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<p>1</p> <p>2</p> <p>3</p> <p>4</p> <p>5</p> <p>6 JACKSONVILLE HOUSING AUTHORITY BOARD OF COMMISSIONERS</p> <p>7 SPECIAL MEETING</p> <p>8</p> <p>9</p> <p>10 TAKEN: Friday, June 16, 2023</p> <p>11 TIME: 9:00 a.m. to 10:44 a.m.</p> <p>12 PLACE: Jacksonville Housing Authority</p> <p>13 1300 North Broad Street</p> <p>14 Jacksonville, Florida 32202</p> <p>15 Taken by Carol DeBee Martin, court reporter.</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20 Carol DeBee Martin</p> <p>21 Jacksonville Court Reporting, Inc.</p> <p>22 1620 Bartram Road, Apt. 6111</p> <p>23 Jacksonville, Florida 32207</p> <p>24 (904) 465-0787 (cell)</p> <p>25 debeemartin@aol.com</p>	<p>1 PROCEEDINGS</p> <p>2 June 16, 2023 9:00 a.m.</p> <p>3 CHAIRMAN WALKER: Is Heather joining us,</p> <p>4 or no?</p> <p>5 CEO: I'm not sure. She asked why we were</p> <p>6 having a meeting, and I told her that you wanted</p> <p>7 to have the meeting. So she didn't confirm back.</p> <p>8 CHAIRMAN WALKER: Okay. That's fine.</p> <p>9 So, based on the last board meeting,</p> <p>10 I got the impression people would like to know</p> <p>11 more about the conversations we're having prepping</p> <p>12 for the board meeting and some of the things going</p> <p>13 on. So, when we get to the board meetings,</p> <p>14 we can have maybe some more substantive</p> <p>15 conversations, but use these meetings to tee it</p> <p>16 up.</p> <p>17 So I'm going to notice these meetings.</p> <p>18 These are more like Dwayne and I's prep meetings.</p> <p>19 Dwayne and I prep, you know, usually well in</p> <p>20 advance before the meetings.</p> <p>21 So I'm going to notice these meetings so that</p> <p>22 we can talk openly about the prep. My intention</p> <p>23 is to never take action at these meetings.</p> <p>24 It's really just, for lack of a better phrase,</p> <p>25 "board prep meetings," so we can all be aware of</p>
Page 2	Page 4
<p>1 APPEARANCES:</p> <p>2 DWAYNE ALEXANDER, PRESIDENT/CEO</p> <p>3 CHAIRMAN CHRISTOPHER WALKER</p> <p>4 COMMISSIONER HARRIET BROCK</p> <p>5 COMMISSIONER HEATHER HOROVITZ</p> <p>6 COMMISSIONER CRAIG SHOUP</p> <p>7 HARRY M. WILSON, IV, ESQUIRE, "Reece" (OGC)</p> <p>8 KORTE PARDE, ESQUIRE,</p> <p>9 DENNIS LOHR, CFO</p> <p>10 VANESSA DUNN</p> <p>11 ---</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p> <p>24</p> <p>25</p>	<p>1 what's coming.</p> <p>2 COMMISSIONER SHOUP: Workshop.</p> <p>3 CHAIRMAN WALKER: Workshop. That's all this</p> <p>4 is is workshop meetings. People can attend.</p> <p>5 People cannot attend, but I just wanted to make</p> <p>6 sure everyone had a chance to hear the</p> <p>7 conversations that are taking place so there is no</p> <p>8 confusion as to what we're talking about leading</p> <p>9 up to board meetings. That was the intent of the</p> <p>10 meetings.</p> <p>11 So I don't think we need to call to order.</p> <p>12 Any public comments?</p> <p>13 Anybody in here commenting publicly?</p> <p>14 (no response)</p> <p>15 CHAIRMAN WALKER: Oh, I thought Kort was</p> <p>16 going to comment.</p> <p>17 MS. PARDE: No.</p> <p>18 CHAIRMAN WALKER: Okay. I was like,</p> <p>19 "Go ahead."</p> <p>20 Here is a quick agenda, guys. I don't</p> <p>21 anticipate this taking too, too long.</p> <p>22 I'll give this to you, Ms. Carol.</p> <p>23 (Documents were passed out to everyone.)</p> <p>24 COMMISSIONER SHOUP: I'm good until 3:30.</p> <p>25 So ...</p>

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<p>1 CHAIRMAN WALKER: I am not. I've got to go 2 finish this epic disaster. 3 So the first thing I want to talk about 4 -- there was there was a lot of conversation, 5 and I want to get this teed up for our next board 6 meeting so that we have time to get in front of 7 Mayor Deegan -- Mayor Elect Deegan so that we can 8 get this into the budget. 9 So that's one of the reasons I want to talk 10 about the OGC/Outside Billings. We've talked a 11 lot about the Office of General Counsel. 12 So Dwayne had, which I really appreciate 13 OGC doing this, kind of what our annual spend is 14 on legal work, and I thought it was interesting. 15 So I think, when you look at our 2022/2023, 16 we're only halfway through our fiscal -- well, no. 17 About three-quarters away through our fiscal. 18 Three-quarters away through our fiscal, we're at 19 197-. 20 I suspect that will be going up given the 21 transactions that we're having, and this doesn't 22 include all agency contract review yet. 23 Does it? 24 I don't think it does. 25 CEO: No.</p>	<p>1 CHAIRMAN WALKER: Yes -- 2 COMMISSIONER BROCK: -- oh, okay. 3 CHAIRMAN WALKER: -- and keep using OGC for 4 board-related work or specialty work -- 5 COMMISSIONER BROCK: I see what you're 6 saying. 7 CHAIRMAN WALKER: -- or whatever else. 8 COMMISSIONER BROCK: So that lawyer would 9 be exclusive for like Mr. Alexander -- the work 10 that Mr. Alexander's doing for whatever. 11 CHAIRMAN WALKER: Correct. 12 I had a conversation with Lawsikia where I 13 -- I mean this sincerely -- which is I have no 14 idea why Lawsikia, at her level, is reviewing 15 board resolutions. Appreciated. But that's a 16 second or third-year associate job, which we 17 should be able to, you know -- 18 CEO: So I will add to that. So, for years, 19 that has never happened here. I've been here over 20 five years now. We even presented many 21 resolutions to the board, and they all have been 22 approved in the past. 23 CHAIRMAN WALKER: Yes. 24 CEO: I don't understand. 25 What's the problem with them now, you know?</p>
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<p>1 CHAIRMAN WALKER: Because we're not sending 2 anything at this -- well, we're starting to, right? 3 CEO: Yes. 4 CHAIRMAN WALKER: Okay. So part of the 5 conversation I want to have is look. I really 6 do think that, at the next board meeting, 7 we need to be prepared to debate and discuss and 8 ultimately vote to authorize Dwayne to petition 9 the city for a full-time internal counsel. 10 COMMISSIONER SHOUP: I think we already did 11 that. We took a vote. 12 CHAIRMAN WALKER: We took a vote, 13 but then there were questions around, you know, 14 what the fees were and everything else. 15 So my read of the prior minutes -- 16 my notes -- was we wanted to review this number to 17 make sure it made sense, and then ... 18 Yes. 19 COMMISSIONER BROCK: So, Mr. Chair, are you 20 saying that we're going to not use Ms. Lawsikia 21 and them anymore? 22 CHAIRMAN WALKER: Oh, no, no, no. Quite the 23 opposite. 24 COMMISSIONER BROCK: We're going to bring an 25 attorney from OGC in-house --</p>	<p>1 CHAIRMAN WALKER: I don't think there's a 2 problem with them. I think it's a board comfort 3 level -- 4 CEO: Right -- 5 CHAIRMAN WALKER: -- based on prior board 6 conversations. 7 CEO: -- okay, okay. 8 CHAIRMAN WALKER: You know? 9 And it can never hurt. It can never hurt. 10 CEO: For sure. 11 CHAIRMAN WALKER: So, yes. I think at 197- 12 -- we're already paying 197- -- quote/unquote -- 13 "out of our budget." 14 COMMISSIONER SHOUP: And these are not 15 internal service charges. 16 CHAIRMAN WALKER: These are internal service 17 charges -- internal to OGC. 18 Meaning OGC bills us. I consider that 19 an internal charge. 20 COMMISSIONER SHOUP: See, I'm going in the 21 old -- my old city head. When I was at the 22 Public Defender, we had what was called -- 23 the city has internal service charges where it was 24 city dollars, not real money, that would -- 25 we allocated so much money for the copiers,</p>

