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6 JACKSONVILLE HOUSING AUTHORITY BOARD OF COMMISSIONERS
7 ASSET MANAGEMENT COMMITTEE MEETING
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10 TAKEN: Wednesday, October 25, 2023
11 TIME: 9:00 a.m. to 10:00 a.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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1 APPEARANCES:
2 DWAYNE ALEXANDER, PRESIDENT/CEO
3 CHAIRMAN CHRISTOPHER WALKER
4 COMMISSIONER HARRIET BROCK
5 COMMISSIONER ANDRE GREEN
6 COMMISSIONER HEATHER HOROVITZ
7 LAWSIKIA HODGES, ESQUIRE (OGC)
8 KORTE PARDE, ESQUIRE
9 EVANN MORRIS
10 ANTONIO PEREZ
11 RICHARD HARRIS
12 LINDA SIMS
13 DENNIS LOHR, CFO
14 GREGORY WILLIAMS
15 MICHAEL EDGAR
16 COLENE ORSINI
17 CATHY HUNT
18 CORDELIA PARKER
19 TODD AUBUCHON
20 REYNOLD PETERSON
21 VANESSA DUNN
22 BILLY ZEITS
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1 PROCEEDINGS
2 October 25, 2023 9:00 a.m.
3 CHAIRMAN WALKER: All right. Let's go ahead
4 and get started. I'll call the Asset Management
5 Committee Meeting to order.
6 Thanks, Dwayne.
7 First things first, any public comments?
8 Anybody here for public comments?
9 (no response)
10 CEO: Commissioner Brock is on her way,
11 and Lawsikia is on her way, as well.
12 COMMISSIONER HOROVITZ: Should we wait a
13 minute?
14 CHAIRMAN WALKER: We'll pause a minute.
15 COMMISSIONER HOROVITZ: Yes.
16 CHAIRMAN WALKER: I guess we can get through
17 public comment and then hold.
18 COMMISSIONER HOROVITZ: Sure.
19 CHAIRMAN WALKER: I do have two public
20 comments, which I'd like to go ahead --
21 and I guess we'll read them in.
22 And I've got copies here for you
23 (addressed court reporter).
24 COURT REPORTER: Thank you.
25 CHAIRMAN WALKER: But just so everybody has

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1 -- so, if there is no public comment in the room,
2 we received -- it looks like Mr. Alexander or
3 Ms. Morris received public comment to plug in.
4 So it looks like the first one is --
5 they're both from the same person. So I'll just
6 read them out loud.
7 "Hello my name is Tamara Thomas And my
8 question is What are we 'the community'
9 to do when the employees of the Jacksonville
10 housing authority aren't doing their jobs & have
11 no sympathy on the people who are applying for
12 assistance? When calling no one close to never
13 answer the phone & when leaving a message we may
14 receive a call back weeks later?"
15 The second one is, "My name was --"
16 again, this is Tamara Thomas.
17 "My name was selected twice on the list and
18 the employees there are not notifying anyone with
19 your states that is one of the protocols for us
20 to be contacted through email phone or through
21 mail both times I have not received any
22 notification that my name was selected therefore
23 I was removed off the waiting list which is unfair
24 upon contacting the Jacksonville housing authority
25 no one seemed to be able to help me and most of

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<p>1 the time no one ever answers the phone and we're</p> <p>2 leaving a voicemail calls are returned one to two</p> <p>3 weeks after I feel as though something should be</p> <p>4 done I am a single mother currently facing</p> <p>5 homelessness 3 years prior I had to live in a</p> <p>6 vehicle for 2 years with my two minor children</p> <p>7 the receptionist there seem to not care whenever</p> <p>8 reaching out what are we to do in a situation</p> <p>9 like that?"</p> <p>10 So those are the two public comments,</p> <p>11 and, actually, we can put this on the closing</p> <p>12 comments.</p> <p>13 At some point, we had talked about a</p> <p>14 different phone call system, and I think it was in</p> <p>15 this Agency Asset Management Committee Meeting</p> <p>16 because of the number of phone calls we received</p> <p>17 and the timeliness of returning them. But we can</p> <p>18 plug that in to the closing comments.</p> <p>19 So, why don't we get through the approval of</p> <p>20 minutes, and then we'll take maybe a 5-minute</p> <p>21 recess to see if they come?</p> <p>22 I have the meeting minutes from the</p> <p>23 March 16th, 2023 Asset Management Committee</p> <p>24 Meeting.</p> <p>25 Thank you, again, to Ms. Carol for drafting</p>	<p>1 COMMISSIONER HOROVITZ: Oh, yes.</p> <p>2 COMMISSIONER WALKER: Yes. Let's get</p> <p>3 going.</p> <p>4 Go ahead, Mr. Alexander. I think we are on</p> <p>5 the Annual Report or Quarterly Report.</p> <p>6 Thank you.</p> <p>7 CEO: So, good morning, Commissioners.</p> <p>8 This is the Asset Management Committee end of the</p> <p>9 year report. Our last meeting I believe was</p> <p>10 March. You said to do an end of the year report</p> <p>11 for this month.</p> <p>12 Starting off, there is an introduction.</p> <p>13 The Jacksonville Housing Authority had an</p> <p>14 extraordinary year this year. We did get our</p> <p>15 credit rating December the 20th. That's within</p> <p>16 this fiscal year.</p> <p>17 Our credit rating -- A+ -- December the 20th,</p> <p>18 2022, and we also were the finalist for the</p> <p>19 IREM AMO Award for Firm Of The Year.</p> <p>20 We also won a couple Florida Association</p> <p>21 of Housing and Redevelopment Officials awards</p> <p>22 for Best Practices and Outstanding Large Agency.</p> <p>23 Mostly, we expanded our portfolio for the</p> <p>24 first time in over a couple decades I would say,</p> <p>25 but for sure for one.</p>
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<p>1 those up for us.</p> <p>2 Commissioner, any comments or questions to</p> <p>3 the meeting minutes?</p> <p>4 COMMISSIONER HOROVITZ: None.</p> <p>5 CHAIRMAN WALKER: Can I get a motion to</p> <p>6 approve them?</p> <p>7 COMMISSIONER HOROVITZ: I make a motion.</p> <p>8 CHAIRMAN WALKER: I'll second.</p> <p>9 Any discussion?</p> <p>10 (no response)</p> <p>11 CHAIRMAN WALKER: Hearing none, I'll move the</p> <p>12 motion.</p> <p>13 All those in favor?</p> <p>14 COMMISSIONER HOROVITZ: Aye.</p> <p>15 CHAIRMAN WALKER: Aye.</p> <p>16 The approval of the minutes is passed.</p> <p>17 We're going to go ahead and take a 5-minute</p> <p>18 recess and give our colleagues a chance to get in</p> <p>19 the room.</p> <p>20 Thank you.</p> <p>21 COMMISSIONER HOROVITZ: Thank you.</p> <p>22 (A recess was taken.)</p> <p>23 (The recess concluded.)</p> <p>24 CHAIRMAN WALKER: Commissioner, are you good</p> <p>25 to resume?</p>	<p>1 The Board of Commissioners issued a</p> <p>2 directive, and the staff delivered.</p> <p>3 During the fiscal year, there were</p> <p>4 several HUD designations that we received.</p> <p>5 Public housing and Section 8 was a high performer,</p> <p>6 and, typically, when you look at the point that</p> <p>7 the housing authority is a high performer,</p> <p>8 most people like to believe that, because we were</p> <p>9 a high performer last year, you're supposed to get</p> <p>10 it this year or you're supposed to get it every</p> <p>11 year.</p> <p>12 Every year you have to earn it. It's similar</p> <p>13 to taking a course. So you may pass it last year,</p> <p>14 but you may fail this year. So each year you have</p> <p>15 to bring the status back up to where it was as a</p> <p>16 high performer.</p> <p>17 The key point of it is is that the housing</p> <p>18 stock is older than it was the year before.</p> <p>19 So, theoretically, they look for the scores to</p> <p>20 maybe decline a little bit, but, overall,</p> <p>21 the scores went back up.</p> <p>22 The Jacksonville Housing Authority must</p> <p>23 obtain a score of a 90 to receive a designation.</p> <p>24 (Commissioner Brock and Lawsikia Hodges</p> <p>25 entered the room.)</p>

