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6 JACKSONVILLE HOUSING AUTHORITY  
7 BOARD OF COMMISSIONERS MEETING  
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10  
11 TAKEN: Thursday, December 1, 2022  
12 TIME: 2:00 p.m. to 4:09 p.m.  
13 PLACE: Jacksonville Housing Authority  
14 1300 North Broad Street  
15 Jacksonville, Florida 32202  
16 and via videoconference  
17  
18 Taken by Carol DeBee Martin, court reporter.  
19  
20  
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1 APPEARANCES:  
2 CHAIRMAN CHRISTOPHER WALKER  
3 COMMISSIONER HARRIET BROCK  
4 COMMISSIONER ROSLYN PHILLIPS  
5 COMMISSIONER CHARLES GRIGGS  
6 COMMISSIONER HEATHER HOROVITZ  
7 DWAYNE ALEXANDER, JHA PRESIDENT/CEO  
8 EVANN MORRIS  
9 ANTONIO PEREZ  
10 DENNIS LOHR, CFO  
11 TODD AUBUCHON  
12 DANIEL MITCHELL  
13 COLENE ORSINI  
14 JACQUELINE HARRIS  
15 CATHY HUNT  
16 LINDA SIMS  
17 CORDELIA PARKER  
18 KORT PARDE, ESQUIRE  
19 LAWSIKIA HODGES, ESQUIRE  
20 GREGORY WILLIAMS  
21 MICHAEL EDGAR  
22 VANESSA DUNN  
23 LINDA SIMS  
24 CODY WILSON (Piper Sandler) (Speaker)  
25 TIMOTHY NABHOLZ (Piper Sandler) (Guest)  
DANA MICALLEF (ECHO) (Speaker)  
MARK B. JOHNSON, ESQUIRE (Bryant, Miller,  
Olive Law Firm) (Speaker)  
MONIQUE SPOTTS (PRAG) (Speaker)  
MARY E. DeVRIES, ESQUIRE (Jacksonville Area  
Legal Aid, Inc.) (Guest)  
  
(VIA VIDEOCONFERENCE)  
ALYSSE HOLLIS (Coats Rose) (Speaker)  
RONALD BELL (Coats Rose) (Speaker)  
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1 PROCEEDINGS  
2 December 1, 2021 2:00 p.m.  
3 CHAIRMAN WALKER: Okay. Good afternoon.  
4 By my watch, it is two o'clock. So I'm going  
5 to go ahead and call the meeting to order --  
6 Jacksonville Housing Authority Board of  
7 Commissioners Meeting -- here on Thursday,  
8 December 1st, at 2:00 p.m.  
9 Thank you-all for coming. I appreciate it.  
10 We have some guests here today for a  
11 presentation on some matters that we previously  
12 discussed.  
13 And so, welcome, to all of our guests who  
14 were able to attend today both here in-person and  
15 virtually.  
16 I believe we have some virtually attending,  
17 is that accurate, Dwayne?  
18 Potentially?  
19 CEO: Yes, possibly.  
20 CHAIRMAN WALKER: Possibly. Okay.  
21 So, with that, actually we'll go ahead  
22 and open the up floor for public comments,  
23 as we do every time.  
24 Just a reminder, public comment is limited  
25 to 3 minutes, and we do ask that you stand

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1 and identify yourself -- name and address --  
2 so we can promptly recognize you.  
3 Is there any public comment today?  
4 (Mr. Micallef raised his hand.)  
5 CHAIRMAN WALKER: Yes. Yes, sir.  
6 Feel free.  
7 Would you mind standing up and coming up to  
8 the microphone, and give us your name and address  
9 for the record, please, and who you're with.  
10 MR. MICALLEF: My name is Dana Micallef.  
11 I am the cofounder and COO of a company called,  
12 "ECHO," "Economical Community Housing  
13 Organization."  
14 I'm not sure if we're allowed to see a  
15 3-minute video of our company here.  
16 CHAIRMAN WALKER: Yes.  
17 (The video was played.)  
18 MR. MICALLEF: We're doing a project in  
19 Daytona for first-time homebuyers. The project is  
20 450 to 650-square-foot homes -- concrete block,  
21 metal roofs, Key West style -- and we are working  
22 with Mid-Florida Housing.  
23 They already have the people on board to  
24 occupy these homes, and they range anywhere from  
25 140- to \$165,000. There is 28 units, and we've

<p style="text-align: right;">Page 5</p> <p>1 had -- we've been all around the state --</p> <p>2 St. Petersburg, Clearwater, Dunedin, Largo.</p> <p>3 Now they're interested in changing mobile</p> <p>4 home parks into some of these communities here</p> <p>5 for us. Like I said, these are first-time</p> <p>6 homebuyers.</p> <p>7 The lots are 35 x 75. They're sole</p> <p>8 ownership. There is islands, exposed ceilings,</p> <p>9 like I said, concrete block, metal roof.</p> <p>10 So that way the homeowners will pay less.</p> <p>11 They'll have 25 percent less in insurance,</p> <p>12 things like this.</p> <p>13 You'll see in the video there, in the back,</p> <p>14 we have a nursery, dog park, playground.</p> <p>15 I want people to be able to come here, go in the</p> <p>16 back on a Saturday morning and have a cup of</p> <p>17 coffee, plant some tomato trees, and everybody,</p> <p>18 you know, help each other out, basically.</p> <p>19 We have a bridge with a big</p> <p>20 200 x 200-foot pond in the front, and let's see</p> <p>21 what else. That's pretty much about it.</p> <p>22 I'm a little nervous.</p> <p>23 CHAIRMAN WALKER: You're fine.</p> <p>24 MR. MICALLEF: I've been around the state,</p> <p>25 and I've talked to lots of people. But I've never</p>	<p style="text-align: right;">Page 7</p> <p>1 owned by individual owners, and the center of the</p> <p>2 property of the 10 acres -- there's 3 acres in the</p> <p>3 middle that are -- the houses around the outside</p> <p>4 are anywhere from 900 to 1600-square feet.</p> <p>5 The parents or whomever, caregivers, will live</p> <p>6 there, and, in the middle, we'll have 400 to</p> <p>7 600-square foot homes so the kids can live there.</p> <p>8 Where I'm here as a parent. I just have to</p> <p>9 go 150 feet away, and that's where my son or</p> <p>10 daughter is living, either with somebody else</p> <p>11 or, you know, individually.</p> <p>12 So this could be for any type of community,</p> <p>13 basically, but we're geared obviously toward</p> <p>14 affordable housing.</p> <p>15 And we are a design-build company.</p> <p>16 We have the money to build the buildings and</p> <p>17 everything else except for we're just trying to</p> <p>18 find the land. That's all we're trying to do</p> <p>19 everywhere.</p> <p>20 So that's about it.</p> <p>21 Any questions?</p> <p>22 CHAIRMAN WALKER: Questions from other</p> <p>23 commissioners?</p> <p>24 (no response)</p> <p>25 CHAIRMAN WALKER: Thank you for presenting.</p>
<p style="text-align: right;">Page 6</p> <p>1 been around this many people.</p> <p>2 Like I said, they are very efficient homes.</p> <p>3 There would be a small HOA fee of about \$65 or \$70</p> <p>4 a month. The mortgage payments are going to be</p> <p>5 somewheres around 450 at the bottom and maybe</p> <p>6 600 at the top. We have our own funding.</p> <p>7 Basically, I look for land, and, as the</p> <p>8 biggest city in the country -- I grew up here</p> <p>9 pretty much down in St. Augustine -- there is a</p> <p>10 lot of land here. House Bill 1339 -- about a</p> <p>11 year-and-a-half ago -- was passed by DeSantis</p> <p>12 -- that states that municipalities are allowed</p> <p>13 to have emergency sessions to change over zoning,</p> <p>14 whether it's commercial, residential, industrial</p> <p>15 to take care of affordable housing.</p> <p>16 So that's kind of where I'm at. We've been</p> <p>17 to St. Petersburg. Like I said, we've been</p> <p>18 around the state, and, being I'm in St. Augustine,</p> <p>19 I thought I'd come up here and have a little ...</p> <p>20 There is a little dog right there (referred</p> <p>21 to the video).</p> <p>22 Yes. Like I said, we want a community.</p> <p>23 We're doing another one here for One Kin Roof,</p> <p>24 which is for people with autism, kids with</p> <p>25 autism, where the perimeter of the property are</p>	<p style="text-align: right;">Page 8</p> <p>1 Your timing of your presentation today,</p> <p>2 considering what we're listening about as a board,</p> <p>3 is great.</p> <p>4 I would encourage you to maybe follow up</p> <p>5 with Mr. Alexander --</p> <p>6 MR. MICALLEF: Right.</p> <p>7 CHAIRMAN WALKER: -- and our team to see if</p> <p>8 these are products that might be able to help us</p> <p>9 fill our mission profile.</p> <p>10 MR. MICALLEF: Yes. Ms. Morris has been</p> <p>11 helping me through the little guidelines here.</p> <p>12 So that's awesome. I appreciate it. I'll give</p> <p>13 that to her.</p> <p>14 Thank you very much.</p> <p>15 CHAIRMAN WALKER: Thank you. Appreciate</p> <p>16 it.</p> <p>17 Is there any other public comment at the</p> <p>18 moment?</p> <p>19 Did I miss anybody else?</p> <p>20 (no response)</p> <p>21 CHAIRMAN WALKER: They can't hear me.</p> <p>22 Is there any other public comment?</p> <p>23 (no response)</p> <p>24 CHAIRMAN WALKER: I apologize for those</p> <p>25 online. I had my mike off.</p>

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<p>1 Any public comment from those attending 2 virtually? 3 (no response) 4 CHAIRMAN WALKER: Hearing none I'll go ahead 5 and close public comment. 6 Next I have approval of the minutes. 7 I did take a look at them. As always, Ms. Carol, 8 we appreciate you in doing this for us. 9 This makes our meeting minutes much more 10 organized. 11 I had no comments on the minutes. 12 Did any other commissioners have any 13 questions or comments on the minutes from the 14 last meeting? 15 (no response) 16 CHAIRMAN WALKER: Hearing none, could I get 17 a motion to approve? 18 COMMISSIONER BROCK: I make a motion. 19 CHAIRMAN WALKER: I have a motion from 20 Commissioner Brock. 21 COMMISSIONER GRIGGS: Second. 22 CHAIRMAN WALKER: A second from Commissioner 23 Griggs. 24 Any discussion? 25 (no response)</p>	<p>1 (no response) 2 CHAIRMAN WALKER: Hearing no requests, 3 could I get a motion for the Consent Agenda? 4 COMMISSIONER BROCK: I make a motion. 5 CHAIRMAN WALKER: I have a motion to approve 6 the Consent Agenda. 7 Is there a second? 8 COMMISSIONER GRIGGS: Second. 9 CHAIRMAN WALKER: Any discussion on any of 10 these resolutions? 11 (no response) 12 CHAIRMAN WALKER: Hearing none I'll call the 13 question. 14 All those in favor of approval of the 15 Consent Agenda and underlying resolutions signify 16 by saying, "Aye." 17 COMMISSIONER BROCK: Aye. 18 COMMISSIONER HOROVITZ: Aye. 19 COMMISSIONER GRIGGS: Aye. 20 COMMISSIONER PHILLIPS: Aye. 21 CHAIRMAN WALKER: Any opposition? 22 (no response) 23 CHAIRMAN WALKER: Hearing none the Consent 24 Agenda is approved. 25 We are now on Item V, which is a presentation</p>
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<p>1 CHAIRMAN WALKER: Hearing none signify your 2 approval by saying, "Aye," for the motion of the 3 approval of the minutes. 4 Signify by saying, "Aye." 5 COMMISSIONER BROCK: Aye. 6 COMMISSIONER HOROVITZ: Aye. 7 COMMISSIONER GRIGGS: Aye. 8 COMMISSIONER PHILLIPS: Aye. 9 CHAIRMAN WALKER: No opposition. The minutes 10 are approved. 11 Next we have a Consent Agenda. These were 12 I understand -- Mr. Alexander, these were reviewed 13 at the Finance Committee Meeting? 14 CEO: Yes. They were reviewed at the 15 Finance Committee Meeting, and all were approved 16 at the Finance Committee Meeting. 17 CHAIRMAN WALKER: And they were all 18 recommended for approval? 19 CEO: Yes, sir. 20 CHAIRMAN WALKER: As such, via the Consent 21 Agenda, I would prefer if we could just adopt and 22 approve the Consent Agenda, which would adopt and 23 approve the underlying resolutions, unless any 24 commissioner would like to pull one of the 25 resolutions for a specific discussion.</p>	<p>1 by a variety of different groups. 2 So, at the last board meeting, we had a 3 discussion around how we continue to forward our 4 vision for more affordable housing across the 5 city in conjunction, not only with the 6 Strategic Planning Committee, which I think is 7 fascinating -- and I've been watching that. 8 I'm sure some of the other ones have, as well. 9 It's fascinating with what they're discussing -- 10 but part of the result of that meeting was a 11 directive from Mr. Alexander and Ms. Hodges to go 12 out and coordinate with our third-party groups 13 that we've identified to bring us a 14 discussion/presentation which helps us understand 15 a little bit more about the proposed structures 16 that we might use. 17 So, specifically, the tax exempt bond 18 structures, and then spur a conversation around 19 what this board is looking for relative to 20 certain, for lack of a better word, "guardrails." 21 So, with that, I believe, if I could, 22 I will introduce the team. 23 Cody Wilson and Tim -- I'm going to 24 butcher it -- Nabholz -- there we go -- 25 from Piper Sandler.</p>

Page 13	<p>1 I believe I saw ...</p> <p>2 Was somebody from PRAG here?</p> <p>3 Yes.</p> <p>4 MS. SPOTTS: Monique Spotts.</p> <p>5 CHAIRMAN WALKER: Monique Spotts from PRAG.</p> <p>6 Who else?</p> <p>7 I think we have Mr. Ron Bell and</p> <p>8 Alysse Hollis from Coats Rose online.</p> <p>9 MR. BELL: Yes.</p> <p>10 CHAIRMAN WALKER: Excellent.</p> <p>11 And, do we have --</p> <p>12 MS. HOLLIS: Alysse Hollis.</p> <p>13 CHAIRMAN WALKER: -- who was that, as well?</p> <p>14 MS. HOLLIS: Sorry. Alysse is here. Yes.</p> <p>15 CHAIRMAN WALKER: Awesome.</p> <p>16 And so maybe how we could start --</p> <p>17 the way I'd like to start is there was a</p> <p>18 presentation that was put together,</p> <p>19 just a high-level overview of what we're looking</p> <p>20 at, and then we can certainly ask our advisors</p> <p>21 some questions afterwards.</p> <p>22 But, Mr. Wilson, would you be willing to</p> <p>23 maybe lead the discussion on the presentation?</p> <p>24 Just walk us through allowing the various</p> <p>25 team members to introduce themselves.</p>	Page 15	<p>1 want to look at?</p> <p>2 And then we get to like the underwriting,</p> <p>3 as far as what the housing authority would be</p> <p>4 comfortable with, like a debt-service coverage,</p> <p>5 how much leverage type of thing.</p> <p>6 So I think those are the two, big things we</p> <p>7 want to bring in today is, you know, how do we</p> <p>8 increase the housing stock for the housing</p> <p>9 authority?</p> <p>10 And, obviously, the next step would be to put</p> <p>11 together some policy and procedures so we can go</p> <p>12 and pursue properties. We can effectively review</p> <p>13 those and vote on those.</p> <p>14 And we put together some slides we'll cover.</p> <p>15 This is a chart I did throw in. I thought this</p> <p>16 was interesting, and I'm sure all of you in here</p> <p>17 know this already.</p> <p>18 But we pulled some data from CoStar,</p> <p>19 which is a real estate analytics firm,</p> <p>20 just to kind of show where we are in the</p> <p>21 Jacksonville market.</p> <p>22 And we pulled this information for what</p> <p>23 CoStar classifies as, "Class --" or one and</p> <p>24 two-star properties, and that will be your</p> <p>25 "Class B and C properties," your affordable</p>
Page 14	<p>1 MR. WILSON: Sure.</p> <p>2 CHAIRMAN WALKER: That would be great.</p> <p>3 MR. WILSON: Do you want me to sit here?</p> <p>4 CHAIRMAN WALKER: You can -- wherever is</p> <p>5 easier. Well, if you wouldn't mind standing,</p> <p>6 it would probably be better.</p> <p>7 COURT REPORTER: Thank you.</p> <p>8 MR. WILSON: Well, I'll just go through</p> <p>9 these, and, if I need to stop, just let me know.</p> <p>10 I apologize my voice is horse. I've been sick.</p> <p>11 So this is a quick executive summary.</p> <p>12 It's going to identify what we're trying to</p> <p>13 accomplish today.</p> <p>14 To cover that, I think there is really two,</p> <p>15 main points we wanted to bring up to the board.</p> <p>16 Number One is how to increase the housing stock</p> <p>17 for the housing authority. This could be</p> <p>18 low-income to moderate-income.</p> <p>19 And then, secondly, we need to come up with</p> <p>20 some policy and procedures on what we need to look</p> <p>21 for, and that could be I think probably develop</p> <p>22 our own underwriting criteria.</p> <p>23 You know, how many units do we want to look</p> <p>24 at for each property?</p> <p>25 What type of affordability restrictions do we</p>	Page 16	<p>1 properties.</p> <p>2 But, as you'll see, kind of the big thing</p> <p>3 in Jacksonville is the low occupancy since 2010.</p> <p>4 You see the occupancy has went way down.</p> <p>5 I think right now the average in Jacksonville is</p> <p>6 around 8-percent occupancy.</p> <p>7 But really even more worrisome is just the</p> <p>8 increase in rent growth. As you'll see on the</p> <p>9 chart on the right, rent growth has just</p> <p>10 skyrocketed.</p> <p>11 I think year to date rents for just</p> <p>12 affordable properties are up 9 percent on a</p> <p>13 five-year -- I think it's 40 percent --</p> <p>14 and then, you know, on a ten-year, you're looking</p> <p>15 at 75 percent.</p> <p>16 So the reason we put that chart here is just</p> <p>17 to kind of show you that I think the housing</p> <p>18 authority has got a great opportunity to go out</p> <p>19 and acquire housing and make that affordable,</p> <p>20 because, as you can see, we desperately need that</p> <p>21 right now in the city.</p> <p>22 So, on the working group members, I'm going</p> <p>23 to let kind of our working group members introduce</p> <p>24 themselves. We have Coats Rose, Bryant, Miller,</p> <p>25 Olive, PRAG and then my firm, Piper Sandler</p>