<p style="text-align: right;">Page 9</p> <p>1 and then they would take the same internal -- 2 this is hard U.S. --</p> <p>3 CHAIRMAN WALKER: This is hard JHA cash. 4 COMMISSIONER SHOUP: -- yes.</p> <p>5 CHAIRMAN WALKER: Yes. So at 197- -- 6 and, again, if you extrapolate that over another 7 -- call it -- three months, four months, 8 I mean we're going to be well above the 227- 9 that we spent last year.</p> <p>10 COMMISSIONER BROCK: So, Mr. Chair -- 11 CHAIRMAN WALKER: Yes --</p> <p>12 COMMISSIONER BROCK: -- so that would bring 13 this number down for them, right --</p> <p>14 CHAIRMAN WALKER: -- no --</p> <p>15 COMMISSIONER BROCK: -- since we would be 16 getting --</p> <p>17 CHAIRMAN WALKER: -- no. So I anticipate 18 that -- so what I'm envisioning, Commissioner, 19 is let's say that -- and I'm making up a number.</p> <p>20 COMMISSIONER BROCK: -- okay. Yeah. 21 I understand.</p> <p>22 CHAIRMAN WALKER: Yes. Let's say that we go 23 hire an attorney for -- or OGC hires an attorney 24 for \$120,000 a year. 25 (Commissioner Horovitz entered the room.)</p>	<p style="text-align: right;">Page 11</p> <p>1 attorney in-house for the cost. 2 Do you know what I mean?</p> <p>3 COMMISSIONER SHOUP: It's important. 4 It's like this person -- if we're able to pull 5 this off -- would not report to Mr. Alexander. 6 They're still an employee of OGC. They still 7 report to the city General Counsel. 8 It's just like how JEA has their attorneys 9 in-house. They are in the building at JEA. 10 They still report to the General Counsel. 11 That's just part of consolidation.</p> <p>12 CHAIRMAN WALKER: And they're going more with 13 this model. 14 I was talking with Lawsikia about this, 15 and they're going more and more to this model. 16 I think I might comment to this, as well, 17 which is JEA has now got full-time folks sitting 18 there. 19 Is it the Port Authority or Aviation 20 Authority that does the same thing?</p> <p>21 MR. WILSON: They do not have full time, 22 at this time, from OGC. They don't have an 23 attorney from OGC staffing them. 24 CHAIRMAN WALKER: Okay. 25 MR. WILSON: But JEA does and so does the</p>
<p style="text-align: right;">Page 10</p> <p>1 COMMISSIONER HOROVITZ: Hello. 2 CHAIRMAN WALKER: How are you, Commissioner? 3 COMMISSIONER HOROVITZ: Good. 4 CHAIRMAN WALKER: \$120,000 a year, right? 5 The thought process is that we, 6 the agency, would cover that cost, plus overhead, 7 plus benefits. 8 COMMISSIONER BROCK: Oh, okay. 9 CHAIRMAN WALKER: And then, you know, the 10 197- would be -- part of the work would be part of 11 that 197-.</p> <p>12 COMMISSIONER BROCK: Okay. 13 CHAIRMAN WALKER: Right?</p> <p>14 But then we would still be able to use all 15 the resources of the various things, as well. 16 So, again, the thought process here I think -- 17 and I think this makes sense -- is to let's 18 have somebody full time here. 19 We still have all the resources of OGC for 20 the specialties. We still have all the outside 21 services. 22 But, when you look at the numbers, you know, 23 I don't think, "our spend --" quote/unquote -- 24 is going to change all that much considering 25 that what we're really doing is just bringing an</p>	<p style="text-align: right;">Page 12</p> <p>1 school board. 2 CHAIRMAN WALKER: Oh, the school board. 3 Yes. 4 MR. WILSON: Right. 5 CHAIRMAN WALKER: So the agencies are 6 moving. Like there's a precedence for this 7 I guess is the point. 8 COMMISSIONER SHOUP: It's not a new 9 precedence either. 10 CHAIRMAN WALKER: No, it's not a new 11 precedence. 12 I think it's just a function of, you know, 13 look, if we -- you know, I agree. We want every 14 contract reviewed by an attorney. We want our 15 board resolutions reviewed. 16 I mean, at that rate, we really should have 17 somebody. 18 COMMISSIONER SHOUP: This is the idea of a 19 more -- it will streamline it where it turns 20 around quicker, and Mr. A, if he's got a 21 question about a resolution or something, 22 he can literally walk down the hall, and say, 23 "Hey," instead of emailing it. 24 Where the people at OGC are great attorneys, 25 but they've got so many clients and so many things</p>

<p style="text-align: right;">Page 13</p> <p>1 going on that it gives him --</p> <p>2 CHAIRMAN WALKER: I've talked at length with</p> <p>3 Lawsikia about this, and her comment --</p> <p>4 no bad things towards OGC -- they're overworked</p> <p>5 and underpaid and don't have enough resources --</p> <p>6 not enough attorneys.</p> <p>7 So, to the extent that we can afford to bring</p> <p>8 one more in, that actually helps them, as well.</p> <p>9 So ...</p> <p>10 COMMISSIONER HOROVITZ: So I have a question,</p> <p>11 and I'm sorry for being late.</p> <p>12 What is the staff person -- what is their</p> <p>13 work going to be?</p> <p>14 Is it to review resolutions?</p> <p>15 Like, what is --</p> <p>16 CHAIRMAN WALKER: It's going to be the full</p> <p>17 monty. It will be resolution review, contract</p> <p>18 reviews, being in on negotiations for like the</p> <p>19 U.S. Virgin Islands, to be able to synthesize all</p> <p>20 of this down into documents, like legal documents</p> <p>21 that we could use, things we want OGC to be doing</p> <p>22 anyhow. It's just that they'd be readily</p> <p>23 accessible here as opposed to sitting in OGC's</p> <p>24 office and then emailing back and forth.</p> <p>25 COMMISSIONER HOROVITZ: And, are we doing</p>	<p style="text-align: right;">Page 15</p> <p>1 been, or bring on another person to assist in that</p> <p>2 that would ultimately still report to OGC.</p> <p>3 That's the thought process.</p> <p>4 COMMISSIONER HOROVITZ: Two questions.</p> <p>5 This is just open talking, right?</p> <p>6 CHAIRMAN WALKER: Yes.</p> <p>7 So, to be clear, I know some people --</p> <p>8 before you walked in, I said, you know, that part</p> <p>9 of why I want to have these workshops is just to</p> <p>10 have the conversations. There is no intention to</p> <p>11 vote on anything here.</p> <p>12 COMMISSIONER HOROVITZ: Yes, yes, yes.</p> <p>13 Well --</p> <p>14 CHAIRMAN WALKER: So ...</p> <p>15 COMMISSIONER HOROVITZ: -- how much are we</p> <p>16 planning on paying this person?</p> <p>17 CHAIRMAN WALKER: I have no idea what --</p> <p>18 COMMISSIONER SHOUP: We do a market look at</p> <p>19 it and see everything.</p> <p>20 CHAIRMAN WALKER: Based on the meeting with</p> <p>21 Jason Teal, I got the distinct impression it would</p> <p>22 probably be \$100,000 or less.</p> <p>23 COMMISSIONER HOROVITZ: We'd have to look at</p> <p>24 that cost, though, because I know that OGC is</p> <p>25 below market hourly rate.</p>