<p style="text-align: right;">Page 9</p> <p>1 CEO: A high performer designation allowed</p> <p>2 the housing authority to apply for grants and</p> <p>3 receive additional voucher allocations,</p> <p>4 and we mentioned last time that we received close</p> <p>5 to -- we received the second highest allocation of</p> <p>6 vouchers underneath the grant program that we</p> <p>7 applied for.</p> <p>8 But, typically, we normally get the first</p> <p>9 shot or will be in that queue for a housing</p> <p>10 authority to manage their money to be able to get</p> <p>11 these different grants.</p> <p>12 COMMISSIONER HOROVITZ: Can I ask a question</p> <p>13 about the designations?</p> <p>14 How much effort is it to reapply,</p> <p>15 or like how many hours does it take?</p> <p>16 CEO: To get the high performer status?</p> <p>17 COMMISSIONER HOROVITZ: Yes -- that process.</p> <p>18 CEO: Well, it takes a great effort from all</p> <p>19 the teams, because they look at financial.</p> <p>20 They look at -- in terms of public housing,</p> <p>21 they look at your financials.</p> <p>22 A big key of that is occupancy. They look at</p> <p>23 your scores. So each property is graded through a</p> <p>24 REAC score.</p> <p>25 Years ago, they used to come out six months</p>	<p style="text-align: right;">Page 11</p> <p>1 indicators, which is the Section 8 Assessment.</p> <p>2 For our last score for the HUD designation,</p> <p>3 as you see right here, we received a score of a</p> <p>4 95. Out of physical, we received 35 out of 40.</p> <p>5 Financial, 25 out of 25. Management 25 out of 25,</p> <p>6 and, in Captial Fund, we received 10 out of 10.</p> <p>7 So we received the full 95 out of 100,</p> <p>8 and our occupancy rate was 99 percent.</p> <p>9 So our occupancy rate for low-income</p> <p>10 public housing for the fiscal year was 99.7.</p> <p>11 The Affordable Housing Progam was 98.57,</p> <p>12 and our overall occupancy was at 99.32.</p> <p>13 If you look at the average public housing</p> <p>14 occupancy rate in Florida, it's 89 percent.</p> <p>15 So we're almost 10 points above the curve.</p> <p>16 Jacksonville Housing Authority has outpaced</p> <p>17 this average by more than 10 percent.</p> <p>18 The United States average is 92 percent.</p> <p>19 So we're at 99.32.</p> <p>20 And this shows you here all the properties</p> <p>21 that we have. We only have one in the 70s</p> <p>22 and just a handful in the 90s, but most of our</p> <p>23 properties are 100 percent.</p> <p>24 COMMISSIONER GREEN: Through the Chair,</p> <p>25 can I ask a question?</p>
<p style="text-align: right;">Page 10</p> <p>1 in advance -- well, they'd give you 120 days --</p> <p>2 and, when they'd come out 120 days before,</p> <p>3 what they would do is most housing authorities</p> <p>4 would not do too much all year long and wait until</p> <p>5 they get a notification and then start to do the</p> <p>6 work.</p> <p>7 And then most of the residents are upset,</p> <p>8 but they're only doing the work because they know</p> <p>9 that they're getting an inspection.</p> <p>10 So now what HUD does -- they only give you</p> <p>11 a two-week notice. So they only give you a</p> <p>12 two-week notice, and, if you're not prepared,</p> <p>13 they give you a score of a zero.</p> <p>14 You are allowed to postpone it one time for a</p> <p>15 solid reason, but, if not, then they give you a</p> <p>16 score of zero.</p> <p>17 So what happens is it goes back to</p> <p>18 maintaining, doing the work and managing.</p> <p>19 So, when they give you a notification and</p> <p>20 you only get two weeks, you always end up being in</p> <p>21 a good position by staying on top of it.</p> <p>22 COMMISSIONER HOROVITZ: Okay. Thank you.</p> <p>23 CEO: There are four indicators for public</p> <p>24 housing, and that's underneath the PHAs.</p> <p>25 And, underneath our Section 8, there's 14</p>	<p style="text-align: right;">Page 12</p> <p>1 COMMISSIONER HOROVITZ: Oh, I'm sorry.</p> <p>2 Commissioner Walker is actually the Chair of this</p> <p>3 committee.</p> <p>4 COMMISSIONER GREEN: Okay.</p> <p>5 COMMISSIONER HOROVITZ: I know it's</p> <p>6 confusing.</p> <p>7 COMMISSIONER GREEN: I'll switch</p> <p>8 direction.</p> <p>9 CHAIRMAN WALKER: Go ahead.</p> <p>10 COMMISSIONER GREEN: Going back to Florida's</p> <p>11 89 percent, why was it going to be 89?</p> <p>12 They have too many units?</p> <p>13 CEO: Well, no. I don't know what it is.</p> <p>14 It may be the condition, property marketing.</p> <p>15 There could be many factors in why they did</p> <p>16 get 90 percent or 89 percent.</p> <p>17 COMMISSIONER GREEN: And, what is --</p> <p>18 what should your -- 99 is pretty high.</p> <p>19 So that means we need units.</p> <p>20 So, what should it be?</p> <p>21 93?</p> <p>22 94?</p> <p>23 CEO: Well, the industry standard always</p> <p>24 should be at a minimum 95. So that's basic.</p> <p>25 So you always have about 5 percent for unit loss</p>

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<p>1 throughout the year. So it should always be at 2 least 95 percent.</p> <p>3 If you're not at 95 percent, then there is a 4 problem --</p> <p>5 COMMISSIONER GREEN: Gotcha.</p> <p>6 CEO: -- because, as you know, most of the 7 budgets are done based on the occupancy being at 8 99 percent, or the funds or the finance is based 9 on the occupancy being at 95 percent.</p> <p>10 So anything over that -- consider that as a bonus.</p> <p>11 COMMISSIONER GREEN: Or not good means we 12 have too many. We don't have enough units.</p> <p>13 CEO: Well, that would be considered 14 an absorption rate, and that's how most people 15 look at it to determine how you build units or 16 slow down on units.</p> <p>17 If the absorption rate is high -- 18 if it's very high, then you don't want to build 19 units, because, if the absorption rate is high, 20 then you have to go back and give concessions.</p> <p>21 Because it's hard to lease so many units 22 out. There is a lot of competition now.</p> <p>23 So that's what ends up giving all of these 24 concessions, first and last month rent free. 25 You know, you have to give these concessions.</p>	<p>1 11,622 applicants.</p> <p>2 This does not include the units from 3 Section 8. That's a whole other gamut there.</p> <p>4 But, when you combine them, the aggregate 5 number is over what we stated before. 6 It's over 140,000.</p> <p>7 COMMISSIONER HOROVITZ: Can I ask a question 8 about this?</p> <p>9 CEO: Yes.</p> <p>10 COMMISSIONER HOROVITZ: I'm sorry.</p> <p>11 CHAIRMAN WALKER: Go ahead.</p> <p>12 COMMISSIONER HOROVITZ: And I can do this 13 through the Chair. I normally don't do that.</p> <p>14 Would you like that?</p> <p>15 CHAIRMAN WALKER: No, I don't. No. 16 That's not necessary.</p> <p>17 COMMISSIONER HOROVITZ: Thank you.</p> <p>18 How do you put yourself on a particular 19 waiting list?</p> <p>20 Are there two waiting lists, like general 21 housing and then just specify?</p> <p>22 And I should know this.</p> <p>23 CEO: So you just apply for it. You apply 24 for what type of housing you're looking for. 25 COMMISSIONER BROCK: Mr. Chair?</p>
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<p>1 When the absorption rate is low, then there's 2 a need for building construction.</p> <p>3 COMMISSIONER GREEN: Okay.</p> <p>4 CEO: Okay. Our waiting list -- 5 we do organize the waiting list.</p> <p>6 Before, on our program, you got 1 point for 7 preference. So, if you had a preference, 8 you got a point. For veterans, you got 1. 9 For homeless -- all of these just receive 1.</p> <p>10 Now you receive it -- if you have all of 11 these accommodations, it means you get up to 12 maybe 5 or 6 points. So it would be the aggregate 13 number.</p> <p>14 So, if you were on our waiting list and you 15 were a veteran and you were homeless, you get 2. 16 Then you add domestic violence, and that would be 17 a 3. So we did it that way so that way you could 18 have a higher preference if you had the greatest 19 need.</p> <p>20 Currently on our waiting list we have 21 98,271. For public housing, we have 42,598. 22 Jax Beach has 44,051, which is remarkable, 23 because you only have a certain amount of units. 24 And you've got 44,000 people on that waiting list. 25 And then we look at Brentwood, and we have</p>	<p>1 CHAIRMAN WALKER: Go ahead.</p> <p>2 COMMISSIONER BROCK: To you, Commissioner, 3 like Mr. Alexander say, you do just apply, 4 but those VA vouchers -- they are navigated 5 through the VA.</p> <p>6 They have to give the VA people a referral 7 to come to us. The -- and correct me if I'm wrong 8 --</p> <p>9 CEO: Yes.</p> <p>10 COMMISSIONER BROCK: -- and the one for the 11 battered women's domestic violence -- now those -- 12 like Mr. A said, they done put them in a 13 category.</p> <p>14 So that would mean that, if somebody like 15 myself wasn't a battered woman or whatever, 16 I would be under her, because she's kind of like a 17 top priority. Yeah.</p> <p>18 COMMISSIONER HOROVITZ: Thank you.</p> <p>19 CEO: Okay. So public housing rent. 20 For the month of September, we billed 21 \$547,306. We collected \$512,147. 22 So, for the month, we had about close to 23 94 percent.</p> <p>24 Six of the sites received a hundred percent 25 outstanding rent. Three sites collected about</p>

