mr. Chair, just to my</p> <p>8 other colleagues, last year was the first time</p> <p>9 that Mr. Alexander got a bonus. He had never got</p> <p>10 a bonus before.</p> <p>11 COMMISSIONER HOROVITZ: Why was that the</p> <p>12 case?</p> <p>13 Like, why did he earn it last year?</p> <p>14 CHAIRMAN WALKER: Because last year I would</p> <p>15 -- I would proffer -- and, Mr. A, you guys can</p> <p>16 back me up on this. I think last year was the</p> <p>17 first year that the board actually paid attention.</p> <p>18 COMMISSIONER HOROVITZ: So that's --</p> <p>19 COMMISSIONER BROCK: Yes.</p> <p>20 CHAIRMAN WALKER: Yeah, yeah.</p> <p>21 COMMISSIONER HOROVITZ: -- I mean a bonus is</p> <p>22 supposed to be a performance incentive.</p> <p>23 CHAIRMAN WALKER: I agree.</p> <p>24 COMMISSIONER HOROVITZ: So, if it's not</p> <p>25 written that way, then it needs to be changed.</p>	<p>1 Authority, and realizing they have different</p> <p>2 metrics and everything else, I, you know --</p> <p>3 I'm sorry --</p> <p>4 COMMISSIONER HOROVITZ: And cost of living.</p> <p>5 CHAIRMAN WALKER: -- and cost of living.</p> <p>6 You know, I certainly appreciate the need to</p> <p>7 increase your salary, and so I think where I'm at,</p> <p>8 Mr. Alexander, is, you know, you're looking for</p> <p>9 350-. I would be comfortable at least matching</p> <p>10 Tampa's -- I know they're a bit smaller (sic) than</p> <p>11 us -- which puts you around 309- -- call it,</p> <p>12 "310-."</p> <p>13 And then understanding, you know, we still</p> <p>14 need to have the conversation around COLA.</p> <p>15 We still need to have the conversation around what</p> <p>16 a bonus is.</p> <p>17 I just -- I -- I suppose I could be wrong in</p> <p>18 how I'm looking at it, but I do think you deserve,</p> <p>19 you know, more than what you're being paid.</p> <p>20 I just think it's -- it would -- I wouldn't</p> <p>21 be exercising my fiduciary board duties as a board</p> <p>22 if I just said, "You know, \$100,000. No problem.</p> <p>23 We're good to go."</p> <p>24 The best data point that I have in front of</p> <p>25 me at the moment is the Tampa Housing Authority.</p>

Page 113	Page 115
<p>1 It's at least a local housing authority we can 2 base off of. 3 Are we larger than them by size? 4 CEO: Not too far. We're the third largest. 5 They're the second largest. 6 CHAIRMAN WALKER: Okay. So that's kind of 7 where I would settle in on something like that -- 8 I think -- my comfort level. 9 We will no longer be friends and have 10 cigars. I'm very sorry. 11 I also go back to this and I also realize, 12 you know, we only adjusted your salary I realize 13 in April of this year, '23, as well. So, yeah. 14 That's -- that's kind of where I'm at. 15 CEO: Yes. And, again, we are about seven 16 months behind. 17 CHAIRMAN WALKER: No. And I think part of my 18 -- yeah. 19 CEO: It was April, but it should have been 20 for October 1st. 21 CHAIRMAN WALKER: Well, look at the bright 22 side, we're addressing this in November and not 23 April in '24. 24 Let me ask the question. 25 Well, I think I saw Commissioner Rogers,</p>	<p>1 CHAIRMAN WALKER: -- and come back in about 2 10, 15 minutes. 3 I think that this went a way that I didn't 4 think it was going to go, but it is what it is. 5 So let's take a 15-minute recess. Let's get some 6 information. 7 Reece, could you get copies of all -- 8 and I'm not asking you to read it, Commissioners. 9 I just want to make sure you have it -- a copy of 10 the contracts and the amendments? 11 And, Kort, if you could, just give me 12 5 minutes here. I want you to pull some stuff for 13 me. 14 So we'll call us in recess for 15 -- 15 before I do, I'm sensitive to everybody's times. 16 COMMISSIONER HOROVITZ: I was going to say 17 4:40, 4:45 I have to leave. 18 CHAIRMAN WALKER: Not a worry. We'll try and 19 make this -- let's call it a 5 1/2-minute recess. 20 Let's go from there. Thank you. 21 (A recess was taken.) 22 (The recess concluded.) 23 CHAIRMAN WALKER: All right. I'm going to 24 go ahead and call us back to order, if that's 25 okay.</p>
Page 114	Page 116
<p>1 Commissioner Brock, Commissioner Horovitz and 2 Commissioner Green ... 3 COMMISSIONER ROGERS: So I'm trying to wrap 4 my head around this. So, for five years, 5 he was at 210-? 6 CHAIRMAN WALKER: No, sir. 7 COMMISSIONER ROGERS: So I guess I need a 8 historical -- 9 COMMISSIONER BROCK: He started at -- 10 COMMISSIONER GREEN: He was -- 11 COMMISSIONER BROCK: -- yeah. 12 COMMISSIONER GREEN: -- go ahead. 13 COMMISSIONER BROCK: I'm sorry. 14 He was at 190- -- 15 COMMISSIONER ROGERS: Okay. 16 COMMISSIONER BROCK: -- or was it 185-? 17 CEO: It was 160-something I believe. 18 CHAIRMAN WALKER: Can I ask a favor? 19 Because I think this will be helpful to us 20 all. I'd like to take a 15-minute recess, 21 and I'd like to get with Kort to get some data -- 22 COMMISSIONER BROCK: Yeah -- 23 CHAIRMAN WALKER: -- because we're clearly 24 going to be going down this rabbit hole -- 25 COMMISSIONER BROCK: -- right.</p>	<p>1 Yeah. Kort's actually -- she's grabbing 2 some information for me. 3 So, just for the rest of the commission, 4 I did ask Kort to go pull for me Mr. A's 5 comp history -- again, public record. 6 So we should have no problem there with that, 7 correct? 8 MR. WILSON: That's correct. 9 CHAIRMAN WALKER: I also asked her to pull 10 some additional data on these other housing 11 authorities, because I think that's a pertinent 12 point here. 13 In front of you, you also have the 14 Employment Agreement that Mr. A and the housing 15 authority previously entered into, and you also 16 have the First Amendment to that agreement. 17 Giving this a little bit of thought, 18 I think what I would like to try and do in 19 hopefully an efficient manner is come to the 20 broad strokes of where we think we might want 21 to be with Mr. Alexander, and, Mr. Alexander, 22 obviously, you know, advocating for yourself here. 23 And then, with the board's consensus, 24 I think it might make sense. I briefly chatted 25 with Reece. We could work to take those</p>