<p style="text-align: right;">Page 14</p> <p>1 this more because we need additional resources,</p> <p>2 or do we think there will be a cost savings?</p> <p>3 CHAIRMAN WALKER: I think both. I think</p> <p>4 both.</p> <p>5 I think what we've got here is we've spent</p> <p>6 197- so far this year on OGC resources.</p> <p>7 COMMISSIONER HOROVITZ: But, from what I</p> <p>8 understand -- because I asked Ms. Hodges to send a</p> <p>9 breakdown of that -- the majority of the billing</p> <p>10 is for eviction matters, not day-to-day housing</p> <p>11 authority business.</p> <p>12 CHAIRMAN WALKER: Correct.</p> <p>13 162- is for eviction matters, plus another</p> <p>14 20-, which actually doesn't add up --</p> <p>15 which actually doesn't add up -- but then what</p> <p>16 I'm hearing is we would then be able to have all</p> <p>17 of the additional -- if we were to have all the</p> <p>18 contracts reviewed, all the resolutions reviewed,</p> <p>19 you know, we're literally talking about at least</p> <p>20 three-quarters of a body in what my conversations</p> <p>21 with Lawsikia were going to be.</p> <p>22 And the answer to that is really either we</p> <p>23 continue with OGC as is, which we know they're</p> <p>24 -- they have a lot of work, and the turnaround</p> <p>25 times kind of go back and forth the way its</p>	<p style="text-align: right;">Page 16</p> <p>1 CHAIRMAN WALKER: Yes.</p> <p>2 COMMISSIONER HOROVITZ: So, if the purpose is</p> <p>3 to review resolutions -- and, to go back to the</p> <p>4 turnaround time, I know, just because we get</p> <p>5 resolutions very late, that they're not given</p> <p>6 enough time to review to get back to go back and</p> <p>7 forth.</p> <p>8 COMMISSIONER SHOUP: I mean we're sending</p> <p>9 them, what, a week in advance or more, on the</p> <p>10 resolutions -- two weeks in advance?</p> <p>11 COMMISSIONER HOROVITZ: I know that some</p> <p>12 resolutions are getting to their office with a</p> <p>13 couple days to review, and I've had that</p> <p>14 conversation with OGC.</p> <p>15 So maybe it's some of us. Maybe it's some of</p> <p>16 them. But I wouldn't say that categorically they</p> <p>17 are holding up getting resolutions to us,</p> <p>18 because I know that their changes circulate.</p> <p>19 So ...</p> <p>20 CEO: So, if I may speak --</p> <p>21 CHAIRMAN WALKER: Uh-huh.</p> <p>22 CEO: -- we have always gotten the</p> <p>23 resolutions out at a minimum of two weeks.</p> <p>24 We can see if someone reads them or not.</p> <p>25 They may read them at the last minute,</p>

Page 17	<p>1 but we get notification if they're read.</p> <p>2 But we were sending resolutions out at least</p> <p>3 three weeks in advance. It was just up until</p> <p>4 recently we might have sent out -- maybe last</p> <p>5 month or the month before, we might have sent it</p> <p>6 out maybe a week-and-a-half in advance.</p> <p>7 But we always send them out in advance.</p> <p>8 We just don't get a response back from them in</p> <p>9 time.</p> <p>10 COMMISSIONER HOROVITZ: There is no one here</p> <p>11 -- I don't think that you can comment on that</p> <p>12 (addressed Mr. Wilson).</p> <p>13 But Ms. Hodges isn't here to say if that's</p> <p>14 true or not. So this is a moot point.</p> <p>15 CHAIRMAN WALKER: It's a moot point.</p> <p>16 I will say that, to your point, there is a lot of</p> <p>17 confusion and differing interpretations of when</p> <p>18 things are sent and when things are, you know,</p> <p>19 reviewed and when they're final.</p> <p>20 I think Boardable -- I love Boardable.</p> <p>21 I don't know if you guys have gotten your invites</p> <p>22 yet.</p> <p>23 COMMISSIONER SHOUP: I hate it.</p> <p>24 CHAIRMAN WALKER: How do you hate Boardable?</p> <p>25 COMMISSIONER SHOUP: It's so hard to read on</p>	Page 19	<p>1 through and be prepared to answer at the next</p> <p>2 board meeting. That was the point of bringing</p> <p>3 this up today.</p> <p>4 I mean the breakdown -- and I did the</p> <p>5 math on the eviction work, by the way -- that's a</p> <p>6 really good rate for evictions. Like you can't go</p> <p>7 to outside --</p> <p>8 COMMISSIONER HOROVITZ: Right.</p> <p>9 CHAIRMAN WALKER: -- you can't get any</p> <p>10 cheaper on the eviction work.</p> <p>11 I guess the real question is is like,</p> <p>12 how many contracts do we have at the agency that</p> <p>13 we're executing evry week?</p> <p>14 This really comes down to a workload question</p> <p>15 as much for you, Dwayne, as anybody else.</p> <p>16 Do we have the work to keep somebody busy?</p> <p>17 CEO: Yes.</p> <p>18 COMMISSIONER HOROVITZ: What other work would</p> <p>19 they be doing?</p> <p>20 CEO: Oh, there are various different</p> <p>21 things. They can review stuff. We've got</p> <p>22 contracts that go in and out of procurement,</p> <p>23 some of the eviction stuff, some of the stuff we</p> <p>24 deal with, with Legal Aid. We have tons of stuff</p> <p>25 where we can use an extra body with a legal</p>