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<p>1 98. We are expecting increasing evictions, 2 but, overall, the rent collection was about 3 94 percent for the month. 4 When you look at it here, it tells you we had 5 a big issue here with Brentwood, which really 6 twisted the numbers. It was at 28 percent. 7 We're still looking into that, because we think it 8 might have been a system problem that didn't 9 register. It is never at 71 percent at that site. 10 But 12 sites collected more than 11 97 percent. Our goal is always to collect 12 100 percent of the rent, but the site sort of 13 twisted the numbers. 14 Here you have each quarter. Each month we 15 provide a report so you know exactly what the 16 rent collection is each quarter. So, in the 17 first quarter, second quarter, third quarter, 18 fourth quarter ... 19 If you see the first quarter, we were at 20 87 percent. Folks were still under the impression 21 they don't have to pay rent. 22 That's why some these sites -- we are really 23 pressing for evictions, and that seemed to be the 24 problem at that point. 25 CHAIRMAN WALKER: Dwayne --</p>	<p>1 are with the properties that we have that aren't 2 part of public housing that we manage, which is 3 really more so with the affordable market, 4 and we're collecting 99 percent of that rent. 5 Any questions on that? 6 (no response) 7 In terms -- go ahead. 8 COMMISSIONER BROCK: Go back to that one. 9 I was trying to see -- the JUI properties are not 10 on there, right? 11 CEO: Yes, they are. 12 COMMISSIONER BROCK: I didn't see them. 13 CEO: Here (indicated), "JWB." 14 COMMISSIONER BROCK: Oh, oh, okay. 15 So that was under, "JWB." Okay. 16 CEO: And they're collecting 97 percent of 17 the rent over there. 18 COMMISSIONER BROCK: Thank you. 19 CEO: Any questions? 20 We'll move to work orders. For the month of 21 September, maintenance received more than 3,000 22 work orders. 23 Typically, we always do more or close to 24 2700 up to 3400 work orders per month. 25 The average number of completed work orders per</p>
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<p>1 CEO: Yes -- 2 CHAIRMAN WALKER: -- do we do in-house 3 attempts to collect debt? 4 And then, do the evictions run through the 5 City Council or through OGC? 6 CEO: -- yes. 7 CHAIRMAN WALKER: And then, do we outsource 8 the debt collection after that, or do we keep it 9 in-house? 10 CEO: Yes. Yes, we do. We do. 11 CHAIRMAN WALKER: Okay. 12 CEO: And I will get to that, when we get to 13 budget, because it shows exactly what we collect 14 and what we don't collect. 15 CHAIRMAN WALKER: Thank you. 16 CEO: Yes. Very good question. 17 So the first quarter sort of got us, 18 and it's been running uphill ever since. 19 Typically, we like to be at 98, 99 percent. 20 In terms of our affordable housing, 21 which is The Waves, Jax Beach, Centennial Towers, 22 JWB, we are collecting almost 99 percent, 23 which is outside of public housing. 24 Those numbers I showed you before were 25 basically public housing. These numbers here</p>	<p>1 week was 720. So there's a lot of requests that 2 come in for work orders. 3 When you look at it, our overall average is 4 2.73 days for nonemergency work orders. 5 HUD gives you an A or thinks you're doing 6 outstanding if this is around ten days, 7 which we totally disagree with. We like to 8 be in that one to four-day turnaround time, 9 but, overall, our average throughout the whole 10 year was 2.73. 11 In terms of addressing 24-hour work orders, 12 our work orders are basically done within 13 24 hours. Our emergency workers are always there 14 within 24 hours. 15 Typically, when we run a report, if there is 16 something out there outstanding, it's still out 17 there, but we always close them within 24 hours. 18 We have an On-Call Team on nights and weekends to 19 address emergency phone calls. 20 COMMISSIONER HOROVITZ: Can I ask a question 21 about -- and maybe it's two slides before. 22 Where is the breakdown in what's actually 23 happening and then the perception from our 24 residents, where they feel like their issues 25 aren't getting addressed in a timely manner?</p>

<p style="text-align: right;">Page 21</p> <p>1 Are they not following the process, 2 or are we not delivering or reporting what's -- 3 CEO: In terms of service? 4 COMMISSIONER HOROVITZ: -- right. 5 So I see the numbers, and I understand that we're 6 addressing things within, at most it looks like, 7 three to five days. 8 CEO: Yes. 2.7 days. 9 COMMISSIONER HOROVITZ: Right, which seems 10 very reasonable to me. 11 So, are we not communicating to the 12 residents? 13 Like, where are we not connecting? 14 CEO: I don't know where the connection 15 is missed, but we have a full staff at every 16 site. 17 If there is a complaint or request for work 18 order, they can always take that issue -- 19 if the work order is not done correct, take it to 20 the manager or the assistant manager, and then it 21 promptly can roll up to us. So ... 22 COMMISSIONER HOROVITZ: One follow-up 23 question, because I see how this could happen. 24 I go to Commissioner Brock, and I tell her, 25 "There is something broken in my unit."</p>	<p style="text-align: right;">Page 23</p> <p>1 degree, that comes with sort of our tenant base. 2 Because I think we're dealing with, 3 you know, folks that may not be in the best 4 situations all the time, and I think they get very 5 frustrated. 6 So, one, for me, you know, there is tenant 7 satisfaction, but then you really have to almost 8 look at literally each individual situation to 9 figure out -- you know, maybe somebody gives us a 10 1 on performance, but, when you look at how fast 11 we did it, how fast we were there, they may have 12 just been upset that it happened. 13 So it's a very -- I don't love work orders. 14 I think we need to track them to understand them, 15 but I think they are a complete -- they don't do 16 justice to what the staff actually does on a 17 day-to-day basis. 18 CEO: Right. 19 CHAIRMAN WALKER: You know, that's just my 20 thought process just being in the industry and 21 just seeing ... 22 COMMISSIONER HOROVITZ: Absolutely. 23 CHAIRMAN WALKER: Go ahead, Commissioner 24 Brock. 25 COMMISSIONER BROCK: And thank you,</p>
<p style="text-align: right;">Page 22</p> <p>1 And then I actually don't get around to doing 2 a formal complaint for a week, and it takes three 3 days. So, to me, I feel like that took ten days. 4 So, do our residents not understand how they 5 actually initiate a work order? 6 And I'm sorry. That's a question for you, 7 Mr. Alexander. 8 CEO: So, yes. So we do have town hall 9 meetings at every single site. We have 10 management meetings. 11 Typically, when we have meetings, 12 most of the residents don't show up. So we make 13 sure we have the residents there in case there 14 are any issues or any conditions above and beyond 15 the assistant manager and the manager being 16 at the site. 17 If there's an issue, then they go to the 18 manager. If they can't go to the manager, 19 they can always bring their call to us. 20 CHAIRMAN WALKER: So, if I can, Commissioner 21 -- so there's a couple things, and Commissioner 22 Brock, I'll be interested in your perspective. 23 Sometimes no matter what you do and how you 24 do the work or how fast you do the work people are 25 just not happy, and I've found that, to a large</p>	<p style="text-align: right;">Page 24</p> <p>1 Mr. Chair. 2 To Commissioner Heather, like you were 3 saying, that -- and I agree, to a certain extent 4 with what our Chair just said, because you do 5 sometimes have residents that may be upset because 6 it did happen. 7 Okay? 8 And sometimes they don't look at it like, 9 if you were a homeowner and this were your house 10 and you've been there for 15 years and something 11 broke down, you know, you got to get it fixed. 12 And so sometimes they don't look at it in 13 that perspective, but then you do still have 14 residents -- like you were asking, you know, 15 "Do they not know the protocol?" 16 Yeah. They do know the protocol, 17 and some of them do follow the protocol. 18 But, again, that brings us back to like -- 19 I'm going to use this as an example. 20 We might have a unit that goes out -- 21 an air condition unit go out, and normally they 22 unit is on the outside. 23 Right? 24 CEO: Yes. 25 So, if the air-conditioning unit go out and</p>