Page 117	Page 119
<p>1 broad strokes.</p> <p>2 I can work with OGC to get the contract in a</p> <p>3 form, with Mr. Alexander, and present it for</p> <p>4 ratification, as soon as possible.</p> <p>5 Mr. A, we're still six months ahead of</p> <p>6 schedule from where we were last year. It's still</p> <p>7 not good enough, but we're going to -- we're going</p> <p>8 to be better.</p> <p>9 So, would that be an acceptable solution for</p> <p>10 you, Mr. A, if we get the broad strokes done and</p> <p>11 then we get this -- the final terms in the</p> <p>12 contract, have everybody review it and then</p> <p>13 ratify it in short order, like 23 days?</p> <p>14 CEO: By the next board meeting you're</p> <p>15 saying?</p> <p>16 CHAIRMAN WALKER: Yes.</p> <p>17 CEO: Okay.</p> <p>18 CHAIRMAN WALKER: I'd appreciate that</p> <p>19 accommodation.</p> <p>20 CEO: Yes.</p> <p>21 CHAIRMAN WALKER: Thank you.</p> <p>22 CEO: You say, after we negotiate on the</p> <p>23 price, we'll come to some terms?</p> <p>24 CHAIRMAN WALKER: Yeah.</p> <p>25 It sounds like you're prepared to have</p>	<p>1 contracts.</p> <p>2 CHAIRMAN WALKER: I already have those.</p> <p>3 MS. PARDE: Oh, you have those?</p> <p>4 CHAIRMAN WALKER: Yes.</p> <p>5 MS. PARDE: Okay.</p> <p>6 CHAIRMAN WALKER: If you can, hand out the</p> <p>7 salaries.</p> <p>8 MS. PARDE: Yes. Absolutely.</p> <p>9 CHAIRMAN WALKER: So I forget which</p> <p>10 commissioner pointed it out, but I thought it was</p> <p>11 a point worth noting.</p> <p>12 Commissioner Rogers, like the salary history,</p> <p>13 I thought that was a really good point.</p> <p>14 You're going to find Mr. Alexander started</p> <p>15 with us in 2018. She's going to hand these to you</p> <p>16 in short order. I'll wait until she actually</p> <p>17 does.</p> <p>18 So, he started with us in 2014 (sic).</p> <p>19 Mr. A, what was your position when you first</p> <p>20 started here?</p> <p>21 CEO: Vice president.</p> <p>22 CHAIRMAN WALKER: VP. Okay. It looks like</p> <p>23 -- let's call it \$115,000 a year.</p> <p>24 I know you were hired as the executive</p> <p>25 director in 2021.</p>
Page 118	Page 120
<p>1 this conversation today and get this, you know,</p> <p>2 somewhat, you know, narrowed down.</p> <p>3 So we would take broad strokes of these</p> <p>4 agreements. We would then work through any of the</p> <p>5 fine details that need to be edited to make sure</p> <p>6 that the agreements are there, and then we'll,</p> <p>7 you know, bring it back for ratification.</p> <p>8 Obviously, the rest of the board wants a</p> <p>9 chance to read the contract, you know. So I think</p> <p>10 that's a fair request.</p> <p>11 I did ask ...</p> <p>12 Did you get the info, Kort?</p> <p>13 MS. PARDE: Some of it. They're still</p> <p>14 working on it.</p> <p>15 CHAIRMAN WALKER: Okay.</p> <p>16 MS. PARDE: This is the salary that you</p> <p>17 asked. So it starts there and goes backwards.</p> <p>18 Some of that is a little misleading at the</p> <p>19 bottom, just because it was partial years,</p> <p>20 but --</p> <p>21 CHAIRMAN WALKER: Okay. I see what you're</p> <p>22 doing.</p> <p>23 MS. PARDE: -- that's the amount.</p> <p>24 CHAIRMAN WALKER: Okay. That's makes sense.</p> <p>25 MS. PARDE: And here are copies of all of the</p>	<p>1 You served as interim from, which years,</p> <p>2 Mr. A?</p> <p>3 CEO: From December of '18 -- November of '18</p> <p>4 all the way until about two years ago.</p> <p>5 CHAIRMAN WALKER: Yeah. So call it '21,</p> <p>6 October of '21, and that jives with my memory.</p> <p>7 Because that's when we increased it to 210-.</p> <p>8 So, Commissioner Rogers, your point about the</p> <p>9 salary is interesting. You know, so really the</p> <p>10 base salary that we started with was 210-.</p> <p>11 We increased it -- 220- -- and then ultimately to</p> <p>12 250-.</p> <p>13 And I assume the 220- was probably</p> <p>14 COLA-based. It looks like it probably was.</p> <p>15 5.9. That looks to be correct.</p> <p>16 MS. PARDE: Yes.</p> <p>17 CHAIRMAN WALKER: Yeah. I think you had said</p> <p>18 350-.</p> <p>19 Are we still waiting on that housing</p> <p>20 authority info?</p> <p>21 MS. PARDE: Yes. They're getting it for me.</p> <p>22 CHAIRMAN WALKER: Okay. Great.</p> <p>23 COMMISSIONER ROGERS: Point of clarification,</p> <p>24 Chair.</p> <p>25 So I am correct -- or it is my assumption</p>

Page 121	Page 123
<p>1 based on what I heard stated earlier we do not</p> <p>2 do it based on the Commissioner's statement,</p> <p>3 as well, performance evaluations of the CEO.</p> <p>4 So it's just a bonus; is that accurate?</p> <p>5 CHAIRMAN WALKER: We do a performance</p> <p>6 evaluation, which then provides us, you know,</p> <p>7 the information to be able to assess whether or</p> <p>8 not there should be a -- essentially a</p> <p>9 performance-based bonus.</p> <p>10 Meaning it's completely discretionary based</p> <p>11 on the feedback that we get from a 360, as well as</p> <p>12 our internal evaluations.</p> <p>13 COMMISSIONER ROGERS: All right. Thank you.</p> <p>14 COMMISSIONER GREEN: Through the Chair,</p> <p>15 question.</p> <p>16 When we negotiated 210- and 250-,</p> <p>17 were we not basing it off of other housing</p> <p>18 authorities?</p> <p>19 CHAIRMAN WALKER: My recollection is,</p> <p>20 if you look at the 2018 data, which I pulled up,</p> <p>21 basically what we did then for the 250- is it</p> <p>22 essentially brought him to like a low level</p> <p>23 baseline.</p> <p>24 It was not, at the time -- recollection --</p> <p>25 but, based on the data I'm looking at, it doesn't</p>	<p>1 negatively)</p> <p>2 COMMISSIONER GREEN: -- no?</p> <p>3 COMMISSIONER BROCK: Instead of us giving him</p> <p>4 --</p> <p>5 COMMISSIONER HOROVITZ: No, no. I'm sorry.</p> <p>6 No bad ideas. Thank you. I'm sorry. I didn't</p> <p>7 mean to shake my head at you really.</p> <p>8 COMMISSIONER BROCK: -- he was --</p> <p>9 CHAIRMAN WALKER: I don't think my --</p> <p>10 my position would be I don't think I'd want to</p> <p>11 open it every year for renegotiation. I think</p> <p>12 I'd rather see if we can establish a baseline and</p> <p>13 then bring forward the comp via performance</p> <p>14 bonuses, if we, you know, want to pay more.</p> <p>15 Does that make sense?</p> <p>16 COMMISSIONER BROCK: (nodded head</p> <p>17 affirmatively)</p> <p>18 CHAIRMAN WALKER: I pulled up the data,</p> <p>19 because, again, I really try. I want this to be</p> <p>20 as much of a data-driven decision --</p> <p>21 COMMISSIONER GREEN: Well, I guess what I</p> <p>22 meant was, you know, you work somewhere.</p> <p>23 They give you 1 percent, 2 percent, 3 percent.</p> <p>24 COMMISSIONER HOROVITZ: Right.</p> <p>25 COMMISSIONER GREEN: It could be like</p>
Page 122	Page 124
<p>1 appear that we ever like elected to move like with</p> <p>2 commensurate size or anything like that. We just</p> <p>3 looked for like a low baseline of where we are</p> <p>4 at.</p> <p>5 I don't think there was -- I don't think</p> <p>6 there was debate, per se, around what it is,</p> <p>7 and I can share that data with you guys in a</p> <p>8 second.</p> <p>9 And, again, I rely on that data,</p> <p>10 but it's -- also, the most recently published</p> <p>11 HUD data is 2018.</p> <p>12 COMMISSIONER GREEN: Right.</p> <p>13 CHAIRMAN WALKER: It's stale.</p> <p>14 COMMISSIONER GREEN: Through the Chair,</p> <p>15 so, if we do a four-year contract and we give him</p> <p>16 less than 350-, could we negotiate his salary</p> <p>17 raise each and every year so potentially in</p> <p>18 Year Two he can get to 350- or maybe 325- and then</p> <p>19 maybe by Year Four it's more than that?</p> <p>20 But, other than locking in 350- and based</p> <p>21 off COLA, I don't think I'm going from 250- to</p> <p>22 350-, but, if we gave him 300-and-something</p> <p>23 -- 310- -- and put in his contract we can</p> <p>24 negotiate a salary raise each and every year --</p> <p>25 COMMISSIONER HOROVITZ: (shook head</p>	<p>1 5 percent, 10 percent, 15 percent or something</p> <p>2 along those lines so it would eventually get him</p> <p>3 to the 350- number.</p> <p>4 CHAIRMAN WALKER: I see -- I see what you're</p> <p>5 saying. I'm certainly not opposed to it.</p> <p>6 Commissioner Brock, you had something.</p> <p>7 COMMISSIONER BROCK: I -- I was thinking --</p> <p>8 at least I thought we did -- I thought we gave him</p> <p>9 a raise every year.</p> <p>10 CHAIRMAN WALKER: (shook head negatively)</p> <p>11 COMMISSIONER BROCK: We didn't?</p> <p>12 CHAIRMAN WALKER: No. Of that much I am</p> <p>13 certain. It was a negotiated raise in April of</p> <p>14 this year, which was retroactive back.</p> <p>15 COMMISSIONER BROCK: Yes. No. Right.</p> <p>16 CHAIRMAN WALKER: But there is not a built-in</p> <p>17 automatic raise.</p> <p>18 COMMISSIONER HOROVITZ: Not like a merit</p> <p>19 increase?</p> <p>20 COMMISSIONER BROCK: Right.</p> <p>21 COMMISSIONER HOROVITZ: Not like 3 percent?</p> <p>22 CHAIRMAN WALKER: No.</p> <p>23 Okay. For context, because I think context</p> <p>24 is important, in 2018, the Tampa Housing</p> <p>25 Authority's executive director's salary --</p>