Page 18	<p>1 your phone.</p> <p>2 CHAIRMAN WALKER: No, it's -- well, on your</p> <p>3 phone.</p> <p>4 COMMISSIONER SHOUP: No. Like I was trying</p> <p>5 to open the documents. I was reading them the</p> <p>6 other night. I sit and read this stuff at</p> <p>7 like two o'clock in the morning on my phone.</p> <p>8 CHAIRMAN WALKER: But, in theory --</p> <p>9 COMMISSIONER SHOUP: It's hard to open,</p> <p>10 hard to read from there. Like it's okay on the</p> <p>11 computer, but trying to -- it was so much easier</p> <p>12 the old way for me to read and review stuff.</p> <p>13 Because it was just so much easier.</p> <p>14 CHAIRMAN WALKER: Do you have the app?</p> <p>15 COMMISSIONER SHOUP: No.</p> <p>16 CHAIRMAN WALKER: No.</p> <p>17 COMMISSIONER SHOUP: There's an app?</p> <p>18 CHAIRMAN WALKER: There's an app.</p> <p>19 COMMISSIONER SHOUP: I'll try that.</p> <p>20 CHAIRMAN WALKER: Try that.</p> <p>21 So, again, I think what I want to do is give</p> <p>22 resolutions to Dwayne one way or another if we're</p> <p>23 going to do this, and I'm not saying we have to</p> <p>24 make a decision here today.</p> <p>25 But it's something that we just need to think</p>	Page 20	<p>1 background.</p> <p>2 CHAIRMAN WALKER: Do you think before the</p> <p>3 next board meeting you could work through and get</p> <p>4 us a list of things that you want this person to</p> <p>5 handle?</p> <p>6 CEO: Yes. Sure.</p> <p>7 CHAIRMAN WALKER: I think that would be</p> <p>8 helpful to see a list of duties.</p> <p>9 Could you also get with Lawsikia?</p> <p>10 Because she had some good ideas, too,</p> <p>11 about, if we were to hire, what this person could</p> <p>12 do.</p> <p>13 Oh, wait. She's texting me.</p> <p>14 Yes. Her point was GC will make sure JHA</p> <p>15 gets its own attorney as long as we can justify</p> <p>16 the need, and the agency pays for it.</p> <p>17 That's I think consistent with the</p> <p>18 conversations I had with her, at least.</p> <p>19 COMMISSIONER HOROVITZ: I think we also want</p> <p>20 to make sure that we're clear on what this person</p> <p>21 would not be doing.</p> <p>22 Like, just because they have done deal work,</p> <p>23 that that's not an area that they would be like</p> <p>24 advising on. So --</p> <p>25 CHAIRMAN WALKER: No. I don't think so.</p>

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<p>1 I mean I think being part of those -- I kind of 2 see this as a true like internal like General 3 Counsel, in the sense that they're going to be 4 helping coordinate as much as doing like specific 5 things. 6 Right? 7 Like, when we do have deals, they should be 8 on the calls making sure that our outside counsel 9 -- sort of what Lawsikia does, as well. 10 It's, "Hey, you know, we sent this. 11 Where are we following up on this? Where are 12 these things? Did you get it over to me or 13 somebody else to review?" 14 They should be on those calls, as well. 15 Like, normally, in like the private sector, 16 the attorneys are on all of these calls, 17 and I know that that is difficult at times for us 18 to accomplish. 19 I think it's things like that that we need 20 to pay attention to, but I agree. I don't see 21 them running a deal internally. 22 COMMISSIONER HOROVITZ: No, no, no. 23 I just wouldn't want the scope to creep on their 24 role and responsibilities. 25 CHAIRMAN WALKER: I agree. Yes. I agree.</p>	<p>1 that in June at the June 26th meeting? 2 We think BMO could have that ready by then, 3 because, otherwise, it's going to be ... 4 We don't meet in July, right? 5 CEO: No. 6 CHAIRMAN WALKER: Or August? 7 CEO: No. We do meet in August. 8 CHAIRMAN WALKER: We meet in August. 9 Otherwise, it would go to August. I don't care if 10 we push it to August. 11 Does anybody have an opinion on this one way 12 or the other? 13 COMMISSIONER HOROVITZ: What's the objective 14 of it? 15 CHAIRMAN WALKER: Just to make sure all the 16 board members are educated on what a bond 17 financing would be. 18 So it would be a combination of BMO and 19 Tanya, correct -- 20 CEO: That's correct. 21 CHAIRMAN WALKER: -- Tanya, who is our 22 financial adviser, just explaining how the process 23 works, things of that nature. 24 COMMISSIONER HOROVITZ: Is this the one that 25 Lawsikia was talking about who would outline our</p>
<p>1 Okay. That's all I had on that one. 2 Anything else on that one? 3 (no response) 4 CHAIRMAN WALKER: Board finance. 5 What was this one, Dwayne? 6 What were we going to talk about? 7 CEO: I think that was Lawsikia's request, 8 board finance. 9 CHAIRMAN WALKER: What were we talking about? 10 Oh, maybe, "bond finance," not, "board 11 finance." "Bond finance." 12 Does everybody want to do an actual workshop 13 with -- well, I'm still confused. I'm still 14 confused -- I guess it's BMO, right? 15 CEO: Yes. 16 CHAIRMAN WALKER: Yes. I guess we really 17 do want a workshop then around, you know, 18 how this all works, what's going on, how this 19 would transpire, what our obligations would be, 20 what our other debts would be, things like that. 21 So, when I spoke with Dwayne and Lawsikia 22 about this, we were thinking like a 45-minute -- 23 like have a PowerPoint, but please don't read from 24 the PowerPoint presentation. 25 Does anybody have any objections to doing</p>	<p>1 responsibility and liability? 2 CHAIRMAN WALKER: Yes, yes. 3 So, do you want to do that the 26th? 4 In which case, I need to give direction to 5 Dwayne and OGC to put it together. 6 Or, do we want to do that in August? 7 COMMISSIONER HOROVITZ: What else is on the 8 agenda for that meeting? 9 COMMISSIONER BROCK: Yes. 10 CHAIRMAN WALKER: So far not a lot. 11 I think we have one resolution. 12 CEO: Yes. We have one resolution, 13 and we have Tanya scheduled on there, as well. 14 CHAIRMAN WALKER: What's Tanya presenting on? 15 CEO: Underwriting. 16 CHAIRMAN WALKER: On which deal? 17 Normandy? 18 CEO: Just in general so everyone would 19 understand the process. 20 CHAIRMAN WALKER: So she's going to go 21 through how she underwrites a deal. 22 CEO: Yes. 23 CHAIRMAN WALKER: Okay. Well, we might as 24 well do it at the same meeting. 25 COMMISSIONER BROCK: That's on the 26th?</p>

Page 25	<p>1 CHAIRMAN WALKER: Yes.</p> <p>2 COMMISSIONER BROCK: Okay.</p> <p>3 Because, Commissioner, you haven't met Tanya</p> <p>4 yet, have you?</p> <p>5 COMMISSIONER HOROVITZ: Was she the lady who</p> <p>6 was on the call?</p> <p>7 CHAIRMAN WALKER: Yes.</p> <p>8 COMMISSIONER BROCK: Yes.</p> <p>9 COMMISSIONER HOROVITZ: Yes. I've seen her</p> <p>10 on the call.</p> <p>11 COMMISSIONER BROCK: Oh, okay, okay.</p> <p>12 CHAIRMAN WALKER: Yes. So it's probably</p> <p>13 going to be a 2 or 3-hour meeting then at least.</p> <p>14 COMMISSIONER HOROVITZ: Why would it be?</p> <p>15 CHAIRMAN WALKER: Figure 45 minutes for bond</p> <p>16 review, 30 to 45 minutes for Tanya's presentation,</p> <p>17 and then Q and A sessions, plus regular business.</p> <p>18 I'm good.</p> <p>19 Yes?</p> <p>20 COMMISSIONER BROCK: Yes.</p> <p>21 CHAIRMAN WALKER: Okay. So let's go ahead</p> <p>22 and have them teed up for that.</p> <p>23 Do you guys want to see anything in advance</p> <p>24 of that meeting?</p> <p>25 COMMISSIONER HOROVITZ: What is the</p>	Page 27	<p>1 COMMISSIONER HOROVITZ: Okay.</p> <p>2 CHAIRMAN WALKER: The Boardable is just one</p> <p>3 central location where the bylaws will be kept,</p> <p>4 where our resolutions for review will be kept,</p> <p>5 contracts can be kept so that the board just has</p> <p>6 one digital place to see everything.</p> <p>7 COMMISSIONER HOROVITZ: I've got to tell you.</p> <p>8 It was a surprise. Like I reached out, and I'm</p> <p>9 like -- because we didn't discuss it beforehand.</p> <p>10 But now I've got it, and it's not spam.</p> <p>11 CHAIRMAN WALKER: It is not spam.</p> <p>12 COMMISSIONER BROCK: So you're saying --</p> <p>13 okay. Let me ask you something, Mr. Chair.</p> <p>14 So, are you saying that our minutes, too,</p> <p>15 is kept in that portal?</p> <p>16 CHAIRMAN WALKER: Yes.</p> <p>17 Because part of the problem is is like,</p> <p>18 when I want to go back and review minutes from</p> <p>19 three, four cycles ago --</p> <p>20 COMMISSIONER BROCK: Right --</p> <p>21 CHAIRMAN WALKER: -- it's like you've got to</p> <p>22 go find them and drag them out. Find them</p> <p>23 somewhere.</p> <p>24 Like the thought process is one central</p> <p>25 location for all of the board-related work.</p>