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<p>1 they go to the office and they tell the property 2 manager, "My air-conditioning unit is out --" 3 so let's say Blodgett. I'm going to use Blodgett 4 as an example, and Blodgett have say five units, 5 air condition window units that, when the 6 air condition go out, they could pop them right 7 into the window.</p> <p>8 Well, let's say, hypothetically, that all five 9 of those ones that they can pop in the window are 10 already out.</p> <p>11 Well, they got to look at -- the property 12 manager now got to shift and try to make sure 13 that it's within her budget or his budget that he 14 can buy some more window units to get it in. 15 Because the backup -- the order for the unit 16 for outside might be backed up to a month.</p> <p>17 I'm just using that for an example.</p> <p>18 So, it is, and, like I say, what the Chair 19 said -- I do agree with what he said. Some things 20 you do have to look at on an individual basis. 21 That's why, you know, sometimes, when they do come 22 with complaints and things of that nature, to me, 23 I'll refer them back to their property manager.</p> <p>24 First of all, I have to salute Mr. Alexander 25 on this right here. If they call over here to</p>	<p>1 23 sites. We have a portfolio of public housing. 2 When you look at the actual structure, 3 we have more than 3,000 units. So that's one of 4 the reasons 99.9.9 percent of our funding comes 5 from HUD.</p> <p>6 So HUD wants to make sure that the properties 7 are in good repair.</p> <p>8 So, how do they determine, if they give the 9 housing authority \$100,000,000? 10 "How do we know that this housing authority 11 is maintaining the properties the way that we 12 ..."</p> <p>13 There are standards. So what they do -- 14 they have this REAC. So, when they come out, 15 they do a REAC.</p> <p>16 A lot of housing authorities -- if you don't 17 get over 60 points, you fall in receivership, 18 and HUD takes you back over.</p> <p>19 Or, if you're at 70, you have a problem. 20 You passed, but it may be a big problem.</p> <p>21 We, as a housing authority, typically, 22 stay in the 90s, and that's a tribute to us 23 maintaining the properties. Because the 24 properties have an average age of 50 years. 25 So you get some properties that are brand</p>
Page 26	Page 28
<p>1 1300 or even if they come to 1300, he's going to 2 make sure -- and they ask for him -- he's going to 3 make sure -- if he's here, he's going to make sure 4 he sees them. He also is going to make sure that 5 he takes they calls.</p> <p>6 So you got to look at it, but that's why 7 I be concerned about us just overall doing our 8 existing properties and making sure that we are 9 doing the balances and checks, as far as keeping 10 it upgraded, looking at the tile, looking at the 11 paint.</p> <p>12 I remember when Mr. Alexander first got here 13 and we were going a Resident Relations Meeting, 14 and he was talking about how, if a person has 15 been in a unit for over past five years, 16 that person's unit should really be looked at 17 to think about the painting on those walls.</p> <p>18 Because you got to think five years. 19 Yeah. I wash my walls down. Yeah. I did 20 whatever, but still it's wear and tear on it. 21 Yeah.</p> <p>22 So that's what I wanted to say. 23 So, when Mr. Chair say he wanted to hear 24 my perspective on it, yeah.</p> <p>25 CEO: So I would add that we have over</p>	<p>1 new that have issues. So we try to address all of 2 the problems.</p> <p>3 And, to go back to Commissioner Brock, 4 we, typically -- we go out, and, if we see there 5 is a problem at the site and we can't address it 6 right then and there, we always put the resident 7 in a hotel. We always put them in a hotel --</p> <p>8 CHAIRMAN HOROVITZ: Thank you. 9 CEO: -- provided that we are aware of it. 10 If we don't know about it -- 11 CHAIRMAN HOROVITZ: Right. 12 CEO: -- then we can't address it.</p> <p>13 But we put them in a hotel, and we make sure 14 that they are taken care of. And whatever the 15 problem is we make sure we address it.</p> <p>16 COMMISSIONER BROCK: Mr. Chair to 17 Mr. Alexander.</p> <p>18 What I want to say is, yes, he just talked 19 about the REAC scores, but the REAC scores are -- 20 again, correct me if I'm wrong, Mr. Alexander -- 21 it's sort of something like a lottery.</p> <p>22 They -- they choose what units they go in. 23 They don't go in every unit at our sites. 24 They might choose -- I'm just saying -- ten units. 25 COMMISSIONER HOROVITZ: That makes sense.</p>