Page 125	Page 127
<p>1 you've got to add them together. Hold on -- 2 was 287,000 in 2018. 3 And, again, I'm using Tampa as a guideline 4 being the second largest. We're the third largest 5 in the state. 6 So more to the point. The -- the thought 7 process in '20 -- I remember -- I'm recollecting 8 this -- was the fact that we were trying to get to 9 a baseline that was at least somewhat 10 commensurate, not -- we were using 2018 data is 11 where we were getting the baseline from. 12 COMMISSIONER HOROVITZ: I wish we had the 13 minutes in front of us, because I remember we 14 asked directly. I was sitting over there. 15 "Tell us what you want." 16 And you said, "250-," and you were -- 17 I think, "We're getting a steal," and everyone 18 at this table was happy. 19 CHAIRMAN WALKER: By the way, I agree with 20 that. 21 COMMISSIONER HOROVITZ: Yeah. 22 CHAIRMAN WALKER: I agree. 23 I was basing the 250- -- what I was saying 24 is I'm recalling that -- I agree. It was a steal, 25 and I was basing it off of the fact of like,</p>	<p>1 CHAIRMAN WALKER: Which documents? 2 MR. AUBUCHON: The documents immediately in 3 front of you for the three PHAs, Columbus, 4 Tampa and D.C. That was printed and just handed 5 to you, sir. That identifies each of the agencies 6 currently. 7 CHAIRMAN WALKER: Oh, all of the rankings. 8 Oh, thank you. 9 Where is Tampa? 10 That's the Cleveland hub. Let's see. 11 Here it is. St. Petersburg. 12 COMMISSIONER HOROVITZ: Do we all have 13 that? 14 CHAIRMAN WALKER: You should. 15 They are these things (indicated). 16 Did you guys get these? 17 COMMISSIONER HOROVITZ: No. 18 CHAIRMAN WALKER: Did you pass these out, 19 Kort, to everybody? 20 MS. PARDE: No. I only made one copy. 21 COMMISSIONER BROCK: It's okay. 22 CHAIRMAN WALKER: It's basically a -- 23 I apologize. It's a HUD scoring summary of how 24 a public housing authority is working. 25 Tampa was scored at a 91.</p>
Page 126	Page 128
<p>1 "Yeah. If you look at the 2018 data --" 2 COMMISSIONER HOROVITZ: If we're comparing 3 ourselves to the Tampa Housing Authority -- 4 similar size -- little smaller -- cost of living 5 in Tampa is higher. 6 So we should adjust at least for the cost of 7 living. In the quick search, because we're doing 8 this all right now, it's 16 percent cheaper to 9 live in Jacksonville. 10 So, if you want to adjust down and round up 11 to 300-, I could be comfortable with that, 12 but I think anything over that I think we need to 13 adjourn and talk about more. 14 COMMISSIONER GREEN: Do we know Tampa's 15 rank in the sake of -- 16 CHAIRMAN WALKER: That's an excellent 17 question. I don't know what their HUD ranking is. 18 COMMISSIONER GREEN: Yeah. 19 CHAIRMAN WALKER: Are they a high performer? 20 Do we know? 21 CEO: (shook head negatively) 22 COMMISSIONER GREEN: They privatize mostly, 23 meaning -- 24 MR. AUBUCHON: Mr. Chair, that's included in 25 the documents that Ms. Parde handed you.</p>	<p>1 What was our score? 2 CEO: 95. 3 CHAIRMAN WALKER: Tampa was scored at a 91. 4 Columbia (sic) was scored at an 80 -- Columbus. 5 Sorry. D.C. was scored at an 88. 6 That certainly backs up your point that we're 7 a high performer. 8 COMMISSIONER GREEN: Okay. 301-. 9 (People laughed.) 10 CHAIRMAN WALKER: You and I are going to have 11 a cigar and drink after this, because we did not 12 discuss this in our pre-meeting. 13 CEO: No, we didn't. 14 CHAIRMAN WALKER: I -- look, from a salary 15 standpoint, I'm comfortable at 310-. I think 16 that's going to put us right at Tampa -- 17 appreciating that there is a cost of living 18 adjustment, but we're also a higher performing 19 agency. And I can understand being compensated 20 for that. 21 I think that I -- I struggle, Mr. A, 22 just because of -- I would not want -- 23 from where I'm sitting, until we have a global 24 conversation around COLA and how we're going to 25 treat everybody, I would struggle with saying like</p>

<p style="text-align: right;">Page 129</p> <p>1 right now today, "Let's do COLA." 2 Because I think the board -- I don't want to 3 treat our CEO differently -- 4 COMMISSIONER HOROVITZ: Yeah. 5 CHAIRMAN WALKER: -- than how we're going to 6 treat other people. 7 COMMISSIONER BROCK: Uh-huh. 8 CHAIRMAN WALKER: That's not to say we're not 9 going to give it. It's just we've got to have 10 that conversation to make sure we're going to do 11 it. 12 And I think we're all in alignment that we 13 are, but we need to take that via a noticed 14 meeting, like we talked about. 15 So I think my inclination is -- is that the 16 CEO would be treated similarly, and I think the 17 inclination from where I'm at is we would do a 18 COLA. 19 But, for best practices, we'd would want to 20 have that meeting and confirm that. So I guess 21 I'm saying I'm fine with it as long as the board 22 elects to treat the rest of the employees of the 23 agency the same way. 24 Does that -- does that make sense? 25 I don't know -- I've got to think about --</p>	<p style="text-align: right;">Page 131</p> <p>1 would be my point, which is, if we're going to 2 agree, hypothetically, to any up-to-number bonus, 3 to me, that -- that is where that extra 2, 4 3 percent would come to. 5 You know what I mean? 6 Like that's -- that's a pretty wide swath of 7 how much additional comp could be earned. 8 So, to me, I don't think I -- I would not be in 9 favor of just a standard 1, 2, 3, 4, 5. 10 I would rather set the base for what would 11 essentially be four years -- right -- and each 12 year he can earn up to 25 percent of his base 13 more. 14 There is nothing -- correct me if I'm wrong, 15 Reece and OGC -- if Mr. Alexander feels that he is 16 not being compensated appropriately, he can elect 17 to give notice under his employment agreement. 18 Correct? 19 Sorry. I'm looking at OGC. 20 MR. WILSON: Yes. 21 CHAIRMAN WALKER: Welcome. Welcome to the 22 party. 23 Yeah. So I guess my point is, you know, 24 for me, it's just hard for me to see sitting here 25 today like, if we're going to agree to a new</p>
<p style="text-align: right;">Page 130</p> <p>1 you said, "25-percent bonus"? 2 CEO: Right. 3 CHAIRMAN WALKER: As a cap? 4 CEO: Yes. 5 CHAIRMAN WALKER: So you could earn up to 6 25 percent of your base. 7 CEO: Yes. 8 CHAIRMAN WALKER: But still in our 9 discretion? 10 CEO: We can negotiate it. 11 CHAIRMAN WALKER: That would take some time 12 between you and I to be able to present it to the 13 full board I'm sure. 14 Commissioner Green. 15 COMMISSIONER GREEN: Now you guys are going 16 to have the discussion behind you. 17 No. 18 (People laughed.) 19 CHAIRMAN WALKER: I'm trying to move, 20 Commissioner Green. I'm trying to get us there. 21 I'm trying real hard, Buddy. 22 COMMISSIONER GREEN: So there is no merit -- 23 there is no like merit increase -- merit 24 percentages in this salary? 25 CHAIRMAN WALKER: My thought is -- and this</p>	<p style="text-align: right;">Page 132</p> <p>1 salary number, we should also agree to just a 2 guaranteed every year increase, especially if 3 we're considering a COLA. 4 I think, Mr. A, you're a sophisticated 5 businessman that you can negotiate that when and 6 if you see the need to do it is my point on that. 7 CEO: (nodded head affirmatively) 8 CHAIRMAN WALKER: So we're good at 280-? 9 CEO: No. I would go to 325-, and I would 10 reduce the bonus -- which say it's up to 25, 11 I would go to at least a minimum of 15, 12 which I think is reasonable. 13 CHAIRMAN WALKER: A minimum of 15 based on 14 our review and assessment? 15 CEO: Yes. 16 COMMISSIONER HOROVITZ: My problem with the 17 review, which I believe is the 360 we're talking 18 about -- it doesn't really capture -- like the 19 ones I'm used to are the organization's 20 performance. 21 And I know we're a highly rated agency, 22 but I don't even think that that really captures 23 what we wanted to for the purpose of this bonus. 24 I think that we need to think about that a 25 little bit more, and I think that what</p>