Page 26	<p>1 resolution?</p> <p>2 CHAIRMAN WALKER: What is the resolution on?</p> <p>3 Procurement, right?</p> <p>4 CEO: Yes.</p> <p>5 COMMISSIONER SHOUP: It was an increase.</p> <p>6 Not much. It's like 2500 bucks. It was in that</p> <p>7 Boardable stuff. It's 2500 bucks on a termite in</p> <p>8 a door frame thing -- like ongoing construction.</p> <p>9 MS. PARDE: E. B. Morris contract</p> <p>10 modification for I think it's -- it's under --</p> <p>11 it's like 5 grand.</p> <p>12 COMMISSIONER SHOUP: It was like 2500 bucks.</p> <p>13 MS. PARDE: But it is a modification to the</p> <p>14 contract.</p> <p>15 COMMISSIONER HOROVITZ: Using Boardable,</p> <p>16 how does the public access any of the information?</p> <p>17 CHAIRMAN WALKER: So all of the information</p> <p>18 on Boardable is accessible via any FOIR requests,</p> <p>19 Freedom of Information -- what's it called? --</p> <p>20 Sunshine requests.</p> <p>21 COMMISSIONER SHOUP: Yes.</p> <p>22 CHAIRMAN WALKER: Yes. So they can request</p> <p>23 information anytime they want, and the resolutions</p> <p>24 are still published. Meaning the public knows</p> <p>25 what we're doing.</p>	Page 28	<p>1 COMMISSIONER BROCK: -- yeah.</p> <p>2 Because I had a resident that reached out</p> <p>3 to me and was asking about some minutes,</p> <p>4 and she could not find them.</p> <p>5 And so she was, you know, asking about it.</p> <p>6 So I told her I would get some clarification for</p> <p>7 her.</p> <p>8 CHAIRMAN WALKER: Yes. And this way,</p> <p>9 if you have somebody reach out that wants the</p> <p>10 minutes, you can literally just click it and send</p> <p>11 it.</p> <p>12 COMMISSIONER SHOUP: Oh, it probably should</p> <p>13 go through staff to review to make sure there is</p> <p>14 nothing of a confidential nature or there are any</p> <p>15 9.19 exemptions that need to go out that --</p> <p>16 CHAIRMAN WALKER: On the minutes?</p> <p>17 COMMISSIONER SHOUP: -- that should come</p> <p>18 --</p> <p>19 COMMISSIONER BROCK: On the minutes?</p> <p>20 COMMISSIONER SHOUP: -- that should come from</p> <p>21 us. That should come from staff. That's just</p> <p>22 good public records policy stuff. That should all</p> <p>23 come -- all of the public records requests need to</p> <p>24 go to the staff and then be sent out from there,</p> <p>25 from a guy who used do public records requests.</p>

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<p>1 CHAIRMAN WALKER: So then we just should have 2 -- 3 COMMISSIONER BROCK: So then -- 4 CHAIRMAN WALKER: -- well, I have completely 5 -- 6 COMMISSIONER BROCK: -- so people can't just 7 see it unless they request it? 8 CHAIRMAN WALKER: Are our meetings published? 9 CEO: Yes. So we -- 10 CHAIRMAN WALKER: I'm sorry. Our minutes. 11 Are our minutes published? 12 CEO: -- yes. We publish every meeting. 13 It is on our website. We put out in all the 14 communities. 15 Even with the Boardables, we put 16 specifically, "Just the board and General Counsel 17 on the Boardables." 18 We still do what we were doing in the past, 19 sending out the calendar invites to everyone 20 else. They have access to the materials for the 21 meetings. 22 CHAIRMAN WALKER: Okay. I just want to make 23 sure we have a consistent policy procedure. 24 So, if that's what we're doing, maybe have it 25 for posterity's sake.</p>	<p>1 COMMISSIONER HOROVITZ: Yes. I agree. 2 COMMISSIONER BROCK: I don't get that. 3 COMMISSIONER SHOUP: When it turns into 4 a written document, though, there are rules. 5 There are certain rules set by statute of what you 6 can and cannot publish. 7 CHAIRMAN WALKER: I've just been sending 8 minutes around as people needed them. So -- 9 COMMISSIONER SHOUP: I didn't say it made a 10 lot of sense. 11 CHAIRMAN WALKER: -- I'm just letting you 12 know what I've done. 13 COMMISSIONER SHOUP: From the guy who used to 14 sit and do file reviews for a state agency, 15 you had to, yes. 16 CHAIRMAN WALKER: Okay. Can we have somebody 17 look into that -- 18 CEO: Yes. 19 CHAIRMAN WALKER: -- to see what the actual 20 policy is? Policy on -- 21 COURT REPORTER: The meeting minutes. 22 CHAIRMAN WALKER: -- thank you. This is why 23 you're here, Carol. Thank you so much. 24 So we talked about the bond finance. 25 We talked about meeting minutes and publishing.</p>
Page 30	Page 32
<p>1 We put that in writing, and we say, 2 "This is the policy for publishing meeting 3 minutes." 4 Like, actually, I never even thought about 5 the exemptions to Sunshine. 6 COMMISSIONER SHOUP: (nodded head 7 affirmatively) 8 CHAIRMAN WALKER: So that's something that 9 ultimately needs to go to somebody in here or to 10 OGC to review the meeting minutes to make sure 11 that, if there are things that should be redacted 12 or whatever are not presented. 13 Does OGC do that for other agencies? 14 MR. WILSON: I don't think so. 15 CHAIRMAN WALKER: Okay. 16 COMMISSIONER SHOUP: It would be internal. 17 CHAIRMAN WALKER: It would be internal? 18 CEO: Yes. 19 CHAIRMAN WALKER: Okay. 20 COMMISSIONER BROCK: I don't get that. 21 CHAIRMAN WALKER: Commissioner? 22 COMMISSIONER BROCK: No. What I was saying 23 is I don't get that, because we have -- 24 our meetings are open to the public. They can sit 25 in here and hear everything.</p>	<p>1 We talked about Boardable. 2 Does anybody have trouble getting into 3 Boardable, other than -- 4 COMMISSIONER SHOUP: I can get in. 5 CHAIRMAN WALKER: -- "We thought it was 6 spam," which I apologize for? 7 COMMISSIONER SHOUP: I didn't think it was 8 spam. I thought, "Here we go." 9 CHAIRMAN WALKER: Commissioner. 10 COMMISSIONER BROCK: So, since this is an 11 informal meeting -- okay -- so we did -- 12 we did only one retreat since I've been here for 13 the Board of Commissioners, right? 14 So, are we planning on doing another one? 15 And then, if we do them, are we going to 16 follow through with what we discuss in those and 17 that we say we're going to do? 18 Because we give -- we've said things that we 19 were going to do, and we haven't done them. 20 You know, it's the same thing, and I know y'all 21 maybe get tired of hearing me say this. 22 But it's just like Mr. Alexander. 23 It's not fair to him that every year -- 24 here we are every year late doing his evaluation. 25 CHAIRMAN WALKER: But, wait. We're not,</p>