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<p>1 Company.</p> <p>2 So, from Coats Rose, we have Alysse Hollis</p> <p>3 and Ron Bell. They're out of Cincinnati, Ohio,</p> <p>4 up there at the Ohio Housing Conference this</p> <p>5 week. So they couldn't join us, but they are on</p> <p>6 by phone.</p> <p>7 So, Ron or Alysse, if you don't mind,</p> <p>8 I'll let you guys maybe just give a quick</p> <p>9 introduction -- Coats Rose -- what you guys do,</p> <p>10 and then we can go and meet the other working</p> <p>11 group members.</p> <p>12 MS. HOLLIS: Sure. Absolutely.</p> <p>13 Hi, everyone. Thanks for having us with</p> <p>14 you today. Sorry we couldn't be there in-person.</p> <p>15 Ron Bell and I've worked together for</p> <p>16 numerous years now mostly as bond counsel or</p> <p>17 lender's counsel or, you know, other roles in the</p> <p>18 affordable housing industry.</p> <p>19 We've had the good fortune of working with</p> <p>20 many housing authorities over the last couple</p> <p>21 of years as, you know, the RAD program had taken</p> <p>22 off.</p> <p>23 And our firm has a unique specialty in</p> <p>24 working with housing authorities on affordable</p> <p>25 housing transactions than those that are,</p>	<p>1 we'll author those.</p> <p>2 Charlie and I have been doing a number of</p> <p>3 these deals of commercial real estate,</p> <p>4 in general, as well as bond financings and those</p> <p>5 sorts of things.</p> <p>6 So I look forward to working with you.</p> <p>7 MR. WILSON: You guys did a lot of work</p> <p>8 before.</p> <p>9 MR. JOHNSON: We have.</p> <p>10 MR. WILSON: We have got Monique Spotts from</p> <p>11 PRAG, who used to be at BMO.</p> <p>12 MS. SPOTTS: Yes. I have a former life</p> <p>13 as a bond counsel with BMO and now with</p> <p>14 Public Resources Advisory Group, and we act</p> <p>15 as a municipal advisor.</p> <p>16 We've been in the housing business --</p> <p>17 through my colleague, Marianne Edmonds,</p> <p>18 who could not be here today -- since the eighties</p> <p>19 in Florida.</p> <p>20 So, especially through Marianne and then</p> <p>21 through my career working with housing finance</p> <p>22 authorities in Florida, we have a substantial</p> <p>23 amount of expertise in Florida's landscape in the</p> <p>24 different ways that we provide our citizens with</p> <p>25 affordable housing.</p>
Page 18	Page 20
<p>1 you know, for other developers and those that are</p> <p>2 owned by the housing authorities themselves.</p> <p>3 So we have a unique specialization in that</p> <p>4 and really do, you know, bond counsel and other</p> <p>5 sorts of legal representation in the affordable</p> <p>6 housing industry as a whole.</p> <p>7 Ron, anything to add?</p> <p>8 MR. BELL: The only thing I would add is that</p> <p>9 our practice is nationally-based, and that,</p> <p>10 while we are in Ohio, we do practice throughout</p> <p>11 the various states in the USA.</p> <p>12 Thank you very much, and it was my pleasure</p> <p>13 to be here and to be a part of this discussion</p> <p>14 today.</p> <p>15 Thank you.</p> <p>16 MR. WILSON: Then next, do we have somebody</p> <p>17 from BMO, Bryant, Miller, Olive?</p> <p>18 MR. JOHNSON: I'm Mark Johnson. I'm in our</p> <p>19 Real Estate Transactions Practice Group.</p> <p>20 We'll be helping review titles, surveys and those</p> <p>21 matters and answering any general real estate</p> <p>22 questions you have.</p> <p>23 If there are any acquisitions, we'll author</p> <p>24 Purchase and Sales Agreements, and, if there is</p> <p>25 any financing, real estate financing documents --</p>	<p>1 And we're happy to be here to help out with</p> <p>2 your strategic plan and policy advice as we go</p> <p>3 forward on developing some guidelines for the</p> <p>4 different programs you might be doing.</p> <p>5 And I'm a new Jacksonville resident.</p> <p>6 I just bought a townhouse in Jacksonville.</p> <p>7 CHAIRMAN WALKER: Congratulations.</p> <p>8 If you're not careful, you'll get appointed</p> <p>9 to the board.</p> <p>10 And then the services will be for free,</p> <p>11 Dwayne.</p> <p>12 Wink, wink. Nod, nod.</p> <p>13 So, if I could for a second, Cody,</p> <p>14 I want to interrupt.</p> <p>15 So I just want to make sure the board</p> <p>16 appreciates which group is advising on and</p> <p>17 I think, you know, how they fit in.</p> <p>18 So kind of as I see it these guys are like</p> <p>19 one circle, right?</p> <p>20 They're all working together in a circle and</p> <p>21 referring pieces back and forth to each other.</p> <p>22 We've got Coats Rose that are really helping</p> <p>23 us, should we elect to go down the tax exempt</p> <p>24 municipal bond routes from bond counsel,</p> <p>25 tax counsel and making sure we comply with the</p>

Page 21	<p>1 bond regulations.</p> <p>2 We've got Bryant, Miller, Olive, a separate</p> <p>3 law firm handling our real estate work.</p> <p>4 So bond counsel and real estate would</p> <p>5 coordinate to make sure that the bonds are secured</p> <p>6 and the debt is secured.</p> <p>7 We've got PRAG who would be helping us</p> <p>8 looking at the deals and making sure that deals</p> <p>9 that are being presented to us make sense from an</p> <p>10 independent third-party underwriting review</p> <p>11 perspective, making sure that there's not</p> <p>12 extraordinary assumptions, which really is also</p> <p>13 where Piper Sandler comes in, reviewing those</p> <p>14 assumptions, using their data analytics,</p> <p>15 reviewing everything else.</p> <p>16 And then, obviously, Piper Sandler,</p> <p>17 should we elect to go forward, will help us</p> <p>18 find the strategic lenders or investors,</p> <p>19 as an investment banker, to, you know,</p> <p>20 bring the funds to the table to complete the</p> <p>21 project.</p> <p>22 So I wanted to kind of give that circle of</p> <p>23 understanding and pause there to see if there is</p> <p>24 any questions for these groups about that.</p> <p>25 Commissioner.</p>
Page 22	<p>1 COMMISSIONER HOROVITZ: Thank you for the</p> <p>2 additional color. I'm new. So, if you could also</p> <p>3 give me some color around -- how was this team put</p> <p>4 together?</p> <p>5 CHAIRMAN WALKER: That's a great question.</p> <p>6 So referrals from referrals from referrals.</p> <p>7 So the legal team came to us from referrals from</p> <p>8 OGC.</p> <p>9 Cody -- I've worked with Cody in the past.</p> <p>10 We've had two, different -- two or three,</p> <p>11 different groups.</p> <p>12 Who else presented?</p> <p>13 Regardless, Cody we have a relationship with.</p> <p>14 And then PRAG came to us by way of --</p> <p>15 CEO: Some other housing authorities gave --</p> <p>16 CHAIRMAN WALKER: -- actually, I think it was</p> <p>17 BMO that referred us to PRAG. Coreen --</p> <p>18 I think it was ultimately Coreen that referred us</p> <p>19 to PRAG.</p> <p>20 So it's been a finding our footing,</p> <p>21 trying to figure out what team we want to put</p> <p>22 together and make sure we have, you know,</p> <p>23 the right groups to advise this board accordingly.</p> <p>24 Any other questions before we proceed?</p> <p>25 COMMISSIONER GRIGGS: I've got questions.</p>
Page 23	<p>1 I want to wait until the end, though.</p> <p>2 CHAIRMAN WALKER: Sure. Although, it will be</p> <p>3 a robust discussion, Commissioner Griggs.</p> <p>4 Okay. Cody, would you mind continuing on?</p> <p>5 MR. WILSON: There we go. So very</p> <p>6 high-level. And, also, we can come back and dig</p> <p>7 into the details later, but we want to talk about</p> <p>8 kind of three options the housing authority</p> <p>9 currently has to develop affordable and</p> <p>10 moderate-income housing.</p> <p>11 And, again, this is kind of high-level.</p> <p>12 I'm more than happy to get down into the weeds.</p> <p>13 So the first is affordable housing, and,</p> <p>14 under this -- when we say, "affordable housing,"</p> <p>15 we talk about the tax credit program.</p> <p>16 And these would typically be for tenants that</p> <p>17 make less than 60 percent of AMI, and this would</p> <p>18 be new construction or an acquisition of existing</p> <p>19 housing in the city. And you'd use some form of</p> <p>20 debt and low-income housing tax credits.</p> <p>21 To get the tax credits -- and here we're</p> <p>22 talking -- you can do a 9 to 4-percent credit,</p> <p>23 but, for now, let's assume we're doing 4-percent</p> <p>24 credits.</p> <p>25 So the type of bond that the housing</p>
Page 24	<p>1 authority -- you would issue along with the</p> <p>2 credits -- would be a private activity bond,</p> <p>3 which we'd need volume cap, and you would also</p> <p>4 have to have a TEFRA hearing.</p> <p>5 The issuer of the bonds -- I put the</p> <p>6 Housing Finance Authority. I think that's</p> <p>7 probably -- you know, I'm not sure if you guys had</p> <p>8 thought about issuing your own bonds for</p> <p>9 tax credit properties or if you want to use</p> <p>10 Florida Housing, or you could use Jacksonville</p> <p>11 HFA.</p> <p>12 The target tenant base you're looking at</p> <p>13 here would be tenants below 60 percent of AMI.</p> <p>14 That's kind of your targetbase.</p> <p>15 The income restrictions for tax credits --</p> <p>16 you know, you've got to elect these between</p> <p>17 50, 40 and 60, and then you also have a new</p> <p>18 -- what they call -- "average income test."</p> <p>19 And, basically, you can just average your</p> <p>20 tenant's income as long as the average comes out</p> <p>21 to be 60 percent. So that's a new test that came</p> <p>22 out recently.</p> <p>23 The big thing here is rent restrictions.</p> <p>24 For tax credit deals, you are capped at</p> <p>25 30 percent of the selected AMI. So you have</p>

<p style="text-align: right;">Page 25</p> <p>1 income and rent restrictions on the tax credit 2 deals.</p> <p>3 The borrower or the owner of the property -- 4 this would be J Housing Authority and a tax credit 5 investor.</p> <p>6 So, under tax credit deals, you're owner 7 will be a limited partnership. The housing 8 authority would typically be the general partner, 9 and you would have a tax credit investor, 10 which would be the limited partner. So you would 11 have joint ownership on tax credit properties.</p> <p>12 On subsidies, you know, I put housing choice 13 vouchers. You don't have to do that, but, 14 you know, if you guys do have some vouchers, 15 you could, you know, certainly use those on 16 tax credit properties.</p> <p>17 On the equity contribution, that is 18 generated from the tax credit equity. 19 Your tax credit syndicator would bring that equity 20 to closing. So that would be your equity source.</p> <p>21 And then the common debt products used on 22 tax credit deals -- we typically see HUD, 23 Fannie Mae, Freddie Mac, and you also have direct 24 placements.</p> <p>25 So, under this, you know, I guess we ought to</p>	<p style="text-align: right;">Page 27</p> <p>1 I think public housing is probably a little 2 lower income than just a regular tax credit 3 property.</p> <p>4 Again, the borrower on these -- you would 5 bring in a tax credit investor. So you would have 6 joint ownership -- housing authority with a 7 tax credit investor.</p> <p>8 Again, the subsidy on the RAD deals would be 9 a project-based Section 8. So that would be the 10 main subsidy of your public housing redevelopment. 11 Again, equity contribution would be from your 12 tax credit investor.</p> <p>13 And then common debt products used, again, 14 would be HUD, Fannie, Freddie and then also direct 15 placements.</p> <p>16 A lot of the RAD deals we work on -- 17 a lot of housing authorities hire an outside 18 consultant or an outside developer, who kind of 19 helps put these deals together with them.</p> <p>20 We do have some housing authorities who 21 develop their own.</p> <p>22 I know the Housing Authority of El Paso -- 23 they do a lot of their own work.</p> <p>24 So you can do both. You can either be your 25 own developer and redevelop these, but I'd say</p>
<p style="text-align: right;">Page 26</p> <p>1 think about is one -- you know, I guess, in this 2 role, you guys could certainly play a developer, 3 codeveloper, if you wanted to, also property 4 manage. Now this, obviously, could be new 5 construction or acquisition rehab.</p> <p>6 So that's kind of an affordable housing 7 bucket.</p> <p>8 The second bucket is public housing, 9 and that would really be -- I think the housing 10 authority owns around 2800 units of public housing 11 right now.</p> <p>12 Most of these -- you know, years ago, 13 HUD came out with the RAD program, and, basically, 14 you're just, you know, rehabbing your public 15 housing. You're exchanging your public housing 16 funding for project-based Section 8.</p> <p>17 So we've done a lot of RAD deals in the past 18 with a lot of housing authorities. So that's 19 certainly an option for you guys to look at, 20 redeveloping your public housing.</p> <p>21 Very similar to just a traditional tax credit 22 deal, it's really the same type transaction. 23 You would need volume cap. Again, you would have 24 the same income and rent restrictions that you 25 would have to make.</p>	<p style="text-align: right;">Page 28</p> <p>1 probably 90 percent of the time we see the housing 2 authority put out some type of RFP or RFQ and hire 3 either a RAD consultant or a developer to help put 4 these deals together.</p> <p>5 And then, lastly, this is kind of something 6 new. This bucket really addresses workforce 7 housing, and a lot of people define workforce 8 housing differently.</p> <p>9 We typically view that as people who make 10 too much money to live in tax credit properties. 11 So these would be people who make, you know, 12 60 to up to 120 percent of AMI.</p> <p>13 These would be your school teachers, 14 your first responders, your health care workers.</p> <p>15 And what we see here is -- like I said, 16 these people make too much money to live in 17 tax credit properties. So they're out there 18 trying to find housing at Class B and Class A 19 properties.</p> <p>20 Well, those rents are just continuing to go 21 up. So these individuals are paying 60 or 22 70 percent of their income for housing.</p> <p>23 Today there is no subsidy -- federal or state 24 subsidy -- for workforce housing.</p> <p>25 So what we did is we've kind of come up with</p>