Page 133	Page 135
<p>1 Commissioner Green was getting to, with just more 2 performance metrics, it just -- that needs to be 3 a little bit more sophisticated than it currently 4 is. 5 CHAIRMAN WALKER: Yeah. I think that's -- 6 I think that's an accurate statement. I'm not 7 proposing that -- what I'm proposing is the 8 broad stroke of up to a number. 9 My point with Mr. A is we would -- we would 10 really need to understand, "Okay. If you hit 11 these specific metrics, this bonus is deemed 12 earned." 13 COMMISSIONER HOROVITZ: Right. 14 CHAIRMAN WALKER: The rest of it would be 15 discretionary based on our review of performance. 16 CEO: Uh-huh. 17 CHAIRMAN WALKER: What I'm trying to figure 18 out during this meeting is I -- I want to know 19 what -- what our -- Mr. A, don't take this the 20 wrong way -- what our maximum exposure is. 21 COMMISSIONER HOROVITZ: That's what I'm 22 trying to understand. 23 CHAIRMAN WALKER: Yeah. 24 COMMISSIONER HOROVITZ: Really. I'm not 25 even thinking about it just from Mr. A for how we</p>	<p>1 We're probably looking at another 500- on 2 other adjustments, and we're toying with an 3 additional 100- for Mr. A. 4 CHAIRMAN WALKER: Yeah. 5 COMMISSIONER HOROVITZ: We're over 6 \$1,000,000. 7 CHAIRMAN WALKER: Agreed. 8 COMMISSIONER HOROVITZ: So that's something 9 that finance needs to think about. 10 CHAIRMAN WALKER: All of a sudden two lines 11 of credit doesn't look so bad. 12 COMMISSIONER HOROVITZ: We agreed not to use 13 it for renting a house. 14 (People laughed.) 15 COMMISSIONER HOROVITZ: So -- 16 CEO: Commissioner, I would add that the 17 \$500,000 that Dennis quoted included everyone. 18 It just didn't include the union employees. 19 CHAIRMAN WALKER: So it included everyone, 20 including you and senior management? 21 CEO: Not including me, but all of the other 22 employees. 23 CHAIRMAN WALKER: So it included, Dennis, 24 for example? 25 CEO: Yes. Everybody.</p>
Page 134	Page 136
<p>1 started this meeting. 2 What is our maximum exposure -- 3 CHAIRMAN WALKER: Yeah. 4 COMMISSIONER HOROVITZ: -- when we look at 5 everyone who is employed by this agency -- 6 making them all a little bit more right? 7 CHAIRMAN WALKER: Right. 8 COMMISSIONER HOROVITZ: And I don't have that 9 information right now, and so I don't feel 10 comfortable making a decision on Mr. A's salary. 11 And I know it's not fair to him, but I think 12 that we have a lot of making right to do. 13 CHAIRMAN WALKER: Well, and I think that's 14 why -- again, Mr. A, we hear where you're at. 15 I think I'd like to get the board consensus on a 16 rough number, but be able to take this through HR 17 and compare it. 18 Because we should be able to get it through 19 HR in anticipation of the next meeting. 20 So we've got to finalize some details. 21 Does that make sense? 22 COMMISSIONER HOROVITZ: Absolutely. 23 And, just thinking with the finance hat on, 24 we're looking at 500- for adjustments on union 25 employees.</p>	<p>1 COMMISSIONER HOROVITZ: I'm sorry. I should 2 clarify. That's the COLA expense, not we don't 3 pay our employees enough. 4 CHAIRMAN WALKER: I agree. Yeah. 5 COMMISSIONER HOROVITZ: That exposure is 6 probably twice as much. 7 CHAIRMAN WALKER: Yeah. 8 CHAIRMAN WALKER: You know, Mr. A, again, 9 I would -- still comfortable at the 310- 10 from where I'm at. 11 It's obviously up to the rest of the board, 12 and I think we, quite frankly for your benefit 13 and for our benefit -- we do need to agree to some 14 guaranteed minimum bonus based on actual metrics 15 that we agree to. 16 I'm just -- I don't know what those are. 17 COMMISSIONER HOROVITZ: I agree. 18 CHAIRMAN WALKER: I think like -- 19 quite frankly, I think this should be one of 20 them. There is a percent of the bonus earned 21 based on high performer status. 22 I mean that's an easy enough metrics for us 23 to point to, and say, "Hey, if you get a 90 or 24 above, you earn 15 percent of your bonus, 25 20 percent of your bonus," whatever the number is.</p>

Page 137	Page 139
<p>1 I love these conversations.</p> <p>2 What other metrics in other housing</p> <p>3 authorities, Mr. Alexander, do they measure for</p> <p>4 CEO performance?</p> <p>5 Like financial or documented metrics,</p> <p>6 not discretionary.</p> <p>7 CEO: It depends on what the goals are.</p> <p>8 Some of them may be lease-up, if they have</p> <p>9 challenges being leased up. It may be adding</p> <p>10 units. It may be some development, but it also</p> <p>11 includes the high performance status.</p> <p>12 They are very simple, because they have to</p> <p>13 make it to a point that they are attainable</p> <p>14 and reachable.</p> <p>15 COMMISSIONER GREEN: Dwayne, so, on the</p> <p>16 score, is that part of the high performance status</p> <p>17 -- the audit score -- I mean the audit score?</p> <p>18 CEO: Yeah. We had a clean audit.</p> <p>19 COMMISSIONER GREEN: Right. But I mean,</p> <p>20 with your high performance status, are your audits</p> <p>21 taken -- I'm assuming the high performance status</p> <p>22 takes into consideration all of that.</p> <p>23 CEO: Yes. Finances are definitely included.</p> <p>24 CHAIRMAN WALKER: I can't speak for the rest</p> <p>25 of the board.</p>	<p>1 here I have been asked to be patient.</p> <p>2 And I just think that every year I'm asked to</p> <p>3 do the same thing over and over. I mean at least</p> <p>4 one year -- one out of the -- I'm going on my</p> <p>5 sixth year.</p> <p>6 And, in that time, even in the most recent</p> <p>7 one, it was seven months old. It is --</p> <p>8 it is mentally exhausting. It's unfair,</p> <p>9 and I'm taken through this every single year.</p> <p>10 As much as I put into this agency --</p> <p>11 I put 120 percent into this agency. I work just</p> <p>12 as hard as anyone here. I put my time and energy</p> <p>13 in here.</p> <p>14 CHAIRMAN WALKER: Commissioner Brock.</p> <p>15 COMMISSIONER BROCK: Mr. Chair, is it</p> <p>16 possible -- and I don't know -- we have to ask</p> <p>17 counsel -- is it possible that we can do a</p> <p>18 5-minute break just only with the commissioners?</p> <p>19 CHAIRMAN WALKER: No.</p> <p>20 COMMISSIONER HOROVITZ: No. It would have to</p> <p>21 be noticed.</p> <p>22 CHAIRMAN WALKER: It would have to be</p> <p>23 noticed.</p> <p>24 COMMISSIONER BROCK: Oh, okay.</p> <p>25 CHAIRMAN WALKER: Commissioner, what time do</p>
<p>Page 138</p> <p>1 Mr. A, I'm good at 310-, and I'm good of</p> <p>2 up to 25 percent provided that we've got a fine</p> <p>3 metrics. And the metrics will lead to a minimum</p> <p>4 bonus, and then the balance has to be</p> <p>5 discretionary.</p> <p>6 That's kind of where I'm falling.</p> <p>7 I'm getting to the 310- number based on Tampa.</p> <p>8 I think we're -- cost of living is definitely</p> <p>9 lower. That said, we're clearly a higher</p> <p>10 performing agency.</p> <p>11 You've got two other agencies, which I</p> <p>12 realize isn't the only consideration, but it's the</p> <p>13 data I have in front of me. That's the data</p> <p>14 I have in front of me.</p> <p>15 This is a case of he who speaks first</p> <p>16 loses.</p> <p>17 (People laughed.)</p> <p>18 CHAIRMAN WALKER: Do you want to table this</p> <p>19 so we can talk?</p> <p>20 CEO: In all honesty, I think we should --</p> <p>21 I think we should work through it.</p> <p>22 I mean, historically, we have these issues,</p> <p>23 and we just don't work through it. I mean every</p> <p>24 year -- I mean I have -- every year I have been</p> <p>25 here -- not one year -- every year I have been</p>	<p>Page 140</p> <p>1 you have to take off?</p> <p>2 COMMISSIONER HOROVITZ: I have already made</p> <p>3 arrangements.</p> <p>4 But I don't think we're going to reach an</p> <p>5 agreement tonight. I mean I would hate for us to</p> <p>6 keep talking until 5:00 and end up right where we</p> <p>7 are right now.</p> <p>8 I don't think we're all on the same page,</p> <p>9 unless you guys are more on the same page then.</p> <p>10 I am completely sympathetic of the situation,</p> <p>11 but I think that everyone at this table has had to</p> <p>12 advocate for their worth, right?</p> <p>13 And it's frustrating, and I do feel it's</p> <p>14 unfair. But it happens, and this is where we are.</p> <p>15 And it is going to take a few more weeks for us to</p> <p>16 get comfortable, and that's where I think we are.</p> <p>17 CHAIRMAN WALKER: Commissioners, I'm just</p> <p>18 going to go around.</p> <p>19 Commissioner Brock, what are your thoughts on</p> <p>20 where we're at?</p> <p>21 COMMISSIONER BROCK: I'm like Commissioner</p> <p>22 Heather saying, you know, everybody has a</p> <p>23 different opinion.</p> <p>24 I really do understand Mr. Alexander's</p> <p>25 frustration. I really do, and it's got to be,</p>