<p style="text-align: right;">Page 33</p> <p>1 because we talked about it at the board meeting. 2 Constangy is doing the 360, right? 3 MS. PARDE: Yes. 4 CHAIRMAN WALKER: When do we expect an 5 initial -- 6 MS. PARDE: I have not gotten a response 7 back. They are still working on their first 8 project. 9 CHAIRMAN WALKER: -- okay. On their first 10 project. 11 Did we get an update on that? 12 MS. PARDE: They are scheduling interviews 13 for the 27th, the day after our board meeting. 14 So they've got all of the documentation, and 15 they've been in contact with me. And they have 16 all of the interviews on one day, and it is 17 Tuesday, the 27th. 18 CHAIRMAN WALKER: Okay. Can we push 19 them on getting like the structure around the 20 360 Evaluation so we're not late? 21 MS. PARDE: Absolutely. 22 COMMISSIONER BROCK: Yes. That's crazy. 23 CHAIRMAN WALKER: So I think, at a prior 24 board meeting, we talked about this, didn't 25 we, using Constangy to help structure out the</p>	<p style="text-align: right;">Page 35</p> <p>1 interviews with staff? 2 CHAIRMAN WALKER: So there was -- y'all are 3 aware, at a prior meeting -- maybe two meetings 4 ago I think it was -- we brought up the fact that 5 Ms. Harris had sent in a letter. 6 COMMISSIONER HOROVITZ: Yes. 7 CHAIRMAN WALKER: And, at the advice and 8 counsel of OGC, we went out, and Dwayne engaged 9 Constangy to also do an evaluation of that matter 10 -- 11 COMMISSIONER HOROVITZ: Yes. 12 CHAIRMAN WALKER: -- to make sure that 13 everything was good. 14 So I guess they're interviewing staff in 15 connection with that? 16 MS. PARDE: (nodded head affirmatively) 17 CHAIRMAN WALKER: Kort is taking lead 18 in coordinating so that Dwayne has independence 19 on the matter, and OGC is obviously involved in 20 coordinating as well with Constangy. 21 MS. PARDE: Yes. 22 CHAIRMAN WALKER: So we want to try and wrap 23 that up to make sure, you know, everything is 24 good. 25 COMMISSIONER BROCK: So that's part of the</p>
<p style="text-align: right;">Page 34</p> <p>1 360 Evaluation? 2 Because Lawsikia's advice was like we 3 shouldn't really be doing like just a straight-up 4 internal evaluation, because it could be deemed 5 that your staff are pressured to put something 6 down one way or the other. Because, Mr. Dwayne, 7 you have such a heavy hand. 8 So the recommendation was we use like 9 a third party to like structure out a 10 360 Evaluation. I guess Constangy does this for 11 other public housing agencies and authorities. 12 Lawsikia said they've done it for the city for 13 some other things. 14 So we have them kind of like structuring out 15 what the -- correct -- they're going to structure 16 it out and actually run it, gather all the 17 responses, put the responses into a packet then 18 that the board can review as part of our 19 evaluation of Dwayne, you know, our annual 20 evaluation? 21 Because the contract calls for a 22 360 Evaluation. So that's what we're going to 23 do. That was the best solution that we could come 24 up with. So ... 25 COMMISSIONER HOROVITZ: And scheduling</p>	<p style="text-align: right;">Page 36</p> <p>1 investigation that you said that we were going to 2 do? 3 CHAIRMAN WALKER: Correct. "Investigation," 4 is a strong word. We're doing a -- 5 COMMISSIONER BROCK: Well, that's what you 6 said. 7 CHAIRMAN WALKER: -- we're doing a review of 8 the -- 9 COMMISSIONER SHOUP: Submitted information. 10 CHAIRMAN WALKER: -- submitted information. 11 Yes. 12 COMMISSIONER BROCK: Right. Okay. 13 CHAIRMAN WALKER: The theory is -- 14 and then what Constangy -- I think what we want to 15 do, and I don't know who this falls on. I think 16 we're asking OGC to do this, right, or someone? 17 We need a policy around this, because we 18 can't go running to, you know, OIG or outside 19 counsel every time we -- I'm not saying this is 20 the case here. 21 COMMISSIONER BROCK: Right, right. 22 CEO: Right. 23 CHAIRMAN WALKER: But, if we have somebody 24 that's terminated that just wants to make 25 allegations, there has to be some sort of internal</p>

<p style="text-align: right;">Page 37</p> <p>1 --</p> <p>2 COMMISSIONER SHOUP: Threshold.</p> <p>3 CHAIRMAN WALKER: -- threshold policy that --</p> <p>4 you know, at that rate, we'll have 37 OIG reports,</p> <p>5 because we fire 37 people every year, which is</p> <p>6 just not good.</p> <p>7 So I think what we were stealing --</p> <p>8 "stealing," is a strong word -- we were going</p> <p>9 to look at the Port Authority, JEA, Aviation</p> <p>10 Authority's policies and procedures around how</p> <p>11 they deal with stuff like this and try and come up</p> <p>12 with something for us that actually governs,</p> <p>13 you know, when we get a complaint about Dwayne,</p> <p>14 here are the steps that we go through to vet the</p> <p>15 complaint. So ...</p> <p>16 COMMISSIONER SHOUP: I will say I've used</p> <p>17 Constangy. In other words, I've used Constangy</p> <p>18 for employee/employment issues, and they're about</p> <p>19 the best in town for that.</p> <p>20 CHAIRMAN WALKER: Yes. Lawsikia said they</p> <p>21 are. I've never worked with them, but she said,</p> <p>22 "They're really top-notch."</p> <p>23 So, are they local?</p> <p>24 COMMISSIONER SHOUP: Yes, they're local.</p> <p>25 Truist, BB&T -- whatever that building is called</p>	<p style="text-align: right;">Page 39</p> <p>1 that draft and hope to get it to them next week.</p> <p>2 CHAIRMAN WALKER: Next week. So we will or</p> <p>3 will not see a draft on the 26th of this proposed</p> <p>4 policy?</p> <p>5 MS. PARDE: I would say, "Probably not,"</p> <p>6 because Lawsikia needs time to review it.</p> <p>7 CHAIRMAN WALKER: Okay. Fair enough.</p> <p>8 Okay. Maybe we can get an update on the 26th,</p> <p>9 like how far along we are.</p> <p>10 Like this is a policy that we really need to</p> <p>11 have in place. Like we can't continue dealing</p> <p>12 with this the way we are. It's not</p> <p>13 cost-effective. It's a waste of -- I won't say,</p> <p>14 "waste of time."</p> <p>15 It's not cost-effective and is potentially a</p> <p>16 drain on people's time and energy. So we've just</p> <p>17 got to have a policy in place.</p> <p>18 COMMISSIONER HOROVITZ: Yes, and, then also</p> <p>19 just for the organization so they understand what</p> <p>20 the policy is.</p> <p>21 CHAIRMAN WALKER: Yes. Exactly.</p> <p>22 COMMISSIONER BROCK: So I have another</p> <p>23 question, Mr. Chair.</p> <p>24 So, with that 360, you say, when they do the</p> <p>25 interviews with the staff -- I know you say</p>