<p style="text-align: right;">Page 29</p> <p>1 our own little program where a housing authority  2 can issue their own bonds and use those bond  3 proceeds to acquire market rate properties and  4 convert them to workforce housing.  5 The bond you would issue would be a  6 government purpose bond. So the housing authority  7 can issue their own bonds. It would be a  8 government bond, which is interesting, because you  9 don't need volume cap. So that's always A+.  10 With a government bond, too, you don't have  11 any income or rent restrictions. So the housing  12 authority would kind of make up their own income  13 and rent restrictions.  14 We've got some deals in Texas. On those  15 deals, they -- their income restrictions were  16 -- 50 percent of the units were at 80 percent of  17 AMI. Another percentage was at 120 percent of  18 AMI, and then they have a small percentage at  19 140 percent of AMI.  20 You don't have to do that. You could make up  21 your own income and rent restrictions. So that's  22 kind of the beauty of the workforce housing  23 program and issuing your own bonds.  24 The borrower on this -- so you guys would be  25 the real estate owner. You guys would serve as</p>	<p style="text-align: right;">Page 31</p> <p>1 I want to focus in on today, in working with the  2 group, was making sure we understand there are  3 other options for us.  4 Right?  5 We can do it different ways, but the  6 workforce housing model, where we can come in and  7 own it -- we can also set our own parameters.  8 We can, you know -- if we want it to be  9 100-percent restricted at 30-percent AMI,  10 we can make that demand.  11 It doesn't mean it works, but we can set  12 that versus the other two, which have more  13 statutory tax-required brackets we'd have to  14 fill.  15 So, after, you know, Cody goes through the  16 rest of the slides, what I was hoping was we could  17 focus on that piece today.  18 And then talking with PRAG and talking with  19 Coats Rose, what pieces of information is needed  20 from this board to allow these groups to finish up  21 a set of policies and procedures that can come  22 back to us for ultimate review?  23 So I just wanted to set the stage for that  24 at the end of this conversation.  25 Sorry, Cody.</p>
<p style="text-align: right;">Page 30</p> <p>1 the issuer of the bonds and owner of the real  2 estate.  3 So, as a board, that's something you need to  4 be comfortable with is that you would be a  5 real estate owner, which I think you guys already  6 are. So it shouldn't be that big of a deal.  7 But you would not have any equity investor,  8 any tax credit investor. You would own the  9 project 100 percent.  10 CHAIRMAN WALKER: Can we pause there for a  11 second, Cody?  12 MR. WILSON: Sure.  13 CHAIRMAN WALKER: So I think, based on the  14 last board meeting -- and I'm circling back to the  15 minutes and then circling back to recollection --  16 Options 1 and 2 -- we sort of said, "We're not  17 necessarily interested in JVing directly with  18 a private developer."  19 Meaning I think the board's initial  20 conversation was around -- we wanted to own it  21 in some way, shape or form.  22 Is that an accurate representation of our  23 last meeting?  24 CEO: Yes.  25 CHAIRMAN WALKER: Okay. So part of what</p>	<p style="text-align: right;">Page 32</p> <p>1 MR. WILSON: Yes. And the great thing, too,  2 about the workforce housing bonds is there no  3 restriction on the cash flow. So, basically,  4 you guys can use that cash flow for anything you  5 want to.  6 You know, sometime your funding has  7 restrictions, like from HUD, but any income from  8 these properties that you own -- you can use that  9 cash flow for whatever you want to.  10 So that's another benefit, and probably  11 the biggest benefit is there is no equity  12 contribution. So we can typically issue bonds to  13 finance 100 percent of the property.  14 You can issue bonds to finish the  15 acquisition, rehab and fund reserves,  16 new construction -- kind of the same thing.  17 So, again, another big benefit is we can do  18 this 100-percent financing, assuming the numbers  19 work. So that saves the authority cash on the  20 balance sheet.  21 And, as Chris mentioned, too, we say,  22 "workforce housing," but you can use this  23 execution for any type housing. If you wanted  24 to do it for, you know, like Chris said --  25 you know, restrict it to 30-percent AMI,</p>



<p style="text-align: right;">Page 33</p> <p>1 that's your business. So a lot more flexibility  2 using that model.  3 Credit rating update -- I know -- I guess  4 I was here probably six months ago or so and  5 talked about maybe the authority looking at  6 getting a credit rating.  7 And I know Dennis has done a great job.  8 They reached out to S &amp; P about getting your  9 credit. Unfortunately, I don't think we've heard  10 back from them yet, but -- which that's, you know,  11 no surprise. They take their time.  12 But we have -- and, Dennis, certainly,  13 if you want to speak to this, I think we've  14 had initial feedback that we'd probably fall in  15 the A+ rating category, which is certainly  16 impressive. That's kind of the rating category  17 for S &amp; P.  18 Obviously, we want to fall in the investment  19 grade category, which is the green box,  20 but right now we're in the A+ category,  21 which certainly helps.  22 I think most housing authorities that are  23 rated typically fall in that A+ category.  24 So we'll hopefully get a final rating,  25 a letter and rationale from S &amp; P in the</p>	<p style="text-align: right;">Page 35</p> <p>1 Washington.  2 They recently got an A+ rating,  3 and they actually issued their own bonds to refund  4 an existing property and acquire a new property.  5 So they priced their deal back in July,  6 and that was kind of their -- their interest  7 rates.  8 And then the Columbus Metro Housing  9 Authority, which is also rated A+ -- they did a  10 bond issue in October.  11 And so what we did is we took those two  12 pricing levels and kind of just ran a \$25,000,000  13 hypothetical example to kind of show you where  14 your interest rates would be.  15 I know all of this is kind of confusing,  16 but, at the end of the day, kind of your blended  17 interest rate would be below 5 percent for  18 20 years.  19 So, again, that's really good for this  20 market. So I really can't, you know, stress the  21 importance and really just the benefit of having a  22 credit rating.  23 And then Page 14 -- I'm not going to spend  24 too much time on that. That just kind of shows  25 you kind of the annual debt-service for the</p>
<p style="text-align: right;">Page 34</p> <p>1 coming weeks.  2 But, you know, kudos to Dennis and his group  3 for getting that done. That's really impressive,  4 and that's important.  5 Because you say, "Why do you want a credit  6 rating?"  7 Well, there is a couple of things.  8 One, you know, you issue your own bonds.  9 You don't need any credit enhancement.  10 You're in the A+ rating.  11 So, you know, that's going to save you big on  12 the interest costs. Being a rated housing  13 authority you have more flexibility with bond  14 investors. You get more favorable terms.  15 So that's always A+.  16 And, again, you know, I wish we had that  17 rating today, but we don't. So we'll keep  18 everyone posted.  19 Just for now, we do want to show people what  20 that means -- a rating -- kind of what that would  21 mean for pricing.  22 So I have my colleague here today,  23 Tim Nabholz, and we went back. And Tim pulled  24 two housing authority deals. One is the  25 Housing Authority at the City of Everett,</p>	<p style="text-align: right;">Page 36</p> <p>1 housing authority. Reduce the level of  2 debt-service.  3 And, again, that was just, you know,  4 an example of \$25,000,000 bond issues to kind of  5 show you what your yearly payments would be.  6 Obviously, when you guys start looking  7 at properties, we can run these schedules for  8 you and run different iterations to show you.  9 This is just to kind of get something in front of  10 you to see how that will look.  11 And then, Chris, I don't know if you want to  12 add anything else, but I think probably the next  13 steps for today would be, one, to finalize the  14 policy and procedures -- kind of take that next  15 step.  16 And then I guess a scoring metrics --  17 maybe that is kind of how we would underwrite  18 the deals and some things we'd want to look for  19 if we start looking for properties.  20 Thank you.  21 CHAIRMAN WALKER: So, again, kind of setting  22 the table, again.  23 So, in the conversations leading up to this,  24 I was working with Dwayne and the working group.  25 What became readily apparent to me is that</p>

<p style="text-align: right;">Page 37</p> <p>1 I'm not sure that it is prudent for this board  2 to attempt to structure every single deal or  3 understand the specific metrics of every single  4 deal.  5 In talking with PRAG and talking with Cody  6 and, frankly, Coats Rose and even BMO, if we were  7 to do that on every single deal trying to analyze  8 at the board level the metrics, we would be here  9 for quite some time.  10 Instead, based on what I have, I've been  11 looking at different housing authorities and  12 listening to the different feedback.  13 And what it appears to be is -- I think this  14 is consistent with what we want to get into  15 today -- we need to have a conversation to start  16 setting the high-level policy.  17 You know, are we going to be ZIP Code  18 specific?  19 Are we going to have minimum set-asides  20 that we want to see?  21 Are we going to say minimum unit sizes?  22 And we need to have that conversation.  23 That will inform -- and I know Alysse and Ron  24 are on the phone -- and PRAG and Cody.  25 And the reason I wanted to bring them here</p>	<p style="text-align: right;">Page 39</p> <p>1 discussed.  2 I'm wondering though, you know, given the  3 breadth of this conversation and how we're  4 going to be proceeding -- we're looking to get  5 guidance on how to proceed. We're working here  6 to try to address a community problem.  7 But I'm wondering if the barometer for how we  8 approach this problem should be how well our  9 clients are able to utilize this system --  10 whatever it is.  11 And I don't know if I'm hearing that in the  12 conversation. If I'm not, then, please,  13 let me know, and be more specific about how that  14 is.  15 Because I think that, you know, our first  16 duty is to the people who we are serving here at  17 the housing authority. Not only that, but people  18 in the community who are trying to become  19 customers of the housing authority, as well.  20 CHAIRMAN WALKER: Yes.  21 COMMISSIONER GRIGGS: And I'm also curious to  22 find out, under this scenario or whatever this  23 may end up being, the guidance that you see.  24 Do we know or have you thought about the  25 potential impact whatever solution we come up with</p>
<p style="text-align: right;">Page 38</p> <p>1 today is so we can start having these  2 conversations.  3 We have our advisors in the room to tell us  4 what they're seeing in the market, what other  5 authorities are doing, and so, ultimately,  6 we can build that policy and procedure,  7 which Coats Rose has given us a sketch outline  8 on, to comport to what this board is thinking.  9 So, with that, I'll pause, because I know  10 I'm sure there are questions everywhere.  11 Before we get into the specific kind of  12 questions and line items that I want to talk  13 about, are there overarching questions?  14 Does it make sense what I want to try and  15 discuss today?  16 I don't want to -- yes.  17 COMMISSIONER GRIGGS: Yes.  18 COMMISSIONER BROCK: Yes.  19 CHAIRMAN WALKER: Commissioner Griggs?  20 I know you have good ones.  21 COMMISSIONER GRIGGS: Thank you,  22 Mr. Chairman.  23 I don't know if I have any good ones,  24 and I apologize for not being at the last  25 meeting when a lot of this information was</p>	<p style="text-align: right;">Page 40</p> <p>1 will have on our community?  2 Because, just like I mentioned earlier,  3 this is a communitywide problem, and, if the  4 community -- you know, what we talked about,  5 in the previous meetings, was that people should  6 be looking to us for -- to be experts in this race  7 on how to solve this problem.  8 You know, do we have any idea or will we be  9 able to garner any idea of the type of impact  10 we'd be able to have on this community if we were  11 successful in venturing out into the space where  12 the housing authority sort of leads on expanding  13 its properties?  14 CHAIRMAN WALKER: So, to your first question,  15 I think that's a great question, which is --  16 we can involve our group here.  17 Who are we serving, and how are we serving?  18 I think our current residents -- and this is  19 a conversation, not a statement -- I think we're  20 doing a pretty good job serving our current  21 residents in the RAD conversions, in the  22 utilization of the reserve funds to improve  23 living conditions, improve the units,  24 maintain the units, and we can certainly have that  25 conversation.</p>

<p style="text-align: right;">Page 41</p> <p>1 The point that you made is I think perfect,  2 which is, how do we serve the people that want to  3 be served by the housing authority?  4 And so, to me, that drives at the very first  5 threshold question, which is I'm going to assume  6 that, if we're going to do some level of deals,  7 we're going to expect potential projects to have  8 some level of affordability in rent restrictions  9 that services the population that we're trying to  10 service. So 30-percent AMI, 40, 50, 60, 70, 80.  11 There is merit.  12 And this is a question for any of our  13 advisors who'd like to take the question.  14 I think part of the reason why, if I'm  15 understanding from my conversations with them,  16 we keep talking about the workforce housing model  17 is we can allow a higher AMI rent for certain  18 percentages to offset the lower rents that we're  19 going to be charging on the low end.  20 But that's a policy question for this board,  21 and I'm not sure that's it's a specific,  22 "We need this," or is it a direction to our team  23 to say, "Make it a policy or procedure that there  24 has to be some minimum level of affordability."  25 And maybe, you know, Monique has --</p>	<p style="text-align: right;">Page 43</p> <p>1 popping up.  2 Is it case-by-case then where we find a deal?  3 The Acquisition Committee and your team  4 reviews it and makes recommendations on structures  5 -- is that ultimately where this gets us?  6 MS. SPOTTS: I think it's a matter of  7 outlining your different options for providing  8 your citizens with affordable housing.  9 And, as you said, "What is affordable housing  10 to the board?"  11 There are probably going to be different  12 levels, and that might be moving in a mixed-income  13 -- mixed units, you know, in a mixed project.  14 And then, as Cody well knows,  15 on a case-by-case basis, if you're going to own a  16 project, a lot of times you're going to have to  17 back into your financing based on, what can you  18 afford?  19 There might be subsidies that you need.  20 You might need Gap financing to buy that project  21 from some partners, financing partners.  22 So there are just so many different --  23 I'll say -- "facets," to the different types  24 of projects you could put together, plans you  25 could put together to solve this problem.</p>
<p style="text-align: right;">Page 42</p> <p>1 I mean you counsel housing authorities on this.  2 How do they do this?  3 Do they set specific guidelines?  4 Do they do it on a deal-by-deal analysis?  5 MS. SPOTTS: Well, that's a loaded question.  6 I'm looking at Lawsikia, because she knows.  7 But the Housing Finance Authority is a  8 different situation, because they are conduit  9 issuers.  10 They're working with private parties.  11 They set policies and guidelines for the  12 developers to come to them.  13 "If you come to us this is what your income  14 limits are going to be. This is what your rent  15 restrictions are going to be."  16 And, oftentimes, there is other subsidies on  17 those projects. So, with housing authorities  18 where you may consider owning your own project,  19 you would be the owner, right?  20 So the policies and procedures have a  21 completely different tilt. They are who you want  22 to be living in your projects.  23 Go ahead.  24 CHAIRMAN WALKER: So, is it more --  25 and then we'll go down the line. I see hands</p>	<p style="text-align: right;">Page 44</p> <p>1 And you would want to -- probably want  2 to put together some guidelines for each type of  3 structured project, but we have seen housing  4 authorities who own their own projects and  5 finance those.  6 And Lawsikia and I have had the conversation  7 rarely with bonds. It just really hasn't been  8 done much, because -- I don't want to get too  9 far in the weeds -- but you do have to have  10 security for those bonds.  11 So then the question is -- sure. You can  12 issue bonds.  13 But, who's going to buy them?  14 They have to be investment grade. They have  15 to be sellable. There are structures out there.  16 There is cash collateral structures and other  17 structures that make that doable, but it's not  18 just issuing bonds.  19 You have to -- that's a whole other thing  20 that Cody handles. And what types of bonds you  21 sell and what the security would be, and the rate  22 on the bonds will go up and down, which is,  23 you know -- that's how much you can spend on the  24 project.  25 So, yes. The answer is you would have to</p>