Page 141	Page 143
<p>1 like he say, draining. It does have to be 2 draining to him. 3 CHAIRMAN WALKER: So I'm -- I'm hearing. 4 COMMISSIONER BROCK: You -- 5 CHAIRMAN WALKER: I guess the question is, 6 are you -- I'm trying to take a temperature of the 7 board to understand where we're all at, because 8 I think, to your point, we've got to get some 9 level of consensus as to how to move forward. 10 COMMISSIONER BROCK: -- okay. 11 CHAIRMAN WALKER: Are you in favor of 12 debating this and handling this at this meeting 13 and, you know, staying here until it's done, 14 or are you in favor of deferral until next 15 meeting? 16 COMMISSIONER BROCK: No. I'm in favor of 17 staying until it get done. 18 CHAIRMAN WALKER: Okay. Commissioner Green. 19 COMMISSIONER GREEN: So, if we push it off to 20 next month -- so, today, we're just kind having 21 like a warm (phonetic) of what the salary is going 22 to be -- I mean work those details out, 23 but we have to get it approved by the next 24 meeting where we work out all of the details in 25 between --</p>	<p>1 COMMISSIONER GREEN: And then -- and then his 2 bonus structure? 3 CHAIRMAN WALKER: Correct. 4 I do have a thought, and I'm going to throw a 5 complete loop here. 6 Right, Commissioner (referred to Commissioner 7 Horovitz)? 8 CHAIRMAN WALKER: Mr. A, we haven't talked 9 about your bonus for this year. If we agree to 10 a bonus number and agree to get that paid to you, 11 could we defer this to get more information? 12 CEO: Yes. 13 CHAIRMAN WALKER: Paying you to be patient, 14 because you are -- we aren't able to do a 15 discretionary bonus for his performance over the 16 last year. 17 COMMISSIONER HOROVITZ: I really don't like 18 being the bad guy. 19 CHAIRMAN WALKER: No, nobody is the bad guy. 20 Look, there is no bad guy. It's just we've got to 21 -- I'm trying to think of ways to -- 22 COMMISSIONER HOROVITZ: Can I just finish? 23 CHAIRMAN WALKER: -- go ahead. 24 COMMISSIONER HOROVITZ: I'm going to be the 25 bad guy, because I know that there are people who</p>
Page 142	Page 144
<p>1 CHAIRMAN WALKER: I think -- 2 COMMISSIONER GREEN: -- balance his metrics. 3 Because he's got to get paid by the end of 4 the year, right? 5 CHAIRMAN WALKER: Yeah. I think -- 6 actually, you just made me think of something. 7 I think the answer is -- and I think, 8 you know, the best we could do today is 9 come to the broad strokes and agree to the 10 broad strokes. 11 It still has to be documented -- 12 COMMISSIONER GREEN: Right. 13 CHAIRMAN WALKER: -- whether or not we sit 14 here all night. 15 I mean, you know, Reece is a fast typer, 16 but it will still take some time to type it up. 17 And I assume, Mr. A, you're going to want 18 your lawyer to review it anyhow. 19 So I think broad strokes is what we're going 20 for. 21 COMMISSIONER GREEN: Okay. And we're really 22 just negotiating between 325- and 310-? 23 I mean is everyone in agreement? 24 CHAIRMAN WALKER: I'm down to 275- now, but, 25 yeah.</p>	<p>1 are employed by this agency who are struggling to 2 make it. 3 We're not -- I don't think that Mr. A not 4 being able to -- you know, and I hate saying that, 5 but there is not this emergency that we need to 6 solve this today. 7 We don't need to give him a bonus, because 8 it's -- like there is no rush. It's not -- 9 but I do feel the optics of it is we're working on 10 this, and we're forgetting that there are a lot of 11 other people who are actually struggling. 12 So I don't -- I don't think that we can make 13 this decision until we know what the full impact 14 to the agency is for making all of the others -- 15 that's where I'm at. 16 So, if you're telling me to get comfortable 17 with 325-, I'm going to say, "I'm not." 18 But I think he deserves it. Absolutely. 19 I think he's doing a fantastic job, and that's 20 the hard part that I'm at right now. But there is 21 a whole spreadsheet to look at before I can make 22 that decision. 23 CHAIRMAN WALKER: Mr. A? 24 CEO: Yes. So I would put out there -- 25 we did do a compensation study for the whole</p>

Page 145	<p>1 entire agency at one point, and, when you look at</p> <p>2 it -- you can always talk to HR -- the average</p> <p>3 salary of an employee has increased by at least</p> <p>4 35 percent over the last four or five years.</p> <p>5 So it has been some change, and we talked</p> <p>6 about the optics here. I am the only employee of</p> <p>7 the board.</p> <p>8 If the folks don't see that, that the only</p> <p>9 employee is being compensated, how would they</p> <p>10 possibly think that they would receive any</p> <p>11 fairness?</p> <p>12 COMMISSIONER HOROVITZ: Can I make a comment</p> <p>13 on that?</p> <p>14 Because I think we sat in a board meeting</p> <p>15 last month where Mr. A -- and he's a great quality</p> <p>16 of a leader -- was pleading with this board that</p> <p>17 our people are underpaid and that we're losing</p> <p>18 them to other employers.</p> <p>19 And I'm sure, if that statement wasn't true,</p> <p>20 then it's not true, but I'm pretty sure that's</p> <p>21 true. So we can't then also say we've been</p> <p>22 increasing their salaries, which is also probably</p> <p>23 true, but we all agreed as a board that not at a</p> <p>24 rate where we're going to be able to keep</p> <p>25 our people and continue to hit all those metrics</p>	Page 147	<p>1 If the consensus is they do not, Mr. A,</p> <p>2 we will beg and plead, you know, patience and</p> <p>3 forgiveness.</p> <p>4 But I think I've got one preference to demur.</p> <p>5 I think I've got two preferences -- I don't want</p> <p>6 to put words in your mouth, Commissioner Green,</p> <p>7 but --</p> <p>8 COMMISSIONER GREEN: I mean, if we can</p> <p>9 guarantee that we'll have an answer and vote by</p> <p>10 the next meeting, I'm okay with pushing it back</p> <p>11 until the next meeting.</p> <p>12 CHAIRMAN WALKER: Okay.</p> <p>13 COMMISSIONER GREEN: But I don't think we</p> <p>14 can, you know, kick it down the road, again.</p> <p>15 Because it's been like seven months or how long --</p> <p>16 whatever.</p> <p>17 It is due, right?</p> <p>18 So --</p> <p>19 COMMISSIONER HOROVITZ: Commissioner Walker,</p> <p>20 is the majority of the board in favor of your</p> <p>21 number?</p> <p>22 Because I'm not opposed to the number.</p> <p>23 So that's clear. I do think that he deserves to</p> <p>24 be paid appropriately.</p> <p>25 CHAIRMAN WALKER: Let me ask that --</p>
Page 146	<p>1 that are allowing us to be a high-performing</p> <p>2 agency.</p> <p>3 CEO: So I would comment on that.</p> <p>4 You are 100-percent correct. I am a big advocate</p> <p>5 of staff, because some of our employees,</p> <p>6 even though the increases increased 35 percent --</p> <p>7 but, when you look at the industry standards,</p> <p>8 whether we look at Tampa or whether we look at</p> <p>9 Miami, the average mechanic only makes about \$18</p> <p>10 here. And industry standard is 27.</p> <p>11 COMMISSIONER HOROVITZ: There you go.</p> <p>12 That's the problem that we're up against --</p> <p>13 COMMISSIONER BROCK: Exactly.</p> <p>14 COMMISSIONER HOROVITZ: -- when we're looking</p> <p>15 at salaries.</p> <p>16 CHAIRMAN WALKER: So I just want to bring us</p> <p>17 back for a second.</p> <p>18 The question I want to focus on is,</p> <p>19 are we going to deal with Mr. A and his global</p> <p>20 requests here?</p> <p>21 If there is a consensus of the board to do</p> <p>22 that, I am willing to extend the meeting to do</p> <p>23 that, as Chair.</p> <p>24 You know, my job, as the Chair, is to help</p> <p>25 adhere and push the board where they want to go.</p>	Page 148	<p>1 well, let me finish.</p> <p>2 Commissioner Rogers, where do you stand on</p> <p>3 this?</p> <p>4 COMMISSIONER ROGERS: So, as I said before in</p> <p>5 the very beginning of this, I was not comfortable</p> <p>6 with taking this up at this meeting.</p> <p>7 I needed more time to review all of the</p> <p>8 information, and I'm not going to waver on that.</p> <p>9 I do think that we need to do justice by the</p> <p>10 CEO, but I mean I go back to my original</p> <p>11 statement.</p> <p>12 And that was, "Do we need to take this up</p> <p>13 now?"</p> <p>14 And I also stated, "Can this wait until our</p> <p>15 meeting later this month?"</p> <p>16 It was proposed that we take it up now,</p> <p>17 but, again, there is still a lot of information</p> <p>18 yet to be -- be known. And I have a lot of</p> <p>19 questions.</p> <p>20 So, again, I want to make sure it's fair.</p> <p>21 I'm looking at, again, a document that was</p> <p>22 presented where I guess, back in April, there was</p> <p>23 a salary increase to 250-, 250,000, and so now</p> <p>24 we're looking at seven months later dealing with</p> <p>25 this.</p>