<p style="text-align: right;">Page 38</p> <p>1 now -- or at least they used to be.</p> <p>2 CHAIRMAN WALKER: Okay.</p> <p>3 COMMISSIONER HOROVITZ: So there are three</p> <p>4 different things we're talking about.</p> <p>5 Constangy is working on looking into that</p> <p>6 matter.</p> <p>7 CHAIRMAN WALKER: Yes.</p> <p>8 COMMISSIONER HOROVITZ: They are going to</p> <p>9 then later do a 360 Review and interview</p> <p>10 employees, and that's a part of the annual --</p> <p>11 CHAIRMAN WALKER: (nodded head affirmatively)</p> <p>12 COMMISSIONER HOROVITZ: -- okay.</p> <p>13 And then, third, they're helping draft</p> <p>14 policy?</p> <p>15 CHAIRMAN WALKER: Are they helping draft the</p> <p>16 policy, Dwayne, or are we working with OGC to</p> <p>17 draft the policy?</p> <p>18 MS. PARDE: So I reached out to her pursuant</p> <p>19 to your last request at the board meeting --</p> <p>20 CHAIRMAN WALKER: You reached out to, who?</p> <p>21 MS. PARDE: -- to OGC --</p> <p>22 CHAIRMAN WALKER: Okay.</p> <p>23 MS. PARDE: -- and OGC then put it back upon</p> <p>24 me to draft it. And they will review it,</p> <p>25 and that's how the process is. So I am working on</p>	<p style="text-align: right;">Page 40</p> <p>1 Ms. Kort is taking the lead on that.</p> <p>2 So she's going to sit in the interview with</p> <p>3 them while they doing it?</p> <p>4 CHAIRMAN WALKER: No.</p> <p>5 So the interviews on the 27th relate to</p> <p>6 Ms. Harris's statements.</p> <p>7 COMMISSIONER BROCK: Oh, okay.</p> <p>8 CHAIRMAN WALKER: I presume, Kort,</p> <p>9 you won't sit in on those interviews.</p> <p>10 MS. PARDE: No.</p> <p>11 CHAIRMAN WALKER: Yes. No. That would be</p> <p>12 improper.</p> <p>13 COMMISSIONER BROCK: Okay.</p> <p>14 CHAIRMAN WALKER: So it will just be</p> <p>15 Constangy and the staff talking about that as</p> <p>16 they're interviewed about it.</p> <p>17 Then, on the 360, the way I understand</p> <p>18 Constangy does it, which we're trying to just get</p> <p>19 this, you know -- Ms. Kort is going to help us,</p> <p>20 and Dwayne can help us put this together --</p> <p>21 is really just -- I think what they do is like a</p> <p>22 digital survey, like a random anonymous digital</p> <p>23 survey.</p> <p>24 Dwayne, is that what you've done in the past?</p> <p>25 CEO: Something to that effect.</p>

Page 41	<p>1 MS. PARDE: So, in another lifetime in a 2 different job, in a sense, I was an employment 3 attorney by trade. 4 And that is exactly what we do. We would 5 craft it with the agency with the 6 Chief Administrative Officer and Human Resources. 7 We would come up with a set group of questions 8 that we think would evaluate what the board would 9 want to do. 10 And then it would be sent out to all of the 11 staff, and it would be, you know, anonymous 12 returns. And then the attorney would review all 13 of it, compile it all for the board, craft a 14 report for you-all and present, and then that's 15 where you go forward. 16 CHAIRMAN WALKER: So that's -- what his 17 contract calls for is best practices, and we're 18 trying to get ahead of it before October. 19 That's our fiscal year, right? 20 COMMISSIONER BROCK: That's the fiscal year. 21 Yeah. 22 CHAIRMAN WALKER: We're trying to get ahead 23 of it before October so that like, in August, 24 we have this report -- 25 COMMISSIONER BROCK: Right.</p>	Page 43	<p>1 CHAIRMAN WALKER: -- yes. 2 COMMISSIONER BROCK: They could have said 3 something then. 4 CHAIRMAN WALKER: I don't disagree. 5 COMMISSIONER BROCK: Okay. 6 CHAIRMAN WALKER: But I'm kind of looking 7 at it like we need to fix it. 8 COMMISSIONER BROCK: Yeah. I don't mind 9 fixing it. Yeah. I just was -- you know, 10 I don't mind fixing it. 11 It's just, like I say -- 12 CHAIRMAN WALKER: I don't disagree, 13 Commissioner. It's one of those things where 14 it's either the policy has never existed, 15 or the policies were never enforced. I don't know 16 which it is. 17 COMMISSIONER HOROVITZ: So I'm clear, 18 what are we talking about fixing? 19 Like, what is the problem? 20 COMMISSIONER BROCK: No, no. 21 Before you got here, Mr. Alexander -- 22 like the resolutions, for instance. 23 COMMISSIONER HOROVITZ: Right. 24 COMMISSIONER BROCK: When we were talking 25 about getting a lawyer to review the resolutions</p>
Page 42	<p>1 CHAIRMAN WALKER: -- to be able to review and 2 start discussing as opposed to waiting until 3 two years after the fact. 4 COMMISSIONER BROCK: Right. 5 And, you know, I don't mean to interrupt you, 6 again, Mr. Chair, but Mr. Alexander said something 7 that was -- that's so true. 8 You know, this agency has been around for 9 years, and it's just certain things now that all 10 of a sudden, you know, that it has been said that, 11 "We have to do this," and, "We have to do that." 12 And I'm saying to myself, "Why they didn't 13 implement these things years ago?" 14 CHAIRMAN WALKER: Yes. I think the 15 appropriate answer to that would be maybe the 16 agency just didn't evolve with the times in a 17 timely fashion. 18 COMMISSIONER BROCK: No. It's the same 19 people. 20 CHAIRMAN WALKER: What's that? 21 COMMISSIONER BROCK: I say it's some of the 22 same people were in positions -- 23 CHAIRMAN WALKER: Yes -- 24 COMMISSIONER BROCK: -- that could have spoke 25 up then.</p>	Page 44	<p>1 and things of this nature. 2 And what I was saying was some of the -- 3 the resolutions had never been done that way 4 before. 5 Okay? 6 That was the first thing. So that's what 7 Mr. Chair, Commissioner Walker, was saying, 8 that, you know, we're trying to fix them now. 9 COMMISSIONER HOROVITZ: Yes. 10 COMMISSIONER BROCK: You know, since they -- 11 but they were never done, you know, in the past. 12 COMMISSIONER HOROVITZ: Yes. 13 COMMISSIONER BROCK: And so we're trying 14 to fix them now. 15 COMMISSIONER HOROVITZ: Yeah. 16 COMMISSIONER BROCK: You know, and I'm just 17 saying that it's just so sad, because some of the 18 same people that are saying that these things need 19 to be done -- they were here -- 20 COMMISSIONER HOROVITZ: Yeah -- 21 COMMISSIONER BROCK: -- and they never 22 brought them up then -- 23 COMMISSIONER HOROVITZ: -- yeah. 24 COMMISSIONER BROCK: -- and they should have 25 brought them up then.</p>