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<p>1 analyze each project as it comes in, because there</p> <p>2 are many different facets to each project that</p> <p>3 will affect how you're going to tackle that</p> <p>4 project.</p> <p>5 And, would you agree?</p> <p>6 MR. WILSON: Yes. Exactly.</p> <p>7 MS. SPOTTS: And, Lawsikia, I'll defer to</p> <p>8 you, as well.</p> <p>9 You know, she sees a lot of the guidelines</p> <p>10 from the Jacksonville Housing Finance Authority</p> <p>11 that are just really geared towards private</p> <p>12 development and private borrowers.</p> <p>13 CHAIRMAN WALKER: And that may be the hiccup,</p> <p>14 which is it's, you know it when you see it,</p> <p>15 which is not a great, ideal way to do deals.</p> <p>16 Go ahead, Commissioner.</p> <p>17 COMMISSIONER PHILLIPS: Were you finished</p> <p>18 with your thought?</p> <p>19 CHAIRMAN WALKER: For now.</p> <p>20 COMMISSIONER PHILLIPS: Okay. Thank you,</p> <p>21 Mr. Chair.</p> <p>22 I think, as we look at policies for the</p> <p>23 development of affordable workforce housing or</p> <p>24 whatever the name of the flavor of the month is</p> <p>25 for the housing that we're looking at developing,</p>	<p>1 And the, "But for," clause -- and I see y'all</p> <p>2 nodding. You've been around for a while if your</p> <p>3 nodding at that -- it's "But for the injection of</p> <p>4 the public dollar this project would not go</p> <p>5 forward."</p> <p>6 You know, anybody can set aside a number of</p> <p>7 houses and say that they're going to be available</p> <p>8 for low-income residents, if that is their</p> <p>9 company's goal, to make it inclusive or mixed-use</p> <p>10 housing or whatever.</p> <p>11 But, if you can get private financing,</p> <p>12 why don't you get private financing and allow</p> <p>13 projects that, "But for the injection of the</p> <p>14 public dollars," would be put into the project?</p> <p>15 And so, what is it that we're really trying</p> <p>16 to do here?</p> <p>17 Are we trying to really house the folks who</p> <p>18 have no alternative to accessing housing,</p> <p>19 or are we just looking to develop some housing and</p> <p>20 get those numbers out there?</p> <p>21 That's just my question as we go forward,</p> <p>22 and I don't know. I kind of heard some of that</p> <p>23 maybe in what Commissioner Griggs was saying,</p> <p>24 but I can't speak for Commissioner Griggs.</p> <p>25 But, from my vantage point, I'd just like to</p>
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<p>1 we have to be clear, as a board, as to who our</p> <p>2 target audience is.</p> <p>3 Are we targeting housing that will help with</p> <p>4 the -- what is it today -- 10,000-plus people that</p> <p>5 are on our waiting list?</p> <p>6 CHAIRMAN WALKER: 100,000.</p> <p>7 CEO: 105,000.</p> <p>8 COMMISSIONER PHILLIPS: Okay. That is</p> <p>9 unfathomable, that we've got 105,000 on the</p> <p>10 waiting list.</p> <p>11 But that's 10,000 plus. It's just ten times</p> <p>12 ten times.</p> <p>13 It was much more doable when I said,</p> <p>14 "10,000." And \$100,000, you know -- it's hard to</p> <p>15 make a wrinkle in that ocean that's out there.</p> <p>16 So, who are we really targeting when we talk</p> <p>17 about this plan to create affordable housing?</p> <p>18 Are we going to, in any way, be looking to</p> <p>19 impact that particular pool that we know is</p> <p>20 sitting out there?</p> <p>21 It used to be, back in the day when we did do</p> <p>22 partnerships with private developers in providing</p> <p>23 housing, HUD -- some of you who are veterans,</p> <p>24 as I am, in this war -- might remember there was</p> <p>25 what was called a, "But for," clause.</p>	<p>1 start with that.</p> <p>2 What are we targeting?</p> <p>3 What is our real goal here?</p> <p>4 And then to have a strategy that works</p> <p>5 towards that would seem to be where we might</p> <p>6 want to consider going.</p> <p>7 CHAIRMAN WALKER: Commissioner.</p> <p>8 COMMISSIONER GRIGGS: Thank you,</p> <p>9 Mr. Chairman.</p> <p>10 Along that line I think -- my head is kind of</p> <p>11 spinning a little bit when I heard that 100,000</p> <p>12 number.</p> <p>13 I was just kind of thinking about the</p> <p>14 presentation. If we did the best we could do --</p> <p>15 let's say we had developed some policies,</p> <p>16 guidelines. We had money, financing and</p> <p>17 everything -- we probably, you know, under the</p> <p>18 best case scenario, might be able to create an</p> <p>19 additional 500 units for families to move into in</p> <p>20 the next couple years.</p> <p>21 Right?</p> <p>22 With that in mind, to Commissioner Phillips's</p> <p>23 point, you know, what are we actually doing,</p> <p>24 would -- it seems like to me this may be --</p> <p>25 we're -- we should be leading the conversation on</p>

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<p>1 how this should be done in our community.</p> <p>2 This table should have other players around</p> <p>3 it listening to that presentation about what can</p> <p>4 be done in order, you know, to stabilize the</p> <p>5 market and make affordable housing available to</p> <p>6 more people, not just what the housing authority's</p> <p>7 capacity is to do this.</p> <p>8 And so, you know, I applaud the</p> <p>9 collaboration of the group that's going to be</p> <p>10 looking at this, but this is a higher-level</p> <p>11 conversation than this board.</p> <p>12 We can only do the best we can do,</p> <p>13 and I'm certain we will squeeze as much out of</p> <p>14 this process as we can.</p> <p>15 But you, Mr. Chairman and Mr. Alexander,</p> <p>16 probably need to be, you know, circling the wagon</p> <p>17 with some other folks in this community,</p> <p>18 and saying, "This is what we're doing. Let's all</p> <p>19 work together and solve this problem."</p> <p>20 And you are probably already doing that,</p> <p>21 and you're going to report on it I'm certain.</p> <p>22 But I think that's where the urgency is.</p> <p>23 We will do what we can here,</p> <p>24 but I don't see how we're going to be making</p> <p>25 a significant influence in what the market needs</p>	<p>1 nothing. You run your agency with the vouchers</p> <p>2 that you have. You haven't added units.</p> <p>3 You haven't come up with new creative solutions.</p> <p>4 "So, what makes you think that we should put</p> <p>5 you at the center of the conversation?"</p> <p>6 So, to your point, Commissioner Griggs,</p> <p>7 I agree with you. I think there is a much bigger</p> <p>8 conversation to be had here.</p> <p>9 The problem is that, like it or not,</p> <p>10 we have a reputation for not doing anything,</p> <p>11 at least globally, within the context of the</p> <p>12 community.</p> <p>13 They don't know about us.</p> <p>14 So I think, to me, it's a twofold</p> <p>15 conversation. One, we need to find ways --</p> <p>16 everything that I have heard from Mr. Alexander</p> <p>17 from Day One is, "We need more units.</p> <p>18 We've got to get people off the waiting list.</p> <p>19 We need more units. We need more units."</p> <p>20 I agree that there's got to be a more global</p> <p>21 solution about how to create those.</p> <p>22 In the same vein, lead by example.</p> <p>23 We need to be creating those units, which is why</p> <p>24 I really want to push this.</p> <p>25 And, if the board says, "We don't want to</p>
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<p>1 to happen in order to serve people here,</p> <p>2 unless we're singularly focusing on the clients of</p> <p>3 the housing authority.</p> <p>4 That's why I asked that question first.</p> <p>5 CHAIRMAN WALKER: So, thank you.</p> <p>6 I think, to me, it's a twofold conversation.</p> <p>7 Right?</p> <p>8 There are continuing conversations at the</p> <p>9 higher government levels about, how does everybody</p> <p>10 play together?</p> <p>11 To me, that doesn't obviate the fact that</p> <p>12 this housing authority has not established new</p> <p>13 stock for its waiting list residents in a decade</p> <p>14 or more.</p> <p>15 Appreciating the fact this is a much bigger</p> <p>16 conversation, in my mind, we still have an</p> <p>17 obligation to do what we can do with the resources</p> <p>18 available to us.</p> <p>19 Now I have been very critical of some of the</p> <p>20 language in the proposed Special Committee reports</p> <p>21 relative to where this organization sits in that</p> <p>22 conversation, because, to me, we should be at the</p> <p>23 center of that conversation.</p> <p>24 The consistent retort I get is,</p> <p>25 "But you've done nothing. You've done</p>	<p>1 have this conversation," I will demur to the</p> <p>2 board.</p> <p>3 But, to me, we need to push this conversation</p> <p>4 with us to set some guidelines saying, "This is</p> <p>5 what we want to develop."</p> <p>6 We understand we still have to deal with,</p> <p>7 you know, hundreds of thousands of people,</p> <p>8 not just those on the waiting list, but hundreds</p> <p>9 of thousands of people in our communities that</p> <p>10 have affordability issues.</p> <p>11 But we've talked about this for a year,</p> <p>12 and we need to make some decisions at this board</p> <p>13 level and give guidance to Mr. Alexander and</p> <p>14 these professionals.</p> <p>15 Because, at the moment, they're sitting with</p> <p>16 us going, "What do you want to do?"</p> <p>17 And that's the purpose of this conversation.</p> <p>18 COMMISSIONER HOROVITZ: If I could --</p> <p>19 CHAIRMAN WALKER: Commissioner.</p> <p>20 COMMISSIONER HOROVITZ: -- I agree with all</p> <p>21 of the comments, and the 100,000-unit need is</p> <p>22 really very concerning. And I know it's just</p> <p>23 getting worse, and I think the question is a</p> <p>24 philosophical one.</p> <p>25 Does the housing authority want to set an</p>

<p style="text-align: right;">Page 53</p> <p>1 example, a model of what housing could look like  2 for the city, where all of these meetings having  3 these conversations around solutions and all the  4 different solutions -- everything that we're  5 looking to -- to roll out to move the needle a  6 little bit?  7 But, wouldn't it be wonderful if we had a  8 model of a mixed-income community, and we were  9 providing access to housing for all income levels,  10 not leaving the 100,000 people behind, but being  11 that housing authority for all Jacksonvillians  12 that need it?  13 I think it's something that maybe we want  14 to think about. I feel very strongly that  15 mixed-income housing is best for society,  16 and, whenever possible, it really does --  17 really is a good community.  18 And so I'm very interested in the third  19 option that can provide us a lot of flexibility  20 and would allow us to make those kind of  21 decisions.  22 CHAIRMAN WALKER: Thank you, Commissioner.  23 And now I'm going to turn on myself,  24 but, back to Commissioner Griggs's point,  25 I think part of what I want to have the</p>	<p style="text-align: right;">Page 55</p> <p>1 I think that one of the reasons why --  2 and I'm just going to pushback on the perception  3 -- is that the housing authority is viewed as a  4 federal program with very little opportunity for  5 local control.  6 So, you know, in my mind, that's pretty much  7 the reason why people haven't utilized whatever  8 resources we may have to -- you know, to be a  9 benefit -- a larger benefit -- a greater benefit  10 to the community.  11 And, you know, so -- and I am probably  12 wondering, as well, have we -- do we want to have  13 some public input on what people want to see?  14 You know, get some ideas from, you know,  15 outside of the experts, people who are living  16 in the experience, you know, maybe folks who  17 are just moving here from other communities --  18 what they've seen.  19 I don't know what -- is that a part of the  20 working group process and all that?  21 CHAIRMAN WALKER: Well, I --  22 COMMISSIONER GRIGGS: You know, I think it's  23 always important to have, you know, public input  24 when we are trying to make decisions on how we are  25 going to move forward in the community.</p>
<p style="text-align: right;">Page 54</p> <p>1 conversation today -- or where I'd like to drive  2 the conversation is, are we going to go tell  3 Mr. Alexander today to go explore options for only  4 projects that service our wait list, the people  5 that would qualify for that, or are we going to  6 tell him to pursue projects that will -- you know,  7 50 percent of it needs to be at wait list --  8 or are we going to tell Mr. Alexander to work with  9 our advisors to present deals which they,  10 Marianne, Cody, Coats Rose, BMO, Lawsikia believe  11 falls within our mission?  12 I keep coming back to -- it's become readily  13 apparent that, at that board level, I'm afraid,  14 if we take a policy position, saying,  15 "We're going to service only X, Y and Z and not  16 look at things to that come before us for a  17 variety of different reasons," it becomes,  18 "exclusionary," for lack of a better word.  19 I do think there is multiple models to figure  20 this out, but what I figured out very quickly  21 in these conversations is it would take us  22 I mean a decade or more to sit here and hammer out  23 each piece that we want to see.  24 So, Commissioner?  25 COMMISSIONER GRIGGS: Just one more point.</p>	<p style="text-align: right;">Page 56</p> <p>1 CHAIRMAN WALKER: -- I think -- and this is  2 where -- are Ron and Alysse still on the line?  3 MR. BELL: Yes.  4 CHAIRMAN WALKER: So, Ron, to this question  5 -- so they've been working on trying to draft  6 some policies and procedures and kind of gave us  7 an outline.  8 And, Commissioner Griggs, this is where  9 I think we can dive into this. I think there  10 do need to be certain intangible social aspects  11 to any project that is brought to us to consider,  12 support services on-site, resume writing,  13 career training, life -- the swimming --  14 infant swim classes.  15 I mean you'd be shocked at how many --  16 that's a question of -- I do think that's a  17 direction we can give them today, that each  18 project needs to have some level of support,  19 community support function.  20 And then, to that end, when a project is  21 presented, Commissioner Griggs, we have the  22 debate of, "Well, does that really check the box?"  23 Right?  24 "Does that really check the box as to what  25 we're doing?"</p>

<p style="text-align: right;">Page 57</p> <p>1 I go back to, if we were to sit here and  2 solicit public feedback, we'd be here for a  3 decade, because it's going to be so varied.  4 Commissioner Brock, you would have a  5 -- well, not that the rest of the C-level  6 executives here wouldn't -- but you would have  7 a very distinct insight as to what our residents  8 are looking for, including our voucher residents,  9 not just public housing, but voucher residents,  10 as well.  11 So I think that's an important thing,  12 that, you know, unless this board disagrees  13 otherwise, that should be in every proposal  14 that is brought before this board.  15 There needs to be some level of dedicated  16 support and/or social community services  17 incorporated into each deal that we do,  18 even if they have to hire somebody.  19 COMMISSIONER GRIGGS: I'm really talking  20 about input, you know, because people who are out  21 here living the experience of moving from  22 community to community, you know, from one side  23 of town to the other, struggling to try to figure  24 out, you know, how they're going to -- you know,  25 where they're going to live -- they've been in</p>	<p style="text-align: right;">Page 59</p> <p>1 Right?  2 What are we looking for?  3 So, when it does get to us, we have some  4 idea.  5 Would it make sense then that, before we  6 finalize that, we would publish a draft out  7 to the community, and say, "Here are the qualities  8 that we believe are important for a community  9 transitioning from one group to another," so that  10 we can garden public comment, or are you  11 suggesting we reach out before to garner what they  12 think is important now?  13 I guess that's the question that I ask.  14 COMMISSIONER GRIGGS: I think it's important  15 that we get information and input on what people  16 believe is important now.  17 I don't think that the JTA would design new  18 bus routes without asking the public where  19 they wanted to go.  20 Do you see what I'm saying?  21 So I'm just thinking that we just need to  22 hear voices about -- you know, the housing  23 authority is going to take on this challenge.  24 It's going to take on this challenge of being a  25 problem solver for our affordable housing</p>
<p style="text-align: right;">Page 58</p> <p>1 places where it has been easier to find support,  2 and some people have been in places where it's  3 been more difficult. And some people have been in  4 places where they are there now, and they want to  5 move someplace else and can't. You know, they're  6 trapped.  7 Right?  8 So there's -- I think all of that is  9 important. That input is important to how we  10 design whatever solution is going to come out of  11 the recommendations that come in.  12 I just don't want to leave that part out and  13 wait for us to get something on paper that we  14 feel like is a working model that we can --  15 you know, not implement for ourselves, but for the  16 community, as well, without hearing the voices of  17 people who are going to be mostly impacted by  18 whatever we come up with.  19 CHAIRMAN WALKER: Responding, and then  20 I have Commissioner Phillips and then Commissioner  21 Brock.  22 Would it make sense, Commissioner Griggs,  23 then, in that respect -- I'm kind of thinking of  24 giving this team enough information to create  25 almost a scoring rubrics.</p>	<p style="text-align: right;">Page 60</p> <p>1 problems.  2 "And we'd like your thoughts on, you know,  3 how you think we should do that.  4 "What are some of the things that are  5 important to you, you know, besides rent  6 reduction?"  7 What types of communities people want to live  8 in.  9 "And, when we're designing or purchasing  10 these facilities and properties and inventory,  11 you know, what would you like to see us do?"  12 You know, where do they want to be located,  13 and all kinds of things. The more information  14 we get can't hurt.  15 That's all I'm saying from a public  16 perspective.  17 MS. HODGES: Right.  18 Through the Chair, you know, you can do that  19 concurrently.  20 Right?  21 You can still have your professional team  22 working, and you could have essentially what  23 Commissioner Griggs is talking about is a  24 town hall.  25 I mean City Council does those all the time.</p>