Page 149	Page 151
<p>1 So, again, if this can wait until the next 2 meeting, I will be -- I will be ready to make a 3 real informed decision out of fairness to all 4 parties. 5 CHAIRMAN WALKER: Commissioner Brock, 6 Commissioner Green. 7 COMMISSIONER BROCK: Commissioner Rogers, 8 when you review your documents -- yeah. 9 It was the 250- in April, but, again, keep in 10 mind that we were late. 11 I'm just saying I want you to, when you look 12 at it, so you can understand. That's something 13 he should have been getting and he didn't until 14 April. 15 COURT REPORTER: Can you talk louder? 16 COMMISSIONER BROCK: Until April. 17 I'm sorry. 18 Until April. 19 So, when you are reviewing the records, 20 keep that thought in mind, that it's always been 21 late. 22 COMMISSIONER ROGERS: And, again, to your 23 point, Commissioner Brock, I get it. 24 I understand. 25 COMMISSIONER BROCK: Yeah.</p>	<p>1 COMMISSIONER ROGERS: -- but I do think that 2 all of the information needs to be presented 3 before us for us to do that. 4 And, if not, let me -- let me say this. 5 Let me be very transparent, and it's nothing 6 against him. 7 I'm not -- I'm not sure yet I'm comfortable 8 with the 325-. 9 Right? 10 Do I think he's worth it? 11 Oh, absolutely. 12 Do I think that we need to keep a 13 high-performing CEO running our agency? 14 Absolutely. 15 Am I yet at the 325-? 16 I am not. I am not. 17 This is all transparency, honestly. 18 I'm just not there yet. So, once I review all my 19 documentation, once I review what he has done 20 for this organization -- I had a wonderful 21 one-on-one meeting with him and heard about all of 22 the achievements, that he has moved this agency. 23 And I respect that, and I thank you for that. 24 But I do want to make sure that we're doing 25 right financially, as well.</p>
Page 150	Page 152
<p>1 COMMISSIONER ROGERS: And I -- I understand 2 his frustration with the process. 3 COMMISSIONER BROCK: Yeah. 4 COMMISSIONER ROGERS: I have not been on 5 this board. So I don't know what has occurred 6 prior to me joining. 7 COMMISSIONER BROCK: Right. 8 COMMISSIONER ROGERS: I do think we need to 9 get it right. 10 COMMISSIONER BROCK: Exactly. 11 COMMISSIONER ROGERS: And I do think, 12 to your point, Commissioner, there's a lot of 13 information yet to the unknown. 14 And, when we take a look at the global budget 15 -- 16 COMMISSIONER BROCK: Right -- 17 COMMISSIONER ROGERS: -- we have to make sure 18 that we're doing right by everyone. 19 COMMISSIONER BROCK: -- that's right. 20 COMMISSIONER ROGERS: I do think that we need 21 to tackle this issue, and we need to tackle it 22 fairly. 23 I do think that we need to address his 24 salary -- 25 COMMISSIONER BROCK: Yeah.</p>	<p>1 So, Mr. Chair, that's my comments. 2 CHAIRMAN WALKER: Commissioner Green. 3 COMMISSIONER GREEN: So, can we just have a 4 special meeting? 5 CHAIRMAN WALKER: I'm wondering the same 6 thing. 7 COMMISSIONER GREEN: There are some other 8 projects that are supposed to be discussed and 9 whatever in the next week. 10 CHAIRMAN WALKER: Yeah. 11 This is my -- this is what keeps creeping up 12 for me about this, and this is where I'm 13 struggling. I would like -- I think I could do 14 this as Board Chair. 15 I'm going to say something, and then you tell 16 me if I'm not allowed to do this. 17 MR. WILSON: Okay. 18 CHAIRMAN WALKER: And it is what it is. 19 I'm going to table this, but I'm also going 20 to call a special meeting within the next seven 21 days. 22 Because, Mr. A, I'm not at 325-, because I 23 think there is some numbers -- but, if I had the 24 data and the information, I might be at 325-. 25 I'm kind of with Commissioner Rogers on this.</p>