Page 29	<p>1 A sample.</p> <p>2 COMMISSIONER BROCK: Yeah. So they don't go</p> <p>3 in every unit.</p> <p>4 So let's say, hypothetically, that the ten</p> <p>5 that they do go in is -- is tight, is correct,</p> <p>6 but then, what about the other 120 units that may</p> <p>7 not be?</p> <p>8 COMMISSIONER HOROVITZ: But you're not --</p> <p>9 COMMISSIONER BROCK: But I'm just letting you</p> <p>10 know that that's why we get those kind of</p> <p>11 complaints, too, from residents, because they</p> <p>12 don't go in all of the units when they're doing</p> <p>13 the REAC scores.</p> <p>14 CEO: To give you a little history on it,</p> <p>15 typically, they used to give us dates, but,</p> <p>16 when you look at the totality of all the units</p> <p>17 throughout the country, what happens is,</p> <p>18 when HUD notifies you that they're coming to do an</p> <p>19 inspection and they know what units they go into,</p> <p>20 the housing authorities throughout the country</p> <p>21 would do all of the work and neglect the rest of</p> <p>22 the property.</p> <p>23 So they do it randomly so that you cannot put</p> <p>24 yourself in a position and prepare yourself for</p> <p>25 them coming. So you don't know where they are</p>	Page 31	<p>1 sample is supposed to be, in statistics,</p> <p>2 representative of the whole.</p> <p>3 And so I think, if they understood that,</p> <p>4 then they would understand that 90 percent is</p> <p>5 actually an accurate representation of the whole.</p> <p>6 COMMISSIONER BROCK: (nodded head</p> <p>7 affirmatively)</p> <p>8 COMMISSIONER GREEN: Question.</p> <p>9 So I remember a couple years ago they were</p> <p>10 talking about some units not having washing</p> <p>11 machines. They had to hang their clothes</p> <p>12 outside.</p> <p>13 So, when they look at the REAC score,</p> <p>14 are they constantly talking about updating units?</p> <p>15 "Every unit has to have Wi-Fi. Every unit</p> <p>16 has to have a washer and dryer."</p> <p>17 I mean the standards are probably different</p> <p>18 from the 90s to the 2000s.</p> <p>19 (Mr. Zeits entered the room.)</p> <p>20 CEO: No. They just make sure they have</p> <p>21 safe, sanitary, decent living. So they don't look</p> <p>22 at anything more or anything, because what happens</p> <p>23 is you need a house to stay in. You know, so they</p> <p>24 give you a place to live.</p> <p>25 Okay. So, on -- like move on?</p>
Page 30	<p>1 going.</p> <p>2 COMMISSIONER HOROVITZ: Yeah. I think that's</p> <p>3 -- sorry.</p> <p>4 CEO: So they do a new thing. So they look</p> <p>5 at the common areas and all of these other places.</p> <p>6 We do a UPCS every year. All of the</p> <p>7 properties get looked at every year, and then we</p> <p>8 do housekeeping. So we try to elevate our level</p> <p>9 of management instead of just reducing ourselves</p> <p>10 to what they're doing.</p> <p>11 Now here is how HUD looks at it.</p> <p>12 If the property gets over 90 percent,</p> <p>13 then they don't come back for three years.</p> <p>14 If you get over 80 percent, they come back in</p> <p>15 two years.</p> <p>16 70 percent -- it comes back every single</p> <p>17 year, which could be extremely draining on your</p> <p>18 resources and your team if you don't try to get</p> <p>19 that high score.</p> <p>20 COMMISSIONER HOROVITZ: Yes. And I know</p> <p>21 we've got to move on.</p> <p>22 I think that it would be helpful if we</p> <p>23 explain to our residents that you have to take a</p> <p>24 sample, because you don't have the time or</p> <p>25 resources to look at the entire group. And so the</p>	Page 32	<p>1 COMMISSIONER BROCK: And what Mr. Alexander</p> <p>2 just said is true, and I had a resident,</p> <p>3 Mr. Chair, that called me. And I had the</p> <p>4 pictures, and I brought them to Mr. A.</p> <p>5 Now this statement I'm fixing to make --</p> <p>6 this was not -- again, was not Jacksonville</p> <p>7 Housing property, but it was one of our</p> <p>8 landlords.</p> <p>9 And they were going to tell this resident</p> <p>10 that that house was safe and sanitary.</p> <p>11 Mildew all around the bottom of the wall?</p> <p>12 What?</p> <p>13 No. That's not, you know -- so, yeah.</p> <p>14 Go ahead, Mr. Chair.</p> <p>15 CHAIRMAN WALKER: Just so you know,</p> <p>16 there is a software that you guys could look at</p> <p>17 and use it on some of the sites that we work</p> <p>18 with.</p> <p>19 It's called, "Opiniion," O-p-i-n-i-i-o-n.</p> <p>20 I don't know if you have run into this yet.</p> <p>21 It's a resident satisfaction software.</p> <p>22 It is like \$35 per site per month.</p> <p>23 It tracks and gives us internal feedback,</p> <p>24 and then, you know, it helps elevate kind of the</p> <p>25 experience.</p>

<p style="text-align: right;">Page 33</p> <p>1 It's pretty inexpensive. Maybe try rolling 2 that out at one or two sites just to see how that 3 goes, and I think, again, it's all in-house 4 feedback. 5 It doesn't post publicly or anything like 6 that, but it gives us a chance to gather 7 feedback. 8 We've gotten a lot of positive feedback, 9 but also things that, you know, do better 10 with something to work with. So it might be 11 worth looking at. 12 CEO: Okay. 13 CHAIRMAN WALKER: I am going to ask that we 14 move on, because we've only got 20 minutes. 15 So, if you can, continue on, please. 16 CEO: Okay. So here this line just shows an 17 average complied time for each quarter. 18 We monitor staff performance each quarter. 19 So, if you look at it, all of them are over 20 6 percent -- 6.4 percent or higher -- 21 and, basically, when you look at applied time, 22 you always want to be around 7.7 or 7.0. 23 And what that basically does is tell you that 24 you have 9 hours per day, and you want to make 25 sure you have at least -- how much time you have</p>	<p style="text-align: right;">Page 35</p> <p>1 CHAIRMAN WALKER: -- for at least two years, 2 at least two years. 3 So, at this point, have they -- I mean the 4 stat is right here (indicated). 5 CEO: Right. 6 CHAIRMAN WALKER: It doesn't appear to me 7 that they're doing what they're supposed to be 8 doing. 9 CEO: Yes. So we have been working with 10 them. There has been a lot of changes over there. 11 They have gotten rid of staff constantly, 12 because they haven't lived up to their 13 expectations. 14 I met with -- spoke to the president there. 15 They got a new vice president over there. 16 They got rid of the previous regional. So there's 17 a lot of movement over there. 18 At the end of the day, we've been providing 19 them with some support. They just got a new team 20 there -- just got a new team there. 21 Short of us outright managing that property, 22 short of us -- 23 CHAIRMAN WALKER: Yes. No. Dwayne, that's 24 where I'm finally at. That's what I have now come 25 to, which is, "Look, you guys have failed for two</p>
<p style="text-align: right;">Page 34</p> <p>1 on which time so how much staff is doing the work. 2 You have 6.2, 6.4, 7.3, and the average is 3 6.7. And the top is 7 that we get the maximum out 4 of staff. 5 Here it lists all the emergency work orders 6 by site. 7 Unit turnaround time. Basically, HUD 8 gives you an A -- you'll see on the next screen. 9 HUD gives you an A if you have ten days or 10 less, and our average turnaround time is 12. 11 We're always striving for one to three 12 days, but, if you look at our numbers, 13 all of our sites have As and Bs. 14 And we only have one that's an F, and that's 15 the property we do not manage. We can't exempt it 16 from them. 17 But, if you pull that one site out of there, 18 our average number would be around 8 days, 19 which is way below what HUD requires you to be at. 20 So we have a grade of a B. Minus them, we would 21 have an A. 22 CHAIRMAN WALKER: So, Mr. Alexander, 23 just back up to that slide. Let's just go there. 24 We have talked about this property -- 25 COMMISSIONER BROCK: Forever.</p>	<p style="text-align: right;">Page 36</p> <p>1 years to manage this property. So you can either 2 hire JHA and abide by what we're going to do, 3 or we're pulling our units." 4 We can't continue this on. We've talked 5 about this for two years, and our residents 6 suffer. 7 So it's not a question anymore. It's an 8 ultimatum. 9 CEO: Okay. Good. 10 CHAIRMAN WALKER: And, if worst comes to 11 worst and they say they don't want to do that, 12 fine. 421 -- we'll, you know, proceed with 13 eminent domain proceedings. We'll take it back. 14 This is ridiculous. It's ridiculous. 15 CEO: Okay. 16 CHAIRMAN WALKER: We have been yelling about 17 this for two years, and it's as if it's the 18 good old nod our head, "Yeah. We understand," 19 and then nothing changes. 20 COMMISSIONER HOROVITZ: How many units do we 21 have? 22 CHAIRMAN WALKER: 40- ... 23 CEO: So I met with the owners of the 24 property, and I met with the president of the 25 company.</p>