<p style="text-align: right;">Page 61</p> <p>1 We just did one. So, you know, you can plan that,  2 as a board, at any one of your residences,  3 not just for that specific residence, but you  4 invite all the residents.  5 You call it, "a town hall," and that's,  6 you know, the opportunity to get input from  7 residents.  8 Because I think, even the community  9 City Council conversations that are being had,  10 at the Special Committee, you're not getting  11 swathes of residents coming in saying,  12 "Here are my thoughts."  13 You are getting, like Commissioner Griggs  14 is saying, the experts that are coming in,  15 the housing development community, you know,  16 that sort of thing.  17 So I think you can accomplish that with a  18 town hall.  19 CHAIRMAN WALKER: I like that idea.  20 Mr. Alexander, how -- well, we can talk about  21 the logistics of that.  22 I think you're right. We need some feedback  23 on what they would like to see, what our  24 community would like to see, and I think it's  25 different than just polling our current residents.</p>	<p style="text-align: right;">Page 63</p> <p>1 that makes sense and it ends up being implemented  2 in some kind of way, it's a solution. Then it was  3 worth it.  4 CHAIRMAN WALKER: So I think, from that  5 point -- I think I would like Mr. Alexander,  6 subject to the board questioning, in addition to  7 talking about some specifics in these policies,  8 we need to schedule a town hall.  9 We need to explain to them that we're  10 exploring opportunities to advance, add additional  11 housing or tweak things in our own program,  12 and we have a town hall to take that feedback in.  13 Mr. Alexander, do you have a comment?  14 CEO: Thank you, Commissioner.  15 Just so you are aware, we have been having  16 town hall meetings every week. We just had one  17 last night that ended at eight o'clock last  18 night, and we had one last week where I think  19 Commissioner Brock attended.  20 So we go out into the communities every  21 single week. Me and other senior staff  22 members are in the community every single week  23 for a meeting. Actually, we had two meetings this  24 week.  25 So these are what our residents --</p>
<p style="text-align: right;">Page 62</p> <p>1 Right?  2 COMMISSIONER GRIGGS: (nodded head  3 affirmatively)  4 COMMISSIONER WALKER: My concern goes  5 back to these special meetings where I'm not sure  6 we're going to get that feedback.  7 I think there has been a lot of talk,  8 but you're not -- there hasn't been specific  9 outreach. And, if there has, it hasn't resulted  10 in bringing the people that would have comments to  11 this conversation.  12 I'm all for it. I just -- I would worry  13 about the ability for us to pull that off.  14 COMMISSIONER GRIGGS: I have a pushback  15 on that. I think that people today -- especially  16 today's society -- don't feel like they're being  17 heard, and so they are reluctant to come up and  18 say what they want to say when they have the  19 opportunity to say it.  20 You know, every opportunity to give someone a  21 voice I think is good for this organization  22 and in any public entity, as well.  23 We may not get anything done. We may get one  24 person out of 2,000 that says something that makes  25 any sense, but, guess what, if they say something</p>	<p style="text-align: right;">Page 64</p> <p>1 and, typically, sometime people from the outside  2 come out, but, if you step back and you really  3 look at it, we have some issues amongst our  4 existing residents that may have some issues  5 or concerns.  6 We don't talk about exploring outside units,  7 because one of the key things -- if I can step  8 back to what Commissioner Phillips was talking  9 about -- is where are we going with units?  10 What do we need?  11 Well, what we really need at the core of  12 everything is low-income housing.  13 I go to every single meeting. I was at the  14 mayor's Strategic Planning Meeting today.  15 I have attended and presented in front of  16 counsel on several occasions -- and both  17 Commissioner Horovitz and Commissioner Brock  18 have been there -- and talk about the same thing.  19 Everyone talks about affordable housing,  20 but they're not building affordable housing.  21 So they mask everything underneath the guise of  22 affordable housing, and they're not building  23 affordable housing.  24 Even today, the DIA talked about that it was  25 on track of building 10,000 units. Not one of</p>



<p style="text-align: right;">Page 65</p> <p>1 them are low-income housing.</p> <p>2 So, when you're starting out, you want</p> <p>3 to start out with low-income housing,</p> <p>4 but, unfortunately, the federal government does</p> <p>5 not give us enough money to be able to build a</p> <p>6 complete development.</p> <p>7 It's easier for them to give a Section 8</p> <p>8 voucher.</p> <p>9 So you start off with the low-income housing,</p> <p>10 and then you have to add in what we discussed last</p> <p>11 time -- what Ms. Lawsikia was talking about --</p> <p>12 we don't want to build the big units where you</p> <p>13 can't build low-income housing nowadays,</p> <p>14 unless you have a mixed finance deal or a mixed</p> <p>15 income deal to make it work.</p> <p>16 We can't just build 200 low-income housing.</p> <p>17 You have to build -- a certain percentage of it</p> <p>18 has to be low-income. Then they have to be</p> <p>19 middle income, and then you have to have some high</p> <p>20 income to make the deal work.</p> <p>21 That's what drives the deal.</p> <p>22 What is the cost to be able to pay for the</p> <p>23 construction?</p> <p>24 And, in that, you restrict some of the units</p> <p>25 that are smaller -- some of the units at the</p>	<p style="text-align: right;">Page 67</p> <p>1 in the sense that we are having this debate here,</p> <p>2 which is a good thing.</p> <p>3 There is a difference between theoretical</p> <p>4 solutions and conversations versus taking action,</p> <p>5 and, even if it doesn't work, admitting that we</p> <p>6 tried something.</p> <p>7 CEO: Right.</p> <p>8 CHAIRMAN WALKER: But, to that end,</p> <p>9 I go back to your comment about these.</p> <p>10 I think separate conversations, which I continue</p> <p>11 to have with our counterparts at the city --</p> <p>12 which is, "Where does JHA belong in the</p> <p>13 master conversation?"</p> <p>14 That's a separate conversation from this,</p> <p>15 but I do think what I heard you just say is --</p> <p>16 and this goes back to our professionals,</p> <p>17 which is -- it sounds like there is a consensus</p> <p>18 potentially that these should be some level of</p> <p>19 mixed-income.</p> <p>20 We don't want 100 percent, 30-percent AMI</p> <p>21 sites.</p> <p>22 CEO: Right.</p> <p>23 CHAIRMAN WALKER: You know, I'm looking for</p> <p>24 that level of conversation here to give our</p> <p>25 professionals some guidance to draft something</p>
<p style="text-align: right;">Page 66</p> <p>1 low-income, because the crisis is -- in going out</p> <p>2 into our communities and talking to the residents,</p> <p>3 it is a crisis out here.</p> <p>4 And, out of our 105,000 people on the waiting</p> <p>5 list, let's look back at the 40,000 we do have</p> <p>6 on our program. The average income is only</p> <p>7 \$14,000 a year.</p> <p>8 You think about that. \$14,000 a year.</p> <p>9 Where can you live with an income of</p> <p>10 \$14,000?</p> <p>11 So, if you're looking -- if you want to look</p> <p>12 at what's on our waiting list, we have a bunch of</p> <p>13 folks on our waiting list that represents what</p> <p>14 we have in our community right now of folks living</p> <p>15 in units that only make \$14,000 a year. There are</p> <p>16 just a whole lot of other units that are needed.</p> <p>17 CHAIRMAN WALKER: That's a combination of the</p> <p>18 public housing waiting list and Section 8 voucher</p> <p>19 list, right?</p> <p>20 CEO: Yes.</p> <p>21 CHAIRMAN WALKER: Okay. So that may be a</p> <p>22 good place to survey, as well. There should be an</p> <p>23 additional survey.</p> <p>24 I think we're having this debate in a more</p> <p>25 transparent manner than some other places</p>	<p style="text-align: right;">Page 68</p> <p>1 that we can begin marking on.</p> <p>2 Does that make sense?</p> <p>3 And I'm all good with this debate, by the</p> <p>4 way, because it's something that needs to be said</p> <p>5 on the record. And you can feel free to publish</p> <p>6 the meeting minutes, you know, to the Times-Union</p> <p>7 after this.</p> <p>8 But, you know, it does need to be said.</p> <p>9 I mean we're having great conversations,</p> <p>10 but conversations without actions is nothing but</p> <p>11 puffery. That's the reality.</p> <p>12 Next?</p> <p>13 Commissioner Phillips.</p> <p>14 COMMISSIONER PHILLIPS: I guess I was just</p> <p>15 looking at what it says our mission is here on our</p> <p>16 website, and, of course I hit something to go away</p> <p>17 from it.</p> <p>18 MS. HOROVITZ: I have it here.</p> <p>19 COMMISSIONER PHILLIPS: What?</p> <p>20 MS. HOROVITZ: I looked it up, too.</p> <p>21 Should I read it?</p> <p>22 COMMISSIONER PHILLIPS: Yes.</p> <p>23 MS. HOROVITZ: "The mission of the</p> <p>24 Jacksonville Housing is to provide safe, clean,</p> <p>25 affordable housing and effective social services</p>

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<p>1 to low and moderate-income families and 2 individuals."</p> <p>3 COMMISSIONER PHILLIPS: Exactly.</p> <p>4 And it goes on a little further down to say 5 that we will provide supportive services to help 6 with education and employment that allows them to 7 transition out of affordable housing.</p> <p>8 And so, for those people who say, where have 9 we been for all of those years, that's where we've 10 been, working on that mission that has been stated 11 there and looking to expand where we could based 12 on the funding that we had available.</p> <p>13 And, you know, RAD has now been around for a 14 few years, and so we are slowly moving in that 15 direction.</p> <p>16 But, again, it takes -- we've got to make 17 sure that we don't lose sight of the main mission, 18 and that is caring for the people who are 19 currently in and are going into the units that we 20 have available.</p> <p>21 So it doesn't have to be done in isolation. 22 We can do the other. We can do both. We can 23 manage the public housing and support those 24 residents that are in that public housing as we 25 are looking to expand and move into the direction.</p>	<p>1 And that's where we have been focused on 2 -- those people -- and making sure that they had 3 access to safe, sanitary housing, and it would be 4 available to them.</p> <p>5 So, if somebody wants to know where we've 6 been, that's where we've been, from somebody who 7 has been on this board for a long time.</p> <p>8 CHAIRMAN WALKER: Okay. So two things 9 I took out of that.</p> <p>10 I think the mission statement should guide 11 what we're telling our professionals, which is, 12 "Don't bring us a deal unless there is a component 13 that has low or moderate-income housing as is 14 defined by, I presume, bond counsel or BMO."</p> <p>15 I presume that's a defined term somewhere 16 in the code.</p> <p>17 COMMISSIONER PHILLIPS: Yes.</p> <p>18 CHAIRMAN WALKER: Yes. It doesn't 19 necessarily have to be all, but it should 20 certainly be some.</p> <p>21 Commissioner Brock.</p> <p>22 COMMISSIONER BROCK: Yes, Mr. Chair. 23 There has been a lot of good -- a lot of good 24 things said today in this room.</p> <p>25 I don't want to repeat everything, but,</p>
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<p>1 Some of the projects that have been done in 2 the past are what put us in the position to now be 3 able to do some of the things that you're talking 4 about.</p> <p>5 That's where we got that income that would 6 allow us to use some of the funds that we have 7 available to do some of these projects.</p> <p>8 Had it not been for the work that was 9 previously done and being able to build that 10 funding -- because, with the federal dollars, 11 you are specifically mandated to provide the 12 low and moderate-income housing.</p> <p>13 You cannot just go out there and do, 14 you know, 100 percent of fair market value housing 15 for folks that live in it.</p> <p>16 A lot of times, when we talk about workforce 17 housing, you know, you're talking about people who 18 are -- who may be in public service, maybe work 19 for local government, or maybe are teachers or 20 maybe -- you know, they still can fit into some of 21 the criteria when we talk about affordable 22 housing.</p> <p>23 But the folks who have little to no 24 alternative -- \$14,000 of income -- who is focused 25 on them?</p>	<p>1 as our attorney, Lawsikia, said, that we can put 2 together our team to do what we need to have done.</p> <p>3 And then, of course, you kept going backwards 4 and forth, and saying, "We're going to make sure 5 that whatever they bring to us is going to be for 6 affordable housing."</p> <p>7 To what Commissioner Phillips said, 8 when she brought in the mission statement, 9 which was good, and Commissioner Griggs -- 10 when he was talking about the people -- 11 one of the things that I found with 12 dealing with our residents, both in Section 8 13 and public housing -- people will say things like 14 to you, Chair, today, and you'll say, 15 "Okay. I will put together a meeting Friday. 16 I want you to come to the meeting so you can share 17 to the roundtable."</p> <p>18 They are nowhere to be found.</p> <p>19 CHAIRMAN WALKER: Right.</p> <p>20 COMMISSIONER BROCK: As Mr. Alexander said, 21 we have been going to our sites and encouraging 22 our residents at those sites to come to those 23 town hall meetings for Mr. Alexander to hear what 24 they feel is not happening maybe through 25 maintenance or property manager or whatever.</p>

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<p>1 Same thing with Resident Relations.                  2 You know, we host these meetings for our                  3 residents.                  4 I remember some years ago when we had this                  5 big meeting, it got coverage, everything,                  6 two heartbeats to a room by our vouchers,                  7 and about public housing.                  8 We had very few residents -- no residents                  9 showed up from Section 8, but we had quite a few                  10 that came from public housing.                  11 So what I'm saying is we can host a                  12 town hall meeting, and we can put it out.                  13 We can put the fliers out, but, if the people                  14 don't come, it puts us right back, like you were                  15 saying -- we're at a standstill where you can't do                  16 nothing.                  17 And, if we want to create more housing for                  18 our residents, we've got to start somewhere.                  19 I do understand -- and even our new commissioner                  20 -- she said it. I do understand it, even when                  21 Mr. Alexander was speaking.                  22 I understand about the costs of affordable                  23 housing. Then you got to put in some of the most                  24 expensive housing.                  25 Why?</p>	<p>1 board.                  2 COMMISSIONER GRIGGS: Mr. Chair --                  3 COMMISSIONER PHILLIPS: I think what we need                  4 to put together is some kind of strategy.                  5 Excuse me. Go ahead.                  6 I don't know who was talking.                  7 Commissioner Griggs, was it you?                  8 COMMISSIONER GRIGGS: No. Go ahead.                  9 COMMISSIONER PHILLIPS: On Page 5 in the                  10 Executive Summary, it asks a number of questions                  11 that maybe would help get us off the dime and                  12 "spitballing," as you said, on what it is we'd                  13 like to see in a strategic plan.                  14 But I guess it, again, goes back to my                  15 question, and thank you for reading the mission                  16 statement (addressed Commissioner Horovitz).                  17 Is that mission statement still good for us,                  18 or do we want the housing authority's mission to                  19 be expanded some way?                  20 If that's our mission then, why don't we take                  21 a look at the questions that you have here and see                  22 how we get there?                  23 MS. HOROVITZ: If I could expand on that,                  24 I would ask the question, "Are we currently being                  25 true to our mission?"</p>
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<p>1 So that we can bring back more income so that                  2 we can create more affordable housing for our                  3 residents.                  4 So, like I say, it was a lot said,                  5 and I don't want to -- but those was some of the                  6 thoughts that I had that I say that I hope that we                  7 all will understand, that we can put the team                  8 together to work, but, if it's not something we                  9 are not in agreement with, we don't have to pass                  10 it.                  11 CHAIRMAN WALKER: Yes.                  12 COMMISSIONER BROCK: We don't, and that's                  13 what I wanted to say.                  14 CHAIRMAN WALKER: Thank you, Commissioner.                  15 So I guess the question for this group today                  16 is, are we going to spitball things that we would                  17 like?                  18 In a hypothetical good case scenario,                  19 are there things that we want to direct our                  20 working group to begin incorporating into a                  21 proposal that we can look at on paper to say,                  22 "Yes. We want to see these things included in                  23 projects that we want to participate in,"                  24 or is this board not looking to do that?                  25 That's the question that I have for the</p>	<p>1 "Are we truly serving moderate-income people                  2 today, or is there opportunity?"                  3 COMMISSIONER PHILLIPS: Low and moderate.                  4 COMMISSIONER HOROVITZ: Low to moderate?                  5 COMMISSIONER PHILLIPS: Yes.                  6 COMMISSIONER HOROVITZ: Are we leaving                  7 moderate-income people behind?                  8 Like, is there an opportunity for us expand                  9 there?                  10 And I think that is within scope. It's true                  11 to the mission that we explore.                  12 CHAIRMAN WALKER: So moderate-income                  13 in Jacksonville, according to this, is 120-percent                  14 AMI.                  15 Do we have programs supporting 120-percent                  16 AMI, Mr. Alexander?                  17 CEO: No.                  18 COMMISSIONER PHILLIPS: No.                  19 CHAIRMAN WALKER: So, from that perspective,                  20 I would say that we are not fulfilling our                  21 mission.                  22 COMMISSIONER BROCK: Exactly.                  23 COMMISSIONER GRIGGS: I would say we would                  24 probably need an inventory for that.                  25 CEO: Yes.</p>