Page 153	Page 155
<p>1 But I need data, and I need -- I need time 2 with you to have this conversation to get some 3 parameters around what does the bonus structure 4 look like? What are other agencies doing, 5 things like that. 6 So I think I have the Chair's authority to do 7 this. 8 MR. WILSON: Through the Chair, you may want 9 to consider, since the contract has expired as of 10 September 27th, 2023, just expressing the intent 11 of the board to extend the contract with the 12 salary piece and bonus piece to be discussed at a 13 special meeting within seven days. 14 CHAIRMAN WALKER: You're killing me, 15 Counselor. 16 I mean we're moving a contract that the 17 other commissioners haven't reviewed. 18 That's part of the problem. So I, respectfully, 19 am not going to take that recommendation. 20 MR. WILSON: Okay. 21 CHAIRMAN WALKER: I'm going to table this, 22 Mr. A. I'm going to schedule a special meeting. 23 I would ask if the commissioners could make seven 24 days -- one week from today -- work. The only 25 item on the agenda will be this.</p>	<p>1 do more of a market study, not -- because, 2 if they're like 10 percent behind, you know, 3 the Jacksonville aggregate, we wouldn't see that, 4 if you're only looking at 3, 5 or whatever 5 percent. 6 CHAIRMAN WALKER: I'm not sure we'll get a -- 7 and I could be wrong. I don't know if we'll have 8 time in seven days to get a market study. 9 COMMISSIONER HOROVITZ: No, no, no. 10 If they can do what you're asking for, 11 that's fantastic, but, if they could also share 12 maybe position, name and salary, I'm happy to do a 13 little research -- 14 CHAIRMAN WALKER: Okay -- 15 COMMISSIONER HOROVITZ: -- just so I can be 16 a little bit more informed. 17 CHAIRMAN WALKER: -- okay. 18 Can you do that, as well, Kort? 19 MS. PARDE: I am not so sure in seven days. 20 CHAIRMAN WALKER: Take a ... 21 Would it be fair, Commissioner Horovitz, 22 to say, "Take a sample of 20 employees of various 23 positions"? 24 COMMISSIONER HOROVITZ: Well, do we have -- 25 how many employees work for the agency?</p>
Page 154	Page 156
<p>1 In the interim, Mr. A, you and I need to 2 connect and talk through some things. 3 Also, in the interim, Kort, so the board has 4 it, in the next 72 hours, I would like you to find 5 at least ten similarly-situated housing 6 authorities, and I would like, not only your 7 sheets of this nature (indicated), the score 8 sheets, but I'd also like information on their 9 executive director on salaries and things like 10 that. 11 I'd also appreciate, within the next seven 12 days -- I'm not saying we're moving on this, 13 but I'd like the financial numbers, Mr. Lohr, 14 around what a COLA increase for all employees 15 looks like and what a salary increase -- 16 I am not saying we're doing this -- but what a 17 salary increase would like across the board for 18 all employees at 3, 5, 10, 15 percent. 19 I need to understand, as I said before, 20 exposure. 21 Commissioner Horovitz. 22 COMMISSIONER HOROVITZ: Just a comment on the 23 last one, and I think that that -- it might be 24 accomplished with that last request. 25 Can we see positions and salaries so we can</p>	<p>1 MS. PARDE: 195 currently. 2 CHAIRMAN WALKER: Are they by Employee Number 3 and Position Name? 4 CHAIRMAN WALKER: Are they coded? 5 MS. PARDE: Yes. 6 COMMISSIONER HOROVITZ: So, can we just 7 download -- 8 CHAIRMAN WALKER: Pull the data? 9 COMMISSIONER HOROVITZ: -- yeah. 10 MS. PARDE: I'm sorry. I thought you meant 11 for the other agencies. 12 COMMISSIONER HOROVITZ: No, no, no, no. 13 MS. PARDE: Absolutely. I can have that for 14 you immediately. 15 CHAIRMAN WALKER: Okay, okay. 16 Commissioner Green. 17 COMMISSIONER GREEN: So everyone else's 18 salary is public record? 19 MS. PARDE: Yes. 20 CHAIRMAN WALKER: They are public record to 21 begin with? 22 MS. PARDE: Yes. 23 COMMISSIONER BROCK: Uh-huh. 24 CHAIRMAN WALKER: Okay. Then I don't -- 25 yeah.</p>

Page 157	Page 159
<p>1 COMMISSIONER HOROVITZ: I don't need names, 2 though, so that's clear. 3 CHAIRMAN WALKER: Yeah. We don't need names. 4 Just position and salary. 5 MS. PARDE: We have a number that is in 6 correlation to their Social Security Number. 7 So you wouldn't be able to know. 8 CHAIRMAN WALKER: I will commit to the board 9 that, between now and next week, Mr. A and I will 10 sit down and have a conversation around -- 11 based on some of these data points -- kind of 12 where I'm at from, you know, just mentally, 13 but, quite frankly, also around what that 14 performance threshold is as a minimum bonus 15 at these metrics, what those metrics are and what 16 the discretionary portion would be. 17 And then, Kort, like I said, if we can get 18 this out to the board in the next 72 hours. 19 Dennis, out to the board in the next 20 72 hours. 21 And, Mr. A, any information you'd like us to 22 consider in the next 72 hours. 23 I'd ask that the board then come prepared 24 next Thursday to discuss. This will be the only 25 matter on the agenda.</p>	<p>1 CHAIRMAN WALKER: Too far away. 2 Could you do it on the 8th? 3 COMMISSIONER BROCK: I can't do it at all 4 next week. I'm sorry. I had booked -- 5 booked it before I knew that we were going to be 6 stuck like this. I'm sorry, and there's nothing 7 I can change. 8 CHAIRMAN WALKER: Would you be available 9 Monday, the 13th? 10 CEO: I wouldn't be here on the 13th, 14th 11 or 15th. 12 CHAIRMAN WALKER: All right. So, 13 Commissioner Brock, would you be comfortable 14 reviewing the information and providing your 15 thoughts and analysis to Kort in anticipation of 16 the meeting that we can take into consideration? 17 COMMISSIONER BROCK: Okay. 18 CHAIRMAN WALKER: Can the rest of the board 19 meet? 20 It will be critical that all four of us 21 can be here so we have a quorum. 22 Can the rest -- 23 COMMISSIONER HOROVITZ: So on the 9th? 24 CHAIRMAN WALKER: -- on the 9th, yes, ma'am. 25 COMMISSIONER HOROVITZ: I can do the 9th.</p>
Page 158	Page 160
<p>1 Commissioner Brock. 2 COMMISSIONER BROCK: I can't do next 3 Thursday. 4 MS. PARDE: So 72 hours -- the only thing 5 I'd like to say is I will be calling, obviously, 6 all of these agencies to obtain the information, 7 but I can't guarantee they're going to get back 8 to me by Friday. 9 CHAIRMAN WALKER: The most you can. 10 72 business hours. So, if you get it next -- 11 MS. PARDE: Oh, no problem. I thought you 12 meant 72 hours. 13 CHAIRMAN WALKER: I'm working business 14 hours here. 15 MS. PARDE: That's fine. We've got plenty of 16 time. 17 COMMISSIONER BROCK: Is it possible -- 18 COMMISSIONER HOROVITZ: May I ask what time 19 you wanted to meet? 20 CHAIRMAN WALKER: Hang on 1 second. 21 Commissioner Brock. 22 COMMISSIONER BROCK: -- can -- is it possible 23 we could do it on the 13th? 24 CHAIRMAN WALKER: No. 25 COMMISSIONER HOROVITZ: It's too far away.</p>	<p>1 CHAIRMAN WALKER: Is there a time that's 2 workable or better for the rest of the 3 commissioners? 4 I am actually wide open that day. 5 COMMISSIONER ROGERS: I have an engagement at 6 4:00. 7 CHAIRMAN WALKER: Would morning work? 8 COMMISSIONER ROGERS: I can do the morning. 9 That works for me. 10 COMMISSIONER HOROVITZ: I'm free until 11:00. 11 COMMISSIONER GREEN: I'm pretty open that 12 day. 13 CHAIRMAN WALKER: I'm hoping that, by the 14 time we get there, this will be a relatively 15 straightforward conversation. 16 So, why don't we establish -- let's notice 17 the meeting for the 9th at 9:00 a.m. 18 Is there any other discussion on this matter? 19 (no response) 20 CHAIRMAN WALKER: I am revising my 21 performance evaluation. 22 I'm kidding. 23 All right. Mr. A, we've been here for some 24 time. 25 Would you mind giving us an expedited version</p>

Page 161	Page 163
<p>1 of your president and CEO's report, please. 2 CEO: Okay. Thank you, Commissioner. 3 So I just want the commissioners to know that 4 I did reach out to Steve Umberti (phonetic). 5 I sent the email -- responded back. 6 And Steve Cohen was actually here today. 7 He's the vice president from Dallas, Texas, 8 and we actually told him what our sentiments 9 were about that specific property. 10 So he is going to get back to me -- 11 CHAIRMAN WALKER: I'm sorry. 12 Is this -- 13 CEO: Lindsey Terrace. 14 CHAIRMAN WALKER: -- Lindsey Terrace? 15 Okay. 16 CEO: Yes. So, hopefully, we get that worked 17 out, but I just wanted the board to know that I 18 did reach out to them. 19 Also, most of the commissioners here -- 20 I did send an email -- received a letter from a 21 Denise Hall, who needed some assistance. 22 I just want to put out there that Denise Hall 23 is not a member of the Jacksonville Housing 24 Authority. She is from Orlando. 25 But Resident Services, with Ms. Parker</p>	<p>1 CHAIRMAN WALKER: Well, that's a timely 2 meeting. 3 CEO: -- yes. November the 10th, and we all 4 think that we will be able to make the December 5 the 10th closing. 6 BMO did a draft and did put it out there and 7 did talk to Cody about the underwriting. 8 So everybody seems to think we are on point. 9 There were some hiccups there, but that deal is 10 moving. 11 And we are -- 12 CHAIRMAN WALKER: Mr. A, I just want to 13 clarify something. 14 So diligence ends on the 10th, correct? 15 CEO: Yes. 16 CHAIRMAN WALKER: Which means our deposit 17 goes hard on the 10th. 18 CEO: Yes. 19 CHAIRMAN WALKER: Which means we have -- 20 you and the senior team, along with our bankers 21 and lawyers and everybody else, have reached a 22 comfort level that you believe -- actually, 23 we probably need to add this to the agenda on the 24 9th -- we should allow the deposit to go hard and 25 proceed to close.</p>
Page 162	Page 164
<p>1 and them, did a very good job in helping her with 2 food, clothing, cleaning supplies and gave her 3 some bus passes. 4 So we still have -- she's trying to pour it 5 into Jacksonville. Even though she's here, 6 she's still not on our program. We're still 7 assisting her. 8 And I also want to put out there, 9 on the three deals that we have, we have 10 Franklin Arms. We are going through the PSA, 11 which BMO has worked on, and we're going to get 12 that to their attorney ASAP. Because they want 13 to close like ASAP. 14 So, hopefully, we can get that as soon as 15 possible. When we get that, I want to be able to 16 sign that to be able to get to a closing. 17 In terms of Westwood, we are on schedule. 18 All of the due diligence, for the most part, 19 has been done. All of the reports are in. 20 I spoke to Cody today. I spoke to Bree 21 (phonetic). I spoke to BMO, and I also spoke to 22 CSG. 23 And everyone seems to think we're on point. 24 The period closes out on November the 10th. 25 So --</p>	<p>1 CEO: Yes. Right now, as I speak right now, 2 we are comfortable that we are on schedule. 3 CHAIRMAN WALKER: Okay, okay. 4 CEO: Yes. 5 I did have some discussion. There was some 6 concerns about the B Bond, and I think that's all 7 worked out. I did have a discussion with them, 8 and there were some concerns about the asset 9 management. I think we sort of got around that 10 issue, but, for the most part, we are on schedule. 11 CHAIRMAN WALKER: Have the economics to us 12 changed adversely in any way? 13 CEO: Well, there were some concerns with how 14 that \$2,000,000 was going to impact the deal in 15 terms of it being a B Bond. 16 CHAIRMAN WALKER: I don't care. I think 17 I understand, because somebody forwarded me -- 18 I think you forwarded me an email to this point. 19 I'm not asking how it's being documented or 20 what -- 21 CEO: Right. 22 CHAIRMAN WALKER: -- I'm asking, from the day 23 that this board said, "Proceed based on the 24 underwriting," have the economics to the housing 25 authority changed?</p>