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<p>1 We don't cut any corners with them.</p> <p>2 We lay it on the line. Every time we talk to</p> <p>3 them, there is some time issue to straighten up.</p> <p>4 They probably had three or four managers.</p> <p>5 They can't keep anybody.</p> <p>6 COMMISSIONER HOROVITZ: Yes. We talked about</p> <p>7 it a lot.</p> <p>8 CEO: Yes.</p> <p>9 COMMISSIONER HOROVITZ: We can move on.</p> <p>10 Exactly what Commissioner Walker says --</p> <p>11 let's do all of that.</p> <p>12 CEO: So housekeeping inspections --</p> <p>13 if you look at the housekeeping inspections,</p> <p>14 we have done close to 4700 housekeeping</p> <p>15 inspections.</p> <p>16 That's just outside of the UPCS inspections</p> <p>17 or any other REAC inspection. Here is our REAC</p> <p>18 score. Our average REAC score is 90.73.</p> <p>19 UPCS inspections -- we're about 80-something</p> <p>20 percent. These are all the scores throughout the</p> <p>21 fiscal year.</p> <p>22 Annual recertifications -- about 2700 for our</p> <p>23 fiscal year.</p> <p>24 Modernization and development -- so this is a</p> <p>25 big topic here, because what happens is --</p>	<p>1 CEO: No.</p> <p>2 CHAIRMAN WALKER: So it's not a use it or</p> <p>3 lose it.</p> <p>4 CEO: We don't return any money back.</p> <p>5 CHAIRMAN WALKER: So it can sit there in</p> <p>6 perpetuity.</p> <p>7 CEO: No. It doesn't sit there in</p> <p>8 perpetuity. Two years to obligate it. Four years</p> <p>9 to expend it. So we normally --</p> <p>10 CHAIRMAN WALKER: So we need to get moving on</p> <p>11 like the remainder of -- I see 2018 here.</p> <p>12 Balance to spend is 117,000.</p> <p>13 CEO: Yes.</p> <p>14 CHAIRMAN WALKER: We got to get moving on</p> <p>15 those.</p> <p>16 CEO: Yes. We already are.</p> <p>17 CHAIRMAN WALKER: Okay. That was my</p> <p>18 question.</p> <p>19 CEO: Okay. So we talked about acquisitions.</p> <p>20 We've got these two deals up there,</p> <p>21 Westwood and Franklin Arms. We can talk about</p> <p>22 that.</p> <p>23 Going back to talking about fraud,</p> <p>24 from our Compliance Department, when you look at</p> <p>25 the bad debt paid to date, we collected about</p>
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<p>1 Commissioner Brock brings up, "What are we doing</p> <p>2 with the public housing units?"</p> <p>3 So we did balcony repair, HVAC replacements,</p> <p>4 subflooring replacement, bathroom remodeling,</p> <p>5 exterior lights, roof replacement, siding and</p> <p>6 wall repairs, window replacement, security</p> <p>7 enhancement and vehicle replacements.</p> <p>8 Our capital improvement budget is</p> <p>9 \$23,778,408. Expenditures -- we're about</p> <p>10 5,000,000. We have open POs close to a million.</p> <p>11 We have a balance of \$17,000,000 left.</p> <p>12 Here, when we look at capital fund,</p> <p>13 we look at it based on -- you have two years to</p> <p>14 obligate it and four years to expend it.</p> <p>15 Here, in 2018, we have spent just about</p> <p>16 everything short of a couple dollars.</p> <p>17 We're about 1,000,000 short on 2019.</p> <p>18 We're about 3,000,000 short -- we have about</p> <p>19 3,000,000 to spend from 2020 -- about 3,000,000 --</p> <p>20 and close to 4,000,000 from 2021.</p> <p>21 CHAIRMAN WALKER: Mr. Alexander, on this,</p> <p>22 I see the stats. I don't need you to do that.</p> <p>23 My question is at what point does that money</p> <p>24 -- does it ever get returned back to HUD if we</p> <p>25 don't use it?</p>	<p>1 \$43,000, and fraud -- we collected over</p> <p>2 \$100,000. So paid year to date we collected over</p> <p>3 \$148,000.</p> <p>4 So we use our Fraud Department --</p> <p>5 Compliance Department to follow up any time we get</p> <p>6 any notifications about anything going on.</p> <p>7 Our Fraud Department works along with the</p> <p>8 attorney general (sic).</p> <p>9 They have met with them, correct, Todd?</p> <p>10 Is it the attorney general?</p> <p>11 MR. AUBUCHON: State Attorney's Office.</p> <p>12 CEO: Okay. Good. So it's \$148,000.</p> <p>13 In years past, they collected more than that,</p> <p>14 but we have a team on that.</p> <p>15 FSS -- for the year, we had 33 FSS graduates</p> <p>16 to include four homeowners. 11 residents obtained</p> <p>17 employment. 23 homeownership counseling,</p> <p>18 and we had a payout of \$194,000 in escrow to our</p> <p>19 clients, and we provided \$2,528 in direct</p> <p>20 management.</p> <p>21 32 -- this is the ROSS Grant, Resident</p> <p>22 Opportunity Self-Sufficiency. 32. You can see</p> <p>23 the numbers there. I won't go through all of them</p> <p>24 --</p> <p>25 COMMISSIONER HOROVITZ: Uh-huh.</p>

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<p>1 CEO: -- since we want to get through this. 2 But we have a good amount of people participating 3 in that. 4 Same thing at Brentwood Neighborhood Network 5 -- services we provide. 6 Jobs Plus -- same numbers. 57 new 7 assessments completed. 8 (Mr. Zeits left the room.) 9 CEO: 14 participants earned job training 10 certifications and earn income. 11 Housing Choice Voucher -- I'm showing the 12 Housing Choice Voucher, which is the moneymaker 13 for the housing authority. We have a budget 14 close to 65- or \$70,000,000. We have 8,358 total 15 vouchers allocated. 16 Our utilization is at 97 percent, which is 17 good. We'd like to be 100 percent, but 97 percent 18 is good. 19 We are waiting for our SEMAP scores. 20 Our SEMAP scores determine the success of the 21 programs. Our program is working well. 22 Number of transactions for the month of 23 September -- we had direct deposit -- 24 we have about 3300 payments that we processed for 25 the month, which is a little bit more than</p>	<p>1 CEO: So, underneath our Mainstream Program, 2 the utilization is at 98. 3 Underneath the Family Unification Program, 4 we're at 92. 5 Emergency Housing Vouchers, we have 96. 6 And, underneath the VASH Program, we are at 7 75. 8 Underneath the single room occupancy, 9 SROs, we have 92 percent. 10 And our budget -- we talked about the budget, 11 operating budget. 12 Jax Urban Initiative -- we purchased 33 of 13 the 50 homes. Those homes in these specific 14 ZIP Codes -- the highest being -09 and the 15 area median income in those specific area codes. 16 Yes (addressed Commissioner Brock). 17 COMMISSIONER BROCK: Mr. Chair to 18 Mr. Alexander, just one quick question about the 19 vouchers. You talked about the emergency 20 vouchers. 21 Do you think that we would ever get any 22 emergency vouchers, again? 23 CEO: No. 24 COMMISSIONER BROCK: I know they're all gone 25 now.</p>
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<p>1 \$7,000,000. 2 CHAIRMAN WALKER: Question. Payment 3 processing. Credit cards. 4 Do we take all of the credit cards and stuff 5 like that? 6 CEO: No. This is for Section 8, which is us 7 making the payments. 8 CHAIRMAN WALKER: We're making payments to 9 them. 10 CEO: Yes -- 11 CHAIRMAN WALKER: Okay. Fair enough -- 12 CEO: -- to the landlords. 13 CHAIRMAN WALKER: -- fair enough. 14 CEO: Because most of the time people ask 15 what we're doing for the community -- 16 CHAIRMAN WALKER: Yeah. 17 CEO: -- or are we contributing something 18 back. Well, the housing authority contributes 19 about \$7,000,000 back to landlords. 20 CHAIRMAN WALKER: I'm just wondering like 21 payment processing fees and costs of that. 22 I wonder when the last time that was analyzed. 23 That's more of a finance question I think. 24 COMMISSIONER HOROVITZ: Thank you. 25 CHAIRMAN WALKER: But --</p>	<p>1 CEO: Yes. But there are other vouchers out 2 there. We just received 24 vouchers -- 3 COMMISSIONER BROCK: Okay. 4 CEO: -- maybe a month-and-a-half ago. 5 So, whenever they -- typically, every year, 6 they come up with something. 7 COMMISSIONER BROCK: Okay. 8 CEO: If they have something out there, 9 we ask. We did at one point ask for about 1500? 10 -- 11 MS. HUNT: 500 -- 12 CEO: -- 500? -- 13 MS. HUNT: -- uh-huh. 14 CEO: -- yeah. So we always ask them for 15 vouchers, and, for them to award us anything, 16 we have to be in a good posture in terms of 17 high performer -- 18 COMMISSIONER BROCK: Right, right. 19 CEO: -- no audit findings. So we always try 20 to put ourselves out there and always ask. 21 COMMISSIONER BROCK: Okay. 22 CEO: Conclusion. 23 The support of the Board of Commissioners was 24 imperative to the overall success of the agency. 25 The vision and guidance provided is why JHA was</p>