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<p>1 CHAIRMAN WALKER: And we're back to the 2 beginning, Commissioner Griggs. 3 COMMISSIONER GRIGGS: Mr. Chairman, I just 4 want -- really I thought this has been a great 5 discussion. 6 CHAIRMAN WALKER: I do, too. 7 COMMISSIONER PHILLIPS: It's not getting 8 solved. 9 COMMISSIONER GRIGGS: But the question 10 I think is, you know, how long until we get a 11 recommendation back from the work group? 12 I mean, you know, can we -- I mean that's the 13 type of thing I'm looking for. We kind of, 14 you know, talked through what we'd like to see. 15 I'm fairly clear. I just want to see a 16 product so we can have something to move forward 17 on. 18 CHAIRMAN WALKER: Commissioner, I'm not clear 19 at all. 20 I think that's what we're trying to give this 21 group today, which is some direction, and it does 22 not have to be final. 23 We are not voting on anything today, 24 but I think, you know, Commissioner, your point on 25 moderate-income -- we don't have any programs</p>	<p>1 that's a good point. This might be the easy way. 2 From the working group, feel free. 3 We've had a robust conversation. 4 What things are you looking for us to comment 5 on today to give you some level of guidance here? 6 Like, are you -- you know, what is it? 7 High-level? 8 Detail specific? 9 I'm looking at poor Monique. You just 10 happened to be paying attention. 11 MS. SPOTTS: In guidance for coming back with 12 -- 13 CHAIRMAN WALKER: A set of -- 14 MS. SPOTTS: -- information? 15 What? 16 CHAIRMAN WALKER: -- a set of general 17 policies that we can look at, and say, 18 "Yes. We want to include that sort of thing," 19 or, "No. We're not really interested in including 20 that sort of thing." 21 And, frankly, Ron, Coats Rose -- Ron and 22 Alysse, you know, I think these go to those sample 23 policies that you guys were trying to draft. 24 You know, what things do you want to hear 25 about to make sure that they're included or not</p>
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<p>1 addressing moderate-income. 2 So that's a conversation that, 3 unless somebody wants to debate, I think we should 4 direct Mr. Alexander to work with our working 5 group to, when they're out there putting policies 6 together -- we are willing to look at deals that 7 incorporate some portion of moderate-income. 8 I think that's direction we can give them 9 today. 10 COMMISSIONER GRIGGS: Thank you, 11 Mr. Chairman. 12 I'm sure that the talented members from our 13 work group have been taking notes and probably 14 heard this conversation. 15 You know, I think that -- I'm wondering 16 perhaps if they are ready to go back and come up 17 with some recommendations that we can then 18 discuss. 19 That's where I'm clear at, because I think 20 that they -- based upon what the Executive Summary 21 is, we talked about that around the table. 22 They can kind of take from our conversation, 23 you know, a salad of what we're looking for -- 24 a fruit salad. 25 CHAIRMAN WALKER: So, Commissioner,</p>	<p>1 included? 2 MS. HOLLIS: We're at a little bit of a 3 disadvantage, because I can't hear Monique. 4 COMMISSIONER PHILLIPS: You can come to the 5 table (addressed Ms. Spotts). 6 CHAIRMAN WALKER: Do you want to pull up a 7 chair? 8 MS. HOLLIS: I think those policies can lend 9 themselves to several, different frameworks, 10 and maybe that is, you know, sort of where we 11 could start is with -- it sounds like there are 12 different priorities here. 13 And maybe there are different frameworks that 14 can meet those different goals and objectives, 15 if that makes sense. 16 So maybe it's, you know, developing three, 17 broad categories. 18 What would you want to see for moderate 19 income, whereas, you know, the middle, 20 between, you know, sort of lower-income, 21 underserved and moderate-income? 22 And then, you know, what are the true 23 lower-income projects? 24 What could those look like? 25 Does that make sense?</p>

<p style="text-align: right;">Page 81</p> <p>1 COMMISSIONER GRIGGS: (nodded head 2 affirmatively) 3 MS. SPOTTS: And, would those goals be the 4 same for housing authority-owned property and 5 private development property? 6 Are we looking to fill the same need with 7 whatever the ownership/partnership structure looks 8 like? 9 Because I think that definitely simplifies 10 the playing field, too, but, if it's different -- 11 I mean, obviously, if you're going to have 12 developers come in, they're going to have in their 13 own mind what they want to do. 14 CHAIRMAN WALKER: I think I've heard at least 15 enough direction. 16 MS. SPOTTS: Yeah. 17 CHAIRMAN WALKER: And I think that we clearly 18 want affordability restrictions for low and 19 moderate-income -- meaning up to 120-percent AML. 20 We would consider projects that involved 21 that. 22 I think that I've heard that the projects 23 need to include some level of support services, 24 transitional housing, education, things of that 25 nature.</p>	<p style="text-align: right;">Page 83</p> <p>1 but it ought to be -- you know, we want to 2 encourage accessibility for employment for folks. 3 So, are they close to business centers where 4 jobs are located -- 5 CHAIRMAN WALKER: I like that -- 6 COMMISSIONER PHILLIPS: -- and those kinds 7 of things? 8 CHAIRMAN WALKER: -- I like that. 9 MS. SPOTTS: And that kind of thing -- 10 CHAIRMAN WALKER: Go ahead, Monique. 11 MS. SPOTTS: -- okay. That kind of thing we 12 usually see come in in the form of the 13 application, where we ask all those questions 14 -- or would be asking. 15 "How far are you from a bus station?" 16 "How far are you from, you know, a grocery 17 store? 18 "How far --" different things that you're 19 concerned about making, you know, the life -- 20 total life package for people that may not have 21 transportation. 22 "How far are you from a hospital?" 23 CHAIRMAN WALKER: So that -- 24 COMMISSIONER PHILLIPS: Is there public 25 transportation available --</p>
<p style="text-align: right;">Page 82</p> <p>1 I think that I've heard we're open to -- 2 well, again, I go back to the original 3 conversation was around us owning it, which I 4 think is the simplest thing, as opposed -- 5 you know, people bring us projects that we own 6 versus trying to figure out a JV. 7 But I suppose, if this really isn't, 8 for lack of a better phrase, "an ad hoc analysis," 9 we could look at both. 10 Lawsikia, I'm looking at you from a legal 11 perspective. 12 MS. HODGES: Yes. Of course. Yeah. 13 CHAIRMAN WALKER: I personally -- this is 14 just my personal opinion. I agree with our 15 newest commissioner here. 16 I would expect or hope that these projects 17 would have mixed-income components, not 18 100-percent 60 or, you know, 100-percent 50. 19 I think that leads to segregation, quite 20 frankly, of low-income residents. 21 I'm trying to think of what other things 22 I took from this conversation. 23 COMMISSIONER PHILLIPS: I think we also 24 should look at the area of the city that they're 25 located in as something that is not the primary,</p>	<p style="text-align: right;">Page 84</p> <p>1 CHAIRMAN WALKER: Great question. 2 Is there public transportation? 3 COMMISSIONER PHILLIPS: -- those kinds of 4 things. 5 But, again, that would I think be easier for 6 us to obtain if we are proactive. For instance, 7 if we come up with whatever the criteria is, 8 based on what it is that this board decides it 9 wants to do, and put out an RFP and allow for 10 developers to respond to us instead of us being 11 reactive to anyone who walks in the door. 12 It may be a great project that walks in the 13 door. I'm not saying we don't consider those. 14 But I'm saying, if we're more proactive about 15 what it is that we want to see in the affordable 16 housing market, something that would incorporate 17 all of the things that we think would make for the 18 right type of housing for us to invest in, 19 it would be done in that method. 20 CHAIRMAN WALKER: So, Commissioner -- 21 and I probably -- this is my fault for failing to 22 explain this. 23 That's exactly what this working group was 24 tasked to do, which is put together an RFQ, 25 a rolling RFQ, that will be out there that says,</p>

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<p>1 "These are the things that we are prioritizing,  2 and we want people to come to us. And we will be  3 looking, as well, but, if you have a project --"  4 no more of this ad hoc go to Mr. Alexander,  5 have multiple conversations.  6 It's a -- "You know, here is the RFQ.  7 Here is the scoring rubrics."  8 But part of what our team needs is what we  9 talked about today.  10 What are the things that we want to see in  11 that so that they can develop that -- something  12 for us to review?  13 Commissioner Brock, I apologize.  14 COMMISSIONER BROCK: Yes. No. That's okay.  15 Mr. Chair, that was one of the points that  16 I wanted to bring up when Commissioner Griggs was  17 talking about the -- and, of course,  18 Mr. Alexander, because we -- we found it out in  19 that meeting about the ZIP Codes.  20 Now that has been one of the things that the  21 residents struggle with, with the different  22 ZIP Codes, because in 32209, 32208, you know,  23 areas like that and 32210 I want to say ...  24 but, anyway, they struggle in those areas of  25 finding affordable housing that is decent for</p>	<p>1 for the board off the top to kind of think of  2 these things.  3 It's been a great conversation, but,  4 when you actually look at the template that  5 Houston provided, it will probably spark some more  6 of these criterion that you want to add.  7 So I think, at some point, that --  8 and I was expecting you'd actually go through  9 those today, but, you know, it's fine.  10 But I think a lot of the work has already  11 been done for you by the Houston Housing Authority  12 that the Chair was able to locate in that  13 solicitation document.  14 CHAIRMAN WALKER: So -- and, again,  15 I'm coming in with the understanding that that was  16 -- yes.  17 So we can do -- it is -- I recognize the  18 time, that it is 3:30 already, and this is clearly  19 going to be a much more continued conversation.  20 So, if there are things that people would  21 like to see today in their mind -- what they see  22 as part of our mission and things they want this  23 group to consider -- then I think we need to  24 verbalize that today so that this group can go  25 back out, put together the scoring metrics and</p>
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<p>1 them.  2 CHAIRMAN WALKER: So, Commissioner,  3 what I'm hearing -- and, again, I'm interpreting  4 -- but what I'm hearing then is, in our policies,  5 procedures and scoring rubrics, there should be  6 points allocated for servicing underserved  7 ZIP Codes.  8 COMMISSIONER BROCK: Right.  9 CHAIRMAN WALKER: That's what I'm trying to  10 push to, to have some guidance for this group to  11 give us something back.  12 MS. HODGES: And, through the Chair,  13 I will remind you, you know, that this Houston  14 solicitation, was really, really good.  15 So you're not having to reinvent the wheel.  16 And I think, Dwayne, you circulated this,  17 or you should have.  18 CEO: I did.  19 MS. HODGES: I know the professional team has  20 it, and it might have, you know, been a good  21 idea.  22 He took the scoring metrics and sort of  23 tailored it to the Jacksonville Housing  24 Authority.  25 But it might be good -- it may be difficult</p>	<p>1 bring us something to start picking apart, and  2 saying, "These are the priorities that are  3 important to us."  4 I think what I heard from the working group  5 was they just didn't have a feel for where we  6 wanted to go, but I think certainly, by the end of  7 the day, they can understand that we want to go  8 somewhere.  9 They just need to tell us how to get there.  10 MR. BELL: Chris, can I just say one thing?  11 This is Ron Bell, Coats Rose.  12 One of the things that I find that housing  13 authorities and federal governments struggle with,  14 in these kind of processes, is prioritizing where  15 to start.  16 An example would be things like, "Do I want  17 to prioritize acquisition rehab, or do I want to  18 prioritize new construction?"  19 And so, as you think about, for example,  20 the problems that I've heard discussed today.  21 Part of what should be part of the guidance  22 piece that I think we, as the working group,  23 are looking for is, where do you -- where would  24 you say your highest priority is?  25 Is it solving the low-income,</p>

<p style="text-align: right;">Page 89</p> <p>1 the middle-income or the upper, moderate-income 2 levels? 3 And, also, I heard about the whole idea of a 4 mixed-use, but give some ideas about percentage 5 of mixes, you know, within each of those 6 categories. 7 So, if you have a mixture of, you know, 8 30 and below -- 50 below -- 60 below -- whatever 9 the numbers are, what kind of mix are you looking 10 for? 11 And the final thing I would suggest is -- 12 and maybe this is for our own professional group 13 -- to figure out what sort of revenue stream is 14 needed for a financing to work, which, again, 15 depends upon whether or not you're looking at a 16 housing authority-owned project or a joint venture 17 project. 18 And there may be ways to kind of merge those 19 two together while still achieving the goal, 20 but the big -- here, simply, if we know the 21 financing restrictions, then your team has a 22 better sense as to, what are the limitations in 23 what you can do? 24 And then that allows a more, you know -- 25 a more -- a more precise guidance that you can</p>	<p style="text-align: right;">Page 91</p> <p>1 But I think that his last point was 2 excellent. 3 CHAIRMAN WALKER: Yes. Commissioner, 4 I agree. 5 I think, on that front -- and I'd be 6 interested to hear from the working group where 7 they think opportunity lies. 8 But I do think -- I think it's -- you know, 9 to Ron's -- Mr. Bell's question, I think it 10 is low-income and moderate -- being there has to 11 be some restrictions for those. 12 The question is, "What's the percentage?" 13 My instinct tells me, "Well, that's a 14 deal by deal." 15 But it may be a minimum of 20 percent has to 16 be set aside. I'm making that up. 17 But, you know, and so -- and then the other 18 question I have is I actually would like to know 19 from the group -- and, Mr. Alexander, you probably 20 have an opinion on this, as well -- better off 21 looking at new construction or better off looking 22 at acquisitions or both, which is precisely 23 what Mr. Bell did not want to hear. 24 CEO: I'd say both. 25 CHAIRMAN WALKER: Yes. I figured.</p>
<p style="text-align: right;">Page 90</p> <p>1 provide us based on those limitations. 2 Thank you. I'm talking too much. Sorry. 3 CHAIRMAN WALKER: Commissioner Griggs. 4 COMMISSIONER GRIGGS: Mr. Chairman. 5 Thank you, Ron. 6 I think his last point was excellent. 7 I think we need to know probably more what we're 8 capable of doing, and that will probably help 9 guide us into what we can -- where the real 10 low-hanging fruit is. 11 Is sounds to me like the conversations 12 we've been having is going to probably push us in 13 the direction of trying to be -- trying to create 14 more inventory for low-income and then moderate. 15 Right? 16 And then, you know, open the funnel some 17 more, and more people can come through. 18 I don't get the feel like we're going to be 19 in the business of, you know, building stuff from 20 the ground up. 21 So -- but I think that, if we had more 22 information, if we knew -- maybe the group can 23 tell us -- where our best opportunity for our 24 money is -- lies, then maybe that would help push 25 us into that direction.</p>	<p style="text-align: right;">Page 92</p> <p>1 I mean, what -- from our other advisors, 2 I mean, where is the low-hanging fruit? 3 Is it new construction? 4 Is it acquisition? 5 Conversion? 6 MS. SPOTTS: It can be the size of the 7 project -- the way you're financing the project. 8 If it's bonds, you're going to have income 9 restrictions. If it's governmentally-owned, 10 you don't. 11 And so it's very project specific. 12 It's hard to -- and then, you know, if you're 13 going to own it, as Ron pointed out, we have 14 to back into, how much can you afford? 15 If you issue bonds, what are the operating 16 costs on that project, and what does your 17 pro forma look like? 18 And then, are there gaps? 19 Do we need to go other places to fill those 20 financing gaps, which, you know, might be the best 21 use of your resources? 22 So it will, to some extent, be project 23 specific, even on a rehab versus an acquisition. 24 CHAIRMAN WALKER: Okay. So I guess, to your 25 --</p>