Page 165	Page 167
<p>1 CEO: No, no.</p> <p>2 CHAIRMAN WALKER: Okay.</p> <p>3 CEO: We haven't changed anything.</p> <p>4 If anything, we might have -- the only thing</p> <p>5 that -- in terms of economics, that may be a</p> <p>6 question was the asset management, but that's not</p> <p>7 an issue. It's not an issue at all.</p> <p>8 CHAIRMAN WALKER: But it didn't increase?</p> <p>9 CEO: No.</p> <p>10 CHAIRMAN WALKER: We're not getting less</p> <p>11 money.</p> <p>12 CEO: No, no, no. We may end up paying less</p> <p>13 money because of that asset management, but,</p> <p>14 no. For the most part, nothing changed.</p> <p>15 CHAIRMAN WALKER: Okay.</p> <p>16 CEO: Also, with Normandy, we got the</p> <p>17 documents over to them yesterday. I talked to</p> <p>18 Chase. He was happy he got the documents.</p> <p>19 As soon as they review the documents, they'll get</p> <p>20 them back to BMO. So we could move that deal</p> <p>21 along.</p> <p>22 We had outside counsel, along with OGC,</p> <p>23 draft that comprehensive policy in terms of</p> <p>24 dealing with the complaints on how we deal with</p> <p>25 the complaints when we get these outside</p>	<p>1 at the property. So that's done.</p> <p>2 Also, just to put out there, I did have in my</p> <p>3 report what Commissioner Horovitz talked about,</p> <p>4 the efforts to meet with these other</p> <p>5 councilmembers, but I think it will be good</p> <p>6 if I give another presentation to the</p> <p>7 councilmembers as a whole.</p> <p>8 Our Employees Appreciation Annual Event is on</p> <p>9 December the 15th. So you can mark your</p> <p>10 calendars. It's at the Hyatt Regency downtown.</p> <p>11 And, also, for our new commissioners,</p> <p>12 every year Florida has a commissioner's conference</p> <p>13 in San Diego, and I just want to make sure all</p> <p>14 new commissioners, when they get on board,</p> <p>15 go to that conference. Because it tells you a lot</p> <p>16 about housing, and you can navigate through there</p> <p>17 pretty much. It's very informative. I just want</p> <p>18 to put that out there.</p> <p>19 And we also -- my office also reached</p> <p>20 out to the mayor to see if we can schedule a tour</p> <p>21 for her so she could see our properties are good.</p> <p>22 We often hear her going out to these other</p> <p>23 distressed properties.</p> <p>24 CHAIRMAN WALKER: That's smart.</p> <p>25 CEO: I think we want to be able to showcase</p>
<p>Page 166</p> <p>1 complaints.</p> <p>2 CHAIRMAN WALKER: Oh, good.</p> <p>3 Will that policy -- I don't think we need</p> <p>4 -- I don't think we need to review that.</p> <p>5 That's an internal policy?</p> <p>6 CEO: Well, we had General Counsel,</p> <p>7 but we also had outside counsel and General</p> <p>8 Counsel review it.</p> <p>9 CHAIRMAN WALKER: Okay.</p> <p>10 CEO: So we have that copy, and we will bring</p> <p>11 that at some point.</p> <p>12 CHAIRMAN WALKER: Can we add that to the</p> <p>13 next -- I think we need to add that to the next</p> <p>14 formal -- not our special meeting, but please add</p> <p>15 that policy for discussion at the end of the</p> <p>16 month meeting for November, please.</p> <p>17 CEO: Yes. For sure.</p> <p>18 Also, Cascade Apartments, which was in the</p> <p>19 news -- for the most part, we had 29 vouchers</p> <p>20 there, 29 vouchers. 20 -- a total of six were</p> <p>21 transferred. All of the rest of the units,</p> <p>22 all of the other units passed inspection.</p> <p>23 So we're good over there.</p> <p>24 We have been working with HUD and making sure</p> <p>25 they were updated on all of the activity going on</p>	<p>Page 168</p> <p>1 our properties so she can give some to our</p> <p>2 properties.</p> <p>3 CHAIRMAN WALKER: Mr. A, one other quick</p> <p>4 question.</p> <p>5 You mentioned City Council and the mayor's</p> <p>6 office.</p> <p>7 Did we finalize -- I know the RFQ is out for</p> <p>8 lobbying/consulting services.</p> <p>9 CEO: Yes.</p> <p>10 CHAIRMAN WALKER: When is that due?</p> <p>11 When will that be finalized?</p> <p>12 MS. ORSINI: The 7th.</p> <p>13 CHAIRMAN WALKER: It's due the 7th of</p> <p>14 November?</p> <p>15 MS. ORSINI: Yes.</p> <p>16 CHAIRMAN WALKER: Okay. So it will be</p> <p>17 prepared recommendations for our board meeting at</p> <p>18 the end of the month?</p> <p>19 MS. ORSINI: (nodded head affirmatively)</p> <p>20 CEO: Yes.</p> <p>21 CHAIRMAN WALKER: Great.</p> <p>22 Any questions for Mr. A?</p> <p>23 (no response)</p> <p>24 CHAIRMAN WALKER: Hearing none, Mr. A,</p> <p>25 thank you very much.</p>

1 Commissioners, any other comments?
 2 COMMISSIONER ROGERS: Mr. Chair, sorry.
 3 Mr. Chair, I do have one.
 4 As it relates to the Annual Report,
 5 I did read this Annual Report in great detail.
 6 I don't want to belabor this meeting, but I do
 7 have some questions on that.
 8 So I'll get with the CEO on that to get those
 9 questions better clarified.
 10 CHAIRMAN WALKER: Okay. Any other comments?
 11 (no response)
 12 CHAIRMAN WALKER: Hearing none, I'll hold us
 13 in adjournment.
 14 Thank you-all very much.
 15 (Whereupon, the proceedings in the
 16 above-titled cause concluded at 5:08 p.m.)
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1 CERTIFICATE
 2 STATE OF FLORIDA)
 3 COUNTY OF DUVAL)
 4 I, Carol DeBee Martin, Certified Court
 5 Reporter and Notary Public, certify that I was
 6 authorized to and did stenographically report
 7 to the best of my ability the foregoing proceedings
 8 and that the transcript is a true and complete record
 9 of my stenographic notes.
 10 Dated this 16th day of November, 2023.
 11
 12
 13
 14 _____
 Carol DeBee Martin
 Notary Public State of Florida
 My Commission: HH 038064
 Expires: 12-29-2024
 15
 16
 17
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 19 *Carol DeBee Martin*
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