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<p>1 able to acquire, rehabilitate and develop</p> <p>2 low-income housing for families in the City of</p> <p>3 Jacksonville.</p> <p>4 JHA has been positioned as the leader of</p> <p>5 affordable housing development, not only in</p> <p>6 Jacksonville, but in the State of Florida.</p> <p>7 Any questions?</p> <p>8 CHAIRMAN WALKER: I just have a couple quick</p> <p>9 ones.</p> <p>10 One, I want to note that -- and I'm curious</p> <p>11 if you're seeing this. You mentioned it</p> <p>12 previously, but I want to go back to it.</p> <p>13 It looks, to me, like our delinquency is</p> <p>14 beginning to track or trend upwards, which I think</p> <p>15 is consistent, unfortunately, with the market that</p> <p>16 we're in.</p> <p>17 If you could, going forward in the board</p> <p>18 meetings, just maybe have it in your CEO Report.</p> <p>19 I'd like to keep a closer track on that given</p> <p>20 where the economy is. You know, the percent of</p> <p>21 uncollected rent is ticking up.</p> <p>22 And it's across the board. I don't think</p> <p>23 this is a JHA problem. I think this is a</p> <p>24 macroeconomic problem.</p> <p>25 CEO: So you're 100-percent correct,</p>	<p>1 people adjusting.</p> <p>2 CEO: Yes, it is.</p> <p>3 COMMISSIONER HOROVITZ: So, is that on the</p> <p>4 resident, or is it on us?</p> <p>5 CEO: It's the resident. So it's a process.</p> <p>6 You always have to constantly make sure of the</p> <p>7 process.</p> <p>8 As we discussed before, sometimes residents</p> <p>9 -- you have to stay on top of them to make sure</p> <p>10 that they pay their rent.</p> <p>11 Rent is due the first day of the month.</p> <p>12 If you don't pay it by the first day of the month,</p> <p>13 you receive a friendly reminder and notice the</p> <p>14 fifth business day.</p> <p>15 If you don't pay it by then, then we start</p> <p>16 the eviction. So, when you start the process for</p> <p>17 evictions, it has issues and complaints.</p> <p>18 They try to make the complaints and the issue</p> <p>19 overshadow what the fact is, that they didn't pay</p> <p>20 their rent. So you've got to actually stay up on</p> <p>21 them.</p> <p>22 We have Resident Services over there.</p> <p>23 If there is any issue where they need some money,</p> <p>24 the city provides some money sometimes.</p> <p>25 They have an ERAP Program where, if they need</p>
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<p>1 Commissioner. You're 100-percent correct.</p> <p>2 Here is the situation. In public housing,</p> <p>3 if you don't have any money, you report your</p> <p>4 income to the front office. They make the</p> <p>5 adjustments.</p> <p>6 So there's no excuse for anyone not to</p> <p>7 pay their rent money. It's still out in the</p> <p>8 industry.</p> <p>9 So say, if you received a job and you may be</p> <p>10 receiving \$500 a week and your money goes up,</p> <p>11 then you can pay more rent, because you were</p> <p>12 paying 30 percent of your total income.</p> <p>13 But say, if you are working and you have no</p> <p>14 money, in some cases, you don't have to pay any</p> <p>15 rent. Or you may have to pay a minimal rent,</p> <p>16 and then we might end up giving you a utility</p> <p>17 allowance.</p> <p>18 So there is no reason why --</p> <p>19 CHAIRMAN WALKER: Got it.</p> <p>20 CEO: -- folks in public housing should not</p> <p>21 be paying their rent, because it's only based on</p> <p>22 30 percent of their total income.</p> <p>23 COMMISSIONER HOROVITZ: So, what's explaining</p> <p>24 the delinquency then?</p> <p>25 CHAIRMAN WALKER: It sounds like it's lack of</p>	<p>1 some money, we try to provide them with what the</p> <p>2 service is, but we can only help them if they --</p> <p>3 COMMISSIONER HOROVITZ: Sure. I know it's</p> <p>4 just an accounting exercise.</p> <p>5 The increase in delinquency is translating</p> <p>6 into losses, right?</p> <p>7 So, to Commissioner Walker's point,</p> <p>8 if we could, report on the delinquency rate and</p> <p>9 also the measures that we're taking to reduce it</p> <p>10 -- everything that you just said. I think that</p> <p>11 would be helpful for the full board to hear.</p> <p>12 CEO: Okay.</p> <p>13 CHAIRMAN WALKER: One other quick thing,</p> <p>14 because I do want us to continue. We'll get into</p> <p>15 these deals later.</p> <p>16 But, on the tech piece with, Ms. Morris --</p> <p>17 thank you for all that you do -- I want to make</p> <p>18 sure that we continue to be on the leading edge of</p> <p>19 the technology aspects of the housing authority.</p> <p>20 I think that's important. It's the way the</p> <p>21 world is moving, and I think sometimes agencies</p> <p>22 are slow to adapt.</p> <p>23 I think we're doing a great job adapting.</p> <p>24 It still bothers me that we get 34,000 phone calls</p> <p>25 a month.</p>

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<p>1 CEO: Uh-huh.</p> <p>2 CHAIRMAN WALKER: If there's a way to somehow</p> <p>3 make that like a chatbot or something else,</p> <p>4 that we get away from the phone calls.</p> <p>5 I can't imagine the time and money spent from</p> <p>6 staff just returning a phone call let alone trying</p> <p>7 to resolve a caller's issue.</p> <p>8 I don't know how we do that. You know,</p> <p>9 I would be open to putting out -- I don't know --</p> <p>10 you have to build the software or build</p> <p>11 something.</p> <p>12 Like we spent \$200,000 building a program,</p> <p>13 and, all of a sudden, you know, we're saving</p> <p>14 ourselves hundreds of man-hours.</p> <p>15 COMMISSIONER HOROVITZ: Uh-huh.</p> <p>16 CHAIRMAN WALKER: So it is just one thing</p> <p>17 that I just keep looking at. I don't have any</p> <p>18 suggestions for it, other than we've got to look</p> <p>19 at something.</p> <p>20 COMMISSIONER HOROVITZ: It's also the</p> <p>21 resident experience.</p> <p>22 CHAIRMAN WALKER: Exactly. I think that is</p> <p>23 true, too. It's a resident experience.</p> <p>24 I mean, you know, that's the big thing.</p> <p>25 COMMISSIONER HOROVITZ: Right.</p>	<p>1 I think, if we need to -- "throw money at it,"</p> <p>2 is the wrong phrase, but the concept is there.</p> <p>3 If we need to reallocate financial resources</p> <p>4 to really push -- I mean really push -- you know,</p> <p>5 new tech solutions for the resident experience,</p> <p>6 things like that, I would be very, very much in</p> <p>7 favor of it. I think that's critical.</p> <p>8 We use Yardi or RealPage?</p> <p>9 CEO: Yardi.</p> <p>10 COMMISSIONER BROCK: Yardi.</p> <p>11 CHAIRMAN WALKER: Yardi. I know, with Yardi,</p> <p>12 there is a ton of like third-party integrations</p> <p>13 into our management software that will be</p> <p>14 forward facing.</p> <p>15 You know, maybe getting with Yardi,</p> <p>16 and saying, "All right. What do we do? What do</p> <p>17 we do?"</p> <p>18 COMMISSIONER HOROVITZ: That's a great idea.</p> <p>19 They're a partner.</p> <p>20 CHAIRMAN WALKER: Yes.</p> <p>21 CEO: Yes.</p> <p>22 CHAIRMAN WALKER: So I have no further</p> <p>23 questions on --</p> <p>24 COMMISSIONER HOROVITZ: I have one more</p> <p>25 question.</p>
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<p>1 CHAIRMAN WALKER: I totally agree.</p> <p>2 And then my only other comment -- by the way,</p> <p>3 Dwayne, I love this report. This is exactly what</p> <p>4 I want to see for a Year-End Report. So thank you</p> <p>5 very much.</p> <p>6 Where was it?</p> <p>7 I made a note.</p> <p>8 COMMISSIONER HOROVITZ: While you're looking,</p> <p>9 Mr. Alexander, are there other housing authorities</p> <p>10 that have other creative like contact solutions,</p> <p>11 whether it's chat, or they maybe --</p> <p>12 CEO: Yeah. Some housing authorities are</p> <p>13 doing other things. Some of them have some great</p> <p>14 solutions, and some of them -- for the most part,</p> <p>15 most of them reach out to us for solutions wanting</p> <p>16 to know what we're doing over here.</p> <p>17 COMMISSIONER HOROVITZ: I think that we</p> <p>18 should prioritize finding either a technology or a</p> <p>19 third party to help. It doesn't make sense to</p> <p>20 hire additional staff.</p> <p>21 The members are calling a lot. They're</p> <p>22 getting frustrated they're not getting through.</p> <p>23 I think that we really need to prioritize that.</p> <p>24 CHAIRMAN WALKER: Yes. I agree.</p> <p>25 Like I said, I think this is -- I agree.</p>	<p>1 It would be helpful for me -- and I think</p> <p>2 this will get to Commissioner Brock's concerns --</p> <p>3 I don't see it anywhere, and let me know if it's</p> <p>4 here -- if we saw a list of the properties,</p> <p>5 the age of the property. And then you've got open</p> <p>6 work orders.</p> <p>7 So you're giving us a sense of the dollars</p> <p>8 that are going in each building, but I want to get</p> <p>9 a better sense of how that investment is extending</p> <p>10 the life of the asset.</p> <p>11 Is that in here?</p> <p>12 CHAIRMAN WALKER: It's not.</p> <p>13 But you just reminded me of something.</p> <p>14 I remember what I was going to ask. Sorry.</p> <p>15 COMMISSIONER HOROVITZ: Okay. Would that be</p> <p>16 helpful for you, as well (addressed Commissioner</p> <p>17 Brock)?</p> <p>18 COMMISSIONER BROCK: Yes.</p> <p>19 CHAIRMAN WALKER: Yes. I don't -- I mean,</p> <p>20 yes. I think it would be a data point to have.</p> <p>21 I don't think it's going to -- I think what will</p> <p>22 end up happening is we'll end up -- experience.</p> <p>23 Nothing more.</p> <p>24 You end up focusing on the age of the asset,</p> <p>25 and going, "We need to do more. We need to do</p>