<p style="text-align: right;">Page 93</p> <p>1 MS. SPOTTS: And it all -- every deal you see 2 is going to be completely different. 3 COMMISSIONER GRIGGS: And we're back to 4 Square One. 5 COMMISSIONER PHILLIPS: And I think the type 6 of financing that the authority may be approached 7 for will also dictate some of that. 8 If they're looking for us to be an equity 9 partner say in some way, then I think we ought to 10 look at, is there a, "But for?" 11 Why are they coming to us to be a partner as 12 opposed to going to private sector financing? 13 I don't know where anybody else lives, 14 but I live in North Jacksonville. And there are 15 apartments coming up out of the gazoo, 16 without public funding. 17 They may be -- you know, I don't know. 18 And they've got -- and some are mixed. 19 Downtown there have been a couple of mixed-income. 20 COMMISSIONER BROCK: That's right. 21 COMMISSIONER PHILLIPS: And, over in 22 Murray Hill on Edgewood, there is a mixed-income, 23 and it has units that are set aside. 24 So people are developing without 25 Jacksonville Housing Authority's funding being put</p>	<p style="text-align: right;">Page 95</p> <p>1 Commissioner, in the sense that they are being 2 built. 3 I think the question is, how much of it is 4 dedicated to low-income? 5 COMMISSIONER PHILLIPS: There is -- 6 there is some. I've been helping a family member 7 to try and relocate out of what I would say is 8 barely standard housing that just recently -- 9 and they are on the low-income spectrum. 10 And they just had a rental increase of \$300 11 a month, from 1300 to 1600, for a very small, 12 two-bedroom apartment, and it's very difficult to 13 find a unit for anything less than that unless 14 there is affordability. 15 And I tell you what -- everytime they open 16 one up -- because there is one that has just 17 recently been opened -- before they were opened, 18 all of the low-income units are gone for the ones 19 that, you know, would provide some kind of cut in 20 assistance with it. 21 CHAIRMAN WALKER: So, Lawsikia, perhaps what 22 we can do is -- and I'm thinking through Sunshine 23 here. 24 If we had the current working group take some 25 of this information, go back, clean up what</p>
<p style="text-align: right;">Page 94</p> <p>1 into those projects for moderate or market rate 2 housing. 3 So, again, yes, we can go up to 120 percent, 4 but is that where we want to be? 5 Because their needs are already being flooded 6 into this community of the 10,000 or however many 7 that are currently being built, and they may be 8 getting a low-income tax credit. 9 I don't know what they're getting in order to 10 do what they're doing, but they are being served. 11 They are getting it. 12 It is the low-income people that are the 13 100,000 that applied to the housing authority that 14 are not being addressed at the current time. 15 And I don't want to be repetitive about 16 that, but, when we look at the list of criteria 17 and those kinds of things, when they're looking at 18 equity investment or partnership with the 19 housing authority, we need -- they need to 20 demonstrate why it is that they need housing 21 authority money to make their project work. 22 Because projects are being built every day 23 now working without housing authority money. 24 They are. 25 CHAIRMAN WALKER: So I think I agree,</p>	<p style="text-align: right;">Page 96</p> <p>1 they've been working on to incorporate some of 2 these conversations -- and then what I think would 3 be most beneficial to this group is to get with 4 Mr. Alexander -- and we update that scoring 5 rubrics to, based on this conversation, you know, 6 where we think some things are, circulate it to 7 the board so they can have a conversation and be 8 ready for the board meeting in January. 9 MS. HODGES: Yeah. 10 CHAIRMAN WALKER: And there's no sunshine 11 issues, if we do it that way? 12 MS. HODGES: Yeah. I mean, you know, 13 Dwayne is going to send it out. Blind copy your 14 board members just to make sure there is not an 15 inadvertant reply. 16 But, yeah. You can receive information, 17 edit it, give those comments back to him. 18 He can compile those comments for your next board 19 meeting, and there is no Sunshine issue there. 20 CHAIRMAN WALKER: Okay. Any other questions 21 on this? 22 COMMISSIONER GRIGGS: (shook head negatively) 23 CHAIRMAN WALKER: I think that's at least an 24 action item that we can take to move this forward 25 to be able to get to some level of a rubrics.</p>



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<p>1 I'm looking for a rubrics that we have some                  2 level of metric to evaluate deals upon.                  3 So anything else on that front?                  4 (no response)                  5 CHAIRMAN WALKER: Great.                  6 If not, Mr. Alexander, we've been waiting --                  7 COMMISSIONER BROCK: You skipped Dennis.                  8 CHAIRMAN WALKER: -- oh, wait. I skipped                  9 Dennis.                  10 Dennis, are we solvent?                  11 CFO: Yes.                  12 CHAIRMAN WALKER: Great news.                  13 Would you mind?                  14 CFO: Good afternoon, Commissioners.                  15 We're looking at the financials today as of                  16 October 31st, 2022.                  17 (Ms. Spotts left the room.)                  18 CFO: Starting with our net operating income                  19 by source, we ended the month at \$584,785.                  20 For are our housing authority properties,                  21 we had an additional \$111,000 from our RAD                  22 properties, and then we had \$56,000 from our                  23 restricted Section 8 funds.                  24 For our central office, we had revenues of                  25 \$492,056, which is just slightly below our</p>	<p>1 For our estimated reserves, we finished the                  2 month at just over \$50,000,000. So we're doing                  3 very well with our reserves.                  4 And then every month we look at our                  5 Quick Ratio and our MENAR. Our Quick Ratio --                  6 our lowest Quick Ratio is a 6. That's at our                  7 scattered sites property, and our lowest MENAR is                  8 5.78. That's at our Blodgett Villas property.                  9 And, for HUD purposes, they are looking at a                  10 score of anything of 4 or above, and, for our                  11 MENAR overall, we're at 12.4. So we can operate                  12 the program for a little bit over a year without                  13 any additional funds from HUD.                  14 Looking at our RAD properties, starting off                  15 with The Waves, we're at \$1,473,500. Now the                  16 RAD properties are on calendar year. So this is                  17 for a full ten months. So we're about 9 percent                  18 over budget on our income. In looking at our                  19 expenses, we're at \$684,747. So we're                  20 slightly above budget on our expenses, but we                  21 still ended up the month with net operating income                  22 \$824,753 year to date.                  23 For our Centennial Towers property,                  24 our net income year to date is \$1,412,274.                  25 Our expenses year to date are \$1,058,220,</p>
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<p>1 budget. For our expenses we're at \$369,225,                  2 which is at 6 percent. We're looking at our                  3 percentages to be at 8.33. So we're doing very                  4 well with our expenses, and we ended up with net                  5 operating income of \$122,000 for the month.                  6 For our public housing program,                  7 we're slightly over budget. We're at                  8 \$1,403,235 of income. And our expenses are at                  9 \$1,306,501. So our net operating income is                  10 \$96,734.                  11 For our Section 8 operations, we ended up                  12 the month right on budget at \$866,960,                  13 and our expenses were a little bit below budget                  14 at \$659,647, which gave us a net operating income                  15 of \$207,314.                  16 Looking at our Gregory West property,                  17 our income was right on track. We're at                  18 \$216,248, and our expenses were very good                  19 at \$110,393. We ended up with a net operating                  20 income of \$105,854.                  21 Looking at Brentwood, we're right on track                  22 with our income at \$234,746. Our expense piece                  23 -- we're right on track, also. We're at                  24 \$217,960, and we ended up with net operating                  25 income of \$16,786.</p>	<p>1 and our net operating income is \$354,054.                  2 And then, finally, for Hogan Creek,                  3 our income year to date is \$1,019,901,                  4 and our expenses year to date are \$971,735.                  5 And our net operating income is \$48,166.                  6 Any questions?                  7 CHAIRMAN WALKER: Any questions from the                  8 board?                  9 COMMISSIONER GRIGGS: Yes. I just wanted --                  10 I just wanted to -- that wasn't what you were                  11 reading (referred to charts on the screen.)                  12 COURT REPORTER: What?                  13 I didn't hear you.                  14 COMMISSIONER GRIGGS: I'm sorry. I just                  15 wanted to point out that that wasn't --                  16 what we saw on the screen wasn't what he was                  17 reading.                  18 COURT REPORTER: Okay.                  19 MR. EDGAR: I question Commissioner Griggs                  20 recognizing that. I was wondering who was going                  21 to be astute and ask that question.                  22 CFO: Any other questions?                  23 CHAIRMAN WALKER: I think we're all set.                  24 Mr. Alexander.                  25 CEO: Yes. I'll keep it brief. As I</p>

<p style="text-align: right;">Page 101</p> <p>1 mentioned earlier, we have been going out to the  2 communities. We had a total of eight town hall  3 meetings -- very interesting -- some of the  4 complaints and the issues we've been running  5 across.</p> <p>6 But, by and large, most of the sites are in  7 good condition. One of the key points is that we  8 need to add more lighting, even though at all of  9 our sites, with the exception of maybe one site  10 that's down with lights, we have added front porch  11 lights and back lights on most of our properties.</p> <p>12 But some of those large utility lights are  13 out on the property. So you get at lot of  14 complaints about them and the security at these  15 sites.</p> <p>16 We are looking to possibly put some more  17 cameras out there in some of the hidden areas out  18 at the site, but, by and large, we had  19 Commissioner Brock attend a meeting.</p> <p>20 And we had -- at every meeting, we have  21 someone from Resident Services. So we're trying  22 to tend to what the concerns and needs are of  23 our residents.</p> <p>24 The other thing is -- I want to put out there  25 -- there is a commissioners training in January,</p>	<p style="text-align: right;">Page 103</p> <p>1 Then they sent a letter, but we have until  2 December the 7th to submit that form.</p> <p>3 We actually sent it yesterday. So we're in the  4 clear with that.</p> <p>5 Also, I wanted to put out there we do have  6 our annual award ceremony and holiday party next  7 Friday. I would encourage any commissioners who  8 would like to come, including general counsel,  9 if you'd like to come to the event. It will be at  10 the Hyatt.</p> <p>11 I had one other thing. I did attend the  12 mayor's meeting today on the strategic planning,  13 and it was very interesting what is going on  14 there.</p> <p>15 I think they made a lot of accomplishments,  16 and I'm still sticking to what I talked about,  17 about the case study that I reviewed, that some of  18 the most successful programs in the country  19 have been able to operate, because the Federal  20 Government has been minimizing the money.</p> <p>21 And then, since the Federal Government  22 has been minimizing the money, there is some money  23 coming through from the state level and some money  24 coming from the city level.</p> <p>25 So they did talk about possibly -- and I</p>
<p style="text-align: right;">Page 102</p> <p>1 which is I believe on the 10th, which is less than  2 35 days.</p> <p>3 The commissioners training is through  4 PHADA, a public housing directors association.  5 It's a very good training. It's usually a couple  6 days.</p> <p>7 So, if any of the commissioners want to go,  8 please let me know. I think it's very  9 interesting. It provides a lot of information on  10 things going on in the industry, as well as some  11 of the new regulations that come out. Yes.  12 It's a very good, very good program.</p> <p>13 Also, Chair, you received a notification from  14 HUD on the SF-425, with delinquent --</p> <p>15 CHAIRMAN WALKER: Yes.</p> <p>16 CEO: -- it's real funny how they send these  17 emails out sometimes, and we always address them.</p> <p>18 But HUD was on our site from the 24th of  19 August all the way through October conducting a  20 CARES Act audit, and, when they left, we were  21 underneath the impression that everything was  22 addressed. And they had everything they needed.</p> <p>23 They sent us back confirming in a letter to  24 us saying that they had everything that they  25 needed.</p>	<p style="text-align: right;">Page 104</p> <p>1 mention it "possibly --" that the city should  2 have in their annual budget a line item for the  3 housing authority.</p> <p>4 And they did mention in there that, you know,  5 some money is possible with Sulzbacher and  6 Adobe Housing, and I did comment that, if that is  7 the case -- I'm not saying that is the case --  8 if it is the case, could they segregate that?</p> <p>9 Because, if not, then we will all be in  10 competition trying to pull from one pot of money,  11 and then that the money should be revolving on an  12 ongoing basis.</p> <p>13 And, at a minimum, from some of the case  14 studies that we've seen, they have put as much as  15 \$5,000,000 in there, but that was of the  16 suggestions.</p> <p>17 I'm anxious to see what will come out of it,  18 because the housing authority has a vested  19 interest in the low-income families and the  20 City of Jacksonville and Duval County.</p> <p>21 And the city has a vested interest in it,  22 as well, but most of the successful programs that  23 are out there -- the housing authority has been  24 very successful -- them and the city has  25 partnered, and the housing authority has been able</p>

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<p>1 to get some money from the city.</p> <p>2 CHAIRMAN WALKER: So, Mr. Alexander, this is</p> <p>3 one of the, for lack of a better word,</p> <p>4 "critiques," that I've made to the Special</p> <p>5 Committee, and I just want to make sure it's</p> <p>6 being echoed and that the board is in agreement.</p> <p>7 I struggle to understand how that money isn't</p> <p>8 allocated to JHA to then distribute this to the</p> <p>9 organizations that actually provide affordable</p> <p>10 housing.</p> <p>11 CEO: Yes.</p> <p>12 CHAIRMAN WALKER: I don't know what the</p> <p>13 board's position is on this, but I still struggle</p> <p>14 to understand why we're not involved in that</p> <p>15 allocation process.</p> <p>16 CEO: Yes.</p> <p>17 CHAIRMAN WALKER: Has that been communicated</p> <p>18 somewhere?</p> <p>19 COMMISSIONER PHILLIPS: And I don't know if</p> <p>20 it's general fund money that is being allocated</p> <p>21 today or not, because I'm not involved and haven't</p> <p>22 been for over ten years in the city's budget.</p> <p>23 But, at one time, funding for those</p> <p>24 organizations came through public service grants</p> <p>25 or either through the CDBG funding is where it</p>	<p>1 I mean that's something you can do on your</p> <p>2 own, and it might be more of an official statement</p> <p>3 that makes its way into the legislative process.</p> <p>4 And it forces the council to have a</p> <p>5 conversation, because it's a piece of legislation</p> <p>6 that they're having to consider. So that's just</p> <p>7 so that you know the process.</p> <p>8 COMMISSIONER PHILLIPS: And now would be the</p> <p>9 time to start thinking about that, because July</p> <p>10 is when the budget for the next term or the next</p> <p>11 fiscal year for the City would go to the</p> <p>12 City Council in July.</p> <p>13 But they are starting already to start</p> <p>14 prepping for those budget requests and any of that</p> <p>15 information, because, typically, you know,</p> <p>16 it's a zero-based budget.</p> <p>17 Every dollar that they anticipate receiving</p> <p>18 in tax revenue is allocated to a project,</p> <p>19 a program, a department, whatever.</p> <p>20 And so it's very difficult off-times</p> <p>21 in between budget cycles to get any substantial</p> <p>22 kinds of money allocations.</p> <p>23 And so, if it went through the budgetary</p> <p>24 process, it would be another avenue in which to be</p> <p>25 able to request funding.</p>
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<p>1 came.</p> <p>2 And that historically has not been through</p> <p>3 the housing authority, and this would not be the</p> <p>4 first time that we've asked for city money to</p> <p>5 support affordable housing. And it's fallen on</p> <p>6 silent ear I'll just say in past years.</p> <p>7 MS. HODGES: Right.</p> <p>8 Through the Chair, just a process nugget</p> <p>9 here. So whatever is happening at the</p> <p>10 City Council level that comes by way of a</p> <p>11 recommendation or a Task Force Report --</p> <p>12 whatever that is -- just bear in mind that that's</p> <p>13 just a statement.</p> <p>14 You need an appropriation to occur at the</p> <p>15 City Council level. You do have -- I want to</p> <p>16 remind you -- a City Council liaison. This board</p> <p>17 has a council member that you can always connect</p> <p>18 with to sponsor legislation.</p> <p>19 That's one way to get appropriation</p> <p>20 legislation at the council level.</p> <p>21 The other way to get legislation to the</p> <p>22 council is, as an independent agency, you can file</p> <p>23 a resolution, and formally state that,</p> <p>24 like formally state, "City Council, for these</p> <p>25 reasons, we would like more money," or whatever.</p>	<p>1 MS. HODGES: I think it's Carlucci.</p> <p>2 CHAIRMAN WALKER: It's Councilman Carlucci.</p> <p>3 Mr. Alexander, I would proffer that it might</p> <p>4 make sense for you and your team to get together</p> <p>5 and list programs or things that we could use</p> <p>6 additional funds for today to deploy,</p> <p>7 Resident Services, you know, whatever,</p> <p>8 and we consider filing that resolution.</p> <p>9 Commissioner Griggs.</p> <p>10 COMMISSIONER GRIGGS: Thank you,</p> <p>11 Mr. Chairman.</p> <p>12 I think knowing the process and being clear</p> <p>13 on what you asked for and what the purpose is is</p> <p>14 probably going to be the quickest way to get any</p> <p>15 type of support.</p> <p>16 I'll also add that it's probably in this</p> <p>17 climate going to be better or easier for us to get</p> <p>18 some support, if it's tied to a project or</p> <p>19 an initiative that is going to resolve our housing</p> <p>20 crisis.</p> <p>21 So I think maybe perhaps we should be</p> <p>22 thinking in terms of whatever the work group</p> <p>23 is going to be doing, producing additional</p> <p>24 support, that we can ask for help from the city.</p> <p>25 And then that will be the Chair and the CEO's job</p>


<p style="text-align: right;">Page 109</p> <p>1 to lobby for that support.  2 CHAIRMAN WALKER: So, Commissioner Griggs,  3 just so I understand your thought process almost,  4 for lack of a better word, "the fund," that we  5 could use to buy property or rehabilitate property  6 or things like that -- is that kind of --  7 COMMISSIONER GRIGGS: Yes. I mean,  8 if we felt strongly that whatever recommendation  9 that our working group came up with and the  10 direction the housing authority and this board has  11 set for Mr. Alexander to take needs additional  12 support that we can't provide that needs the  13 support of the community, i.e., the city and  14 maybe perhaps other private partners, you know,  15 I think that our legislative body and probably the  16 administration, hopefully, could get behind  17 something like that if it was going to, you know,  18 solve something for the -- be something for the  19 greater community.  20 CHAIRMAN WALKER: Commissioner.  21 COMMISSIONER PHILLIPS: I'd ask just quickly,  22 if you're finished with that particular thing --  23 the fair housing public hearings I guess are going  24 on.  25 Are you taking comments from them?</p>	<p style="text-align: right;">Page 111</p> <p>1 COMMISSIONER PHILLIPS: A full 2 hours.  2 CHAIRMAN WALKER: A full 2.  3 So, with that, I'll close with Chair  4 comments.  5 One -- I'm just reviewing some of my notes  6 -- I want to make very clear to our two, tenured  7 board members.  8 It is not my suggestion personally that you  9 have done nothing for the past ten years.  10 However, I am having this debate routinely with  11 people where I am telling them to knock it off.  12 Because I agree.  13 You-all have done much, but it is a  14 perception that we are dealing with. And it is a  15 perception that needs to be corrected, because we  16 are an influential organization in the city.  17 And we should be more influential.  18 Second to that, I believe -- and I don't want  19 to misstate -- we have a new board member coming?  20 MS. HODGES: We do. Craig Shoup.  21 CHAIRMAN WALKER: Craig Shoup --  22 MS. HODGES: Correct.  23 CHAIRMAN WALKER: -- who will be joining us.  24 Now, which seat does that fill, Ms. Hodges?  25 MS. HODGES: That is going to be replacing</p>
<p style="text-align: right;">Page 110</p> <p>1 CEO: No. We don't have a fair housing --  2 COMMISSIONER PHILLIPS: I must have misread  3 it. I was reading something on there that said  4 December 14th -- that it's open until December the  5 14th.  6 CEO: That's the ACOP I believe.  7 Is that the ACOP?  8 What is it?  9 MR. AUBUCHON: The assessment of fair  10 housing, sir.  11 CEO: Oh, okay.  12 COMMISSIONER PHILLIPS: I just wanted a bit  13 of an update or a little bit more information  14 about -- there's a meeting on the 14th, is it,  15 or is that just a deadline to submit --  16 MR. AUBUCHON: No, ma'am. We're accepting  17 comments during the 40-day comment period.  18 The comment period terminates at 2:00 p.m. on the  19 14th, and that evening we'll be having the public  20 hearing at Brentwood.  21 COMMISSIONER PHILLIPS: Okay. Thank you.  22 MR. AUBUCHON: Yes, ma'am.  23 CHAIRMAN WALKER: Any other questions for  24 Mr. Alexander?  25 It's only been 2 hours today.</p>	<p style="text-align: right;">Page 112</p> <p>1 Commissioner Phillips's seat.  2 CHAIRMAN WALKER: So --  3 MS. HODGES: But it won't be until January.  4 CHAIRMAN WALKER: -- right. And I'll lobby  5 City Commission to have her fill the other  6 vacancy.  7 COMMISSIONER PHILLIPS: (shook head  8 negatively)  9 CHAIRMAN WALKER: And then we'll have a full  10 board, and it will all be great.  11 To that end, I know it's not on the agenda,  12 and it may be out of order. But I would love a  13 resolution from somebody on the board commending  14 and thanking Commissioner Phillips for her years  15 of service.  16 Mr. Alexander, if you could have it printed  17 out and put on a plaque.  18 Your guidance here with me even and learning  19 from you provided in the 18 months here has been  20 invaluable.  21 And I will have you on speed dial, especially  22 now that I'm not subject to Sunshine. This will  23 be great. We can have all sorts of conversations  24 now, Commissioner.  25 But, in all seriousness, if I could get that</p>

<p style="text-align: right;">Page 113</p> <p>1 resolution.</p> <p>2 COMMISSIONER BROCK: I make a motion.</p> <p>3 CHAIRMAN WALKER: I have a motion from</p> <p>4 Commissioner Brock.</p> <p>5 COMMISSIONER BROCK: (nodded head</p> <p>6 affirmatively)</p> <p>7 COMMISSIONER GRIGGS: Second.</p> <p>8 CHAIRMAN WALKER: I have a second from</p> <p>9 Commissioner Griggs.</p> <p>10 I'm open for discussion, and, again,</p> <p>11 Commissioner, it's been a real honor.</p> <p>12 COMMISSIONER BROCK: Yes.</p> <p>13 CHAIRMAN WALKER: And you are a stalwart of</p> <p>14 an advocate for affordable housing, and we need</p> <p>15 more people like you here listening and</p> <p>16 advocating.</p> <p>17 COMMISSIONER PHILLIPS: Well, thank you.</p> <p>18 Thank you-all.</p> <p>19 It has been my honorable pleasure to serve</p> <p>20 on this commission for these many years --</p> <p>21 and I don't even remember how many at this point</p> <p>22 -- but, you know, I often say, when I'm speaking,</p> <p>23 that I have been blessed to be in the position</p> <p>24 where my advocacy and my vocation align.</p> <p>25 The thing that I love to do is the thing</p>	<p style="text-align: right;">Page 115</p> <p>1 people and especially for those who don't speak up</p> <p>2 for themselves, who don't feel empowered to ask</p> <p>3 for what it is they need or seek the assistance</p> <p>4 that they may need.</p> <p>5 So I'll be around. I've already been asked</p> <p>6 to do some other things, and so I'm not --</p> <p>7 I'm not going home to sit in the rocking chair on</p> <p>8 the porch. Although, some days I wish I could.</p> <p>9 I was up at a breakfast this morning at</p> <p>10 eight o'clock for a nonprofit agency, and so</p> <p>11 this retirement thing hasn't worked out quite as</p> <p>12 I planned it to. But it's going to get better.</p> <p>13 It's going to get better.</p> <p>14 So, thank you.</p> <p>15 CHAIRMAN WALKER: Commissioner Griggs.</p> <p>16 COMMISSIONER GRIGGS: Thank you, Mr. Chair.</p> <p>17 I have to take this opportunity to thank</p> <p>18 Commissioner Phillips for her leadership and not</p> <p>19 only in this boardroom.</p> <p>20 But there was a time when I was working for</p> <p>21 the Department of Health, and we had a issue with</p> <p>22 a public health situation. And we needed a</p> <p>23 partner in the community. I wouldn't get another</p> <p>24 partner to get to the table.</p> <p>25 And Ros opened up the doors of the mayor's</p>
<p style="text-align: right;">Page 114</p> <p>1 that I, for many years, was paid to do,</p> <p>2 and that is to make a difference in the lives</p> <p>3 of people in need.</p> <p>4 Because I believe that we all have a purpose,</p> <p>5 and that's a part of my purpose and my calling,</p> <p>6 to be a voice for the voiceless. And I've tried</p> <p>7 to do that certainly here.</p> <p>8 We may not have done all that we could have</p> <p>9 done, but we worked hard to do what we did do.</p> <p>10 And we made a difference in the lives of people,</p> <p>11 and I know that you-all will continue to go</p> <p>12 on and do great things here for people who need</p> <p>13 housing.</p> <p>14 And you may see me from time to time,</p> <p>15 because I'm not shy. And, if I see you doing</p> <p>16 something that I don't really like, I probably</p> <p>17 will show up at public hearings and public</p> <p>18 comment.</p> <p>19 COMMISSIONER BROCK: Yes.</p> <p>20 COMMISSIONER PHILLIPS: Because I will</p> <p>21 -- this is my home. I've been here all of my</p> <p>22 life, and I plan on being here.</p> <p>23 And, you know, the people in this community</p> <p>24 deserve to have a responsive government and</p> <p>25 agencies that are working for the benefit of all</p>	<p style="text-align: right;">Page 116</p> <p>1 office, when she was working in administration,</p> <p>2 and made us meet. She brought them to the table,</p> <p>3 and we got the problem solved, just like we've</p> <p>4 been doing here at the housing authority.</p> <p>5 So I really appreciate her friendship over</p> <p>6 the years and her leadership. I certainly was</p> <p>7 happy to see her when I joined this board.</p> <p>8 It was one of the great familiar faces that helped</p> <p>9 ease my transition into this.</p> <p>10 So I'm looking forward to seeing all of the</p> <p>11 wonderful pictures of her enjoying -- quote --</p> <p>12 "retirement," because that's not going to happen.</p> <p>13 COMMISSIONER PHILLIPS: I think Charles was</p> <p>14 at that breakfast this morning at eight o'clock,</p> <p>15 but now we'll be able to talk.</p> <p>16 COMMISSIONER GRIGGS: You don't know how hard</p> <p>17 it's been. We've been like -- if we see each</p> <p>18 other in public, we go, "We can't talk."</p> <p>19 CHAIRMAN WALKER: Mr. Alexander.</p> <p>20 CEO: Yes. And, from me and all the</p> <p>21 employees from the Jacksonville Housing Authority,</p> <p>22 we want to say, "Thank you," to Commissioner</p> <p>23 Phillips. She has been a rock for us here at this</p> <p>24 agency, especially when I first started here.</p> <p>25 It was very turbulent times here, and she</p>

<p style="text-align: right;">Page 117</p> <p>1 navigated us through all of those troubled 2 waters. 3 And so I wish you all the luck in the world, 4 and thank you so much for all your support. 5 COMMISSIONER PHILLIPS: And thanks to you and 6 the staff, too, for all that you are doing to make 7 a difference in this housing authority. 8 It's not easy to maintain these properties 9 and to navigate all the financial things that are 10 going on out there and making sure that we are 11 responsive to the needs of the people. 12 But I can say that, during Mr. Alexander's 13 tenure, we've continued to improve, and his 14 leadership -- as I look around this room -- 15 there are only a few faces that have been here as 16 long as me or longer. Everybody has transitioned, 17 yes. 18 I see one or two that have transitioned with 19 us over the years, and so we appreciate that you 20 built a staff that can respond to the needs of our 21 residents and looking at ways in which we can 22 expand and fill a gap. And it's a definite gap 23 out there in the community to provide low-income 24 housing. 25 And my final thought would be, even though we</p>	<p style="text-align: right;">Page 119</p> <p>1 And I was like, "Oh, my gosh. 2 What am I walking into?" 3 But you was cool, calm and collected, 4 and you just did what you had to do and just flow 5 like you needed to flow. 6 And I know you -- like you say, you're never 7 going to be retired. So don't even think about 8 that, because you've got to remember the twins. 9 They ain't going to let you retire. 10 So, anyway, we -- I do -- I really thoroughly 11 enjoy you being my colleague and my leader. 12 Thank you. 13 COMMISSIONER PHILLIPS: Thanks to all of you. 14 Y'all are making me blush, which I don't do a 15 lot. 16 But a former general counsel friend of 17 mine once called me, "an institution." 18 Y'all are trying to call me, "old." 19 You keep talking about how long I've have 20 been here. So, with that, thank you-all. 21 I appreciate it. 22 CHAIRMAN WALKER: So, for formality purposes, 23 we have a motion on the table. I have a second. 24 COMMISSIONER BROCK: Yes. 25 CHAIRMAN WALKER: All those in favor of</p>
<p style="text-align: right;">Page 118</p> <p>1 can do market rate housing and those kinds of 2 things, I do believe that there is a need for 3 mixed-income housing. 4 I don't ever want to see 100-percent 5 low-income. I don't know that that's the way we 6 should go. We should always target to have 7 mixed-income housing. 8 But remember that there is a -- there are 9 resources out there that are addressing that 10 market for market rate housing and people that can 11 afford to pay. 12 And so we ought to be looking to help fill 13 the gap that allows for more low-income people to 14 be served, in my opinion. 15 Thank y'all. 16 CHAIRMAN WALKER: Commissioner Brock. 17 COMMISSIONER BROCK: Yes. 18 To Commissioner Phillips, I, too, want to 19 thank you for all of the wisdom that you brought 20 to this Board of Commissioners. For real. 21 You did. You brought at lot of wisdom to us. 22 When I came on the board -- and, like 23 Mr. Alexander said -- I remember coming in the 24 meeting. And I was devastated, because the room 25 was so packed.</p>	<p style="text-align: right;">Page 120</p> <p>1 the resolution commending Commissioner Phillips 2 for her years of service signify by saying, "Aye." 3 COMMISSIONER BROCK: Aye. 4 COMMISSIONER GRIGGS: Aye. 5 COMMISSIONER HOROVITZ: Aye. 6 CHAIRMAN WALKER: Aye. 7 Any opposition? 8 There better not be. 9 (no response) 10 CHAIRMAN WALKER: Hearing none, 11 congratulations, Commissioner. 12 One last cleanup item. I just want to make 13 sure everybody sees Conflict of Interest 14 Disclosure Forms required. 15 If you could, just take a moment. 16 COMMISSIONER PHILLIPS: Do I need to do that? 17 MS. HODGES: I would, because you're still on 18 the board. 19 CHAIRMAN WALKER: Yes. You're still on until 20 January, right? 21 COMMISSIONER PHILLIPS: Yes. 22 CHAIRMAN WALKER: We're going to call a 23 meeting December 24th just to see if Commissioner 24 Phillips comes. 25 COMMISSIONER PHILLIPS: No. I'll be out of</p>

1 town.  
 2 CHAIRMAN WALKER: But, if we could get your  
 3 Conflict of Interest Disclosure Forms --  
 4 take 2 minutes, fill it out, hand it off to  
 5 Mr. Alexander before you leave -- I'd be very  
 6 grateful.  
 7 Absent any other comments from the board,  
 8 I will go ahead and will adjourn the meeting as  
 9 of 4:09 p.m.  
 10 Thank you-all very much.  
 11 (Whereupon, the JHA Board of Commissioners  
 12 Meeting concluded at 4:09 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 the  
 7 foregoing proceedings and that the transcript to the  
 8 best of my ability is a true and complete record of my  
 9 stenographic notes.  
 10 Dated this 15th day of December, 2022.  
 11  
 12   
 13 \_\_\_\_\_  
 14 Carol DeBee Martin  
 15 Notary Public State of Florida  
 16 My Commission: HH 038064  
 17 Expires: 12-29-2024  
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