<p style="text-align: right;">Page 53</p> <p>1 more."</p> <p>2 But there comes a point where, if you have a</p> <p>3 76 asset, there's only so much you can do.</p> <p>4 COMMISSIONER HOROVITZ: Uh-huh.</p> <p>5 CHAIRMAN WALKER: And then we get into the</p> <p>6 question of, "Are we better off completely</p> <p>7 demolishing it and rebuilding it," which I think</p> <p>8 is a whole other situation.</p> <p>9 I think it would be a useful data point.</p> <p>10 COMMISSIONER HOROVITZ: But, if we're meeting</p> <p>11 quarterly and we're talking about the assets in</p> <p>12 particular, I think that we need to know and start</p> <p>13 having those conversations on our monthly</p> <p>14 meetings.</p> <p>15 And then, also, if I'm looking at work</p> <p>16 orders that are millions of dollars for properties</p> <p>17 that are less than ten years old, that will jump</p> <p>18 out to me, and I want to know why.</p> <p>19 CHAIRMAN WALKER: Yes.</p> <p>20 COMMISSIONER HOROVITZ: Why are we putting</p> <p>21 more money into newer assets versus the older</p> <p>22 ones?</p> <p>23 CHAIRMAN WALKER: Yes.</p> <p>24 To our ModDev Team, one of the things,</p> <p>25 Mr. Alexander, I wanted to bring up is</p>	<p style="text-align: right;">Page 55</p> <p>1 COMMISSIONER HOROVITZ: I love the idea.</p> <p>2 (People laughed.)</p> <p>3 COMMISSIONER HOROVITZ: No. I really do</p> <p>4 think that we need to be looking at all of the</p> <p>5 different funding opportunities that we're</p> <p>6 eligible to apply for that can further the impact</p> <p>7 we're having on our communities.</p> <p>8 I think that we'd asked for all the different</p> <p>9 grants we're pursuing. I'd like to see that,</p> <p>10 and I have ideas of things that we can be looking</p> <p>11 at, as well. There's a number of, you know,</p> <p>12 great things coming online that I think we can</p> <p>13 participate in.</p> <p>14 CHAIRMAN WALKER: Any other comments?</p> <p>15 Questions?</p> <p>16 Otherwise, I'm going to try and keep us on</p> <p>17 schedule, because we have another meeting</p> <p>18 back-to-back.</p> <p>19 Comments or questions for Mr. Alexander?</p> <p>20 (no response)</p> <p>21 CHAIRMAN WALKER: All right. Hearing none,</p> <p>22 let's go ahead and move -- which I think the only</p> <p>23 other thing is closing comments.</p> <p>24 Do we have any closing comments?</p> <p>25 COMMISSIONER HOROVITZ: Did you want to bring</p>
<p style="text-align: right;">Page 54</p> <p>1 CPACE Financing, which is the environmental</p> <p>2 financing. It's really, really cheap money that</p> <p>3 would allow us to completely retrofit certain of</p> <p>4 our buildings outside of a RAD conversion.</p> <p>5 So maybe some more of our affordable</p> <p>6 properties we go put CPACE Financing on it.</p> <p>7 It's basic. I don't know if you're familiar with</p> <p>8 it or not, but it's financing that is meant to</p> <p>9 create building resiliency and reduce carbon</p> <p>10 footprint.</p> <p>11 So, you know, high CR HVACs, new windows,</p> <p>12 insulation, solar on the buildings.</p> <p>13 So I just happened to have another experience</p> <p>14 with them, and they're out there trying to deploy</p> <p>15 dollars.</p> <p>16 So I'd say, "ModDev Team, I don't know if</p> <p>17 that's something we'd utilize or not, but it's</p> <p>18 worth looking into."</p> <p>19 COMMISSIONER HOROVITZ: Also, to that point,</p> <p>20 with the Greenhouse Gas Reduction Fund and all of</p> <p>21 those billings coming online, we should be</p> <p>22 exploring how we can participate in bringing</p> <p>23 energy efficiency to the buildings.</p> <p>24 CHAIRMAN WALKER: Which brings us back to the</p> <p>25 grant writing/lobbying RFP.</p>	<p style="text-align: right;">Page 56</p> <p>1 up those two public comments in this meeting?</p> <p>2 CHAIRMAN WALKER: Technically, yes.</p> <p>3 Thank you.</p> <p>4 There were two public comments which we read</p> <p>5 into the record.</p> <p>6 Commissioner Brock, I'll get you copies</p> <p>7 so you can read them. We did read them into the</p> <p>8 record.</p> <p>9 The only thing -- it goes back to the</p> <p>10 tenant experience, which is where I was going,</p> <p>11 which is, you know, I think that goes to like the</p> <p>12 opinion software or finding a way that we can get</p> <p>13 different avenues of communication going without</p> <p>14 having to pick up the phone and be on the phone</p> <p>15 for 25 minutes, hang up the phone, take notes.</p> <p>16 And then you hang up the phone, and then you're on</p> <p>17 the next phone call.</p> <p>18 Like I just don't know when you get the work</p> <p>19 done. I have the same problem. It's like one</p> <p>20 phone call to the next to the next to the next.</p> <p>21 It's like I don't know how you ultimately like to</p> <p>22 do the work.</p> <p>23 So anything we can do to increase the</p> <p>24 resident experience, but, also, it should be</p> <p>25 reducing our internal workload ...</p>

1 COMMISSIONER HOROVITZ: Uh-huh. Agree.
 2 CHAIRMAN WALKER: And we'll make sure you get
 3 a copy if you want to read those two comments.
 4 Anything else?
 5 (no response)
 6 CHAIRMAN WALKER: Hearing none, I'm going to
 7 adjourn this meeting, and I'm going to ask that we
 8 pick up the Acquisition Committee Meeting at
 9 10:10.
 10 COMMISSIONER HOROVITZ: Perfect.
 11 CHAIRMAN WALKER: Perfect. Thank you so
 12 much. I appreciate you-all.
 13 (Whereupon, the proceedings in the
 14 above-titled cause concluded at 10:00 a.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 7th day of November, 2023.

11 *Carol DeBee Martin*
12
13

14 _____
 Carol DeBee Martin
 Notary Public State of Florida
 My Commission: HH 038064
 Expires: 12-29-2024
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