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<p>1 But, nevertheless, you know, that's just 2 strange to me. 3 You know? 4 COMMISSIONER HOROVITZ: Yeah. 5 COMMISSIONER BROCK: Yeah. 6 COMMISSIONER HOROVITZ: Something about the 7 resolutions that I don't understand – 8 like, in my organization, like the project owner 9 or like the expert does the resolution first. 10 Like I do resolutions all the time for the 11 board. Then I share them with legal, 12 and we go back and forth. And then they're 13 perfect, and then they get to the CEO. 14 I don't think we're doing that here. 15 Is that what we're doing? 16 CHAIRMAN WALKER: We are. Yes. 17 COMMISSIONER HOROVITZ: Because I understood 18 that Mr. Alexander wrote a lot of the 19 resolutions himself. 20 CEO: No. A lot of times the resolutions – 21 so the resolutions come from procurement – 22 they come from whatever department it is – 23 or finance. 24 They send it to me, and I review it. 25 And then I normally list it in our agenda,</p>	<p>1 things. We put these policies in place. 2 Most departments didn't have SOPs. How they 3 functioned for years without SOPs is beyond me. 4 So we put the SOPs in place. 5 And, typically, what happens is, because it 6 all fell on me, I was doing most of the work. 7 Because, basically, when we – it was a very tense 8 atmosphere. 9 So everything had to be 100-percent correct, 10 because we were constantly getting scrutinized. 11 So, basically, I would allow the staff to do the 12 workup on most of the things, but I had to go 13 through the process to make sure it was correct. 14 Because, ultimately, they would ask me to 15 address or ask me what the problem is with the 16 situation. So that's how it originally started, 17 if that makes sense to you. 18 CHAIRMAN WALKER: Go ahead, Commissioner. 19 COMMISSIONER HOROVITZ: No. You go first. 20 CHAIRMAN WALKER: Appreciating how that 21 originally started -- and, look, I get it. 22 I came in -- I came in when this was starting to 23 move, and I just think we need to fix it. 24 COMMISSIONER HOROVITZ: Yeah. 25 CHAIRMAN WALKER: I'm appreciating what you</p>
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<p>1 but I review it first and send it back to them to 2 have them make changes or corrections on them. 3 CHAIRMAN WALKER: I think the step we were 4 missing is the first step, which you're used 5 to (addressed Commissioner Horovitz), 6 which I agree is normally it would be the subject 7 matter expert going back and forth with legal, 8 getting it prepped for Dwayne's review, and then, 9 once Dwayne is happy, it goes on the agenda. 10 COMMISSIONER HOROVITZ: Yeah. I don't expect 11 -- that's not good use of your time either, 12 to recognize what would be an issue. It should be 13 like almost perfect by the time it got to OGC. 14 CEO: So how this originally got to this 15 point -- sort of to what Commissioner Brock was 16 talking about -- we had got dinged by the OIG for 17 all of these things that weren't done. 18 We had policies that weren't done since 19 1994. We had no personnel policy in place. 20 We had all of these violations that we were sort 21 of hit on with the OIG. They just weren't in 22 place. 23 COMMISSIONER HOROVITZ: Yeah. I saw the 24 report. 25 CEO: So we ended up correcting all of these</p>	<p>1 had to go through to get it transitioned to get us 2 consistent with the OIG Report, which I still 3 think is a -- you know, we've done what they've 4 asked, right? 5 CEO: Yes. 6 CHAIRMAN WALKER: But that doesn't mean we 7 can't do more. 8 CEO: Yes. That's correct. 9 CHAIRMAN WALKER: So I think that's really 10 what it comes down to is, you know, I've said 11 it before on the record, and I'll say it, again. 12 You know, for the past, you know, let's say 13 15 years, this was a very sleepy agency. 14 COMMISSIONER BROCK: Yes. 15 CHAIRMAN WALKER: And we just can't -- 16 you know, that's not the way a professional agency 17 should be run. 18 So any other questions on that one? 19 (no response) 20 CHAIRMAN WALKER: So we did that. We did 21 that. Agency programs. I don't know why we had 22 that on there, as well. 23 COMMISSIONER BROCK: Was you going to deal 24 with programs for the residents, or was that just 25 --</p>

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<p>1 CHAIRMAN WALKER: I don't recall why we put 2 this on the agenda to talk about the agenda. 3 Okay. So, for my agenda on the 26th, 4 I've got the OGC whereby we've asked for a list of 5 duties of what you would do. 6 I did text with Lawsikia in full disclosure. 7 She said like a person should make somewhere 8 like the 120- mark. It sounds about right to her 9 for like a cost. 10 COMMISSIONER BROCK: For here? 11 CHAIRMAN WALKER: For here. Like somebody 12 five to seven years -- 13 COMMISSIONER SHOUP: 120- plus benefits or 14 120- inclusive of benefits? 15 CHAIRMAN WALKER: Not including benefits. 16 COMMISSIONER SHOUP: Okay. 17 CHAIRMAN WALKER: So it's probably going to 18 be, what, 140-, 150-? 19 What does a benefit package run these days? 20 MS. PARDE: It's 45 percent above what that 21 salary is. Sorry. You have compensation. 22 You have health benefits. You have dental 23 insurance. You have life insurance. You have a 24 lot. 25 CHAIRMAN WALKER: So I really thank Dwayne</p>	<p>1 not handle? 2 And then really it comes down to the math in 3 my mind. So, if we could get that -- 4 COMMISSIONER SHOUP: The only reason I say 5 that is because, if it's running straight to the 6 General Counsel, they've got a little more, 7 for lack of a better term, "autonomy," is what 8 we're doing. 9 If it's going to Lawsikia, I'm assuming -- 10 and correct me if I'm wrong, Reece -- it would be 11 they are going to be doing it and sending it to 12 Lawsikia to review to come back here, and I can 13 see the dollars adding up even more if we have our 14 own person plus Lawsikia still doing all the 15 things she's doing that's in this billable time 16 already. 17 That's what my concern would be in that. 18 CHAIRMAN WALKER: I thought -- and I could 19 be wrong. I thought Lawsikia was saying that -- 20 we can address this with Lawsikia at the board 21 meeting, too. 22 I thought Lawsikia was saying that we 23 wouldn't have to do that, because this person 24 would be a five to seven-year attorney and should 25 be qualified to be able to do like 80 percent of</p>
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<p>1 for the board meeting. If you could work with 2 Lawsikia. 3 Like she gave some comments like, 4 "You know, this person should be reviewing all the 5 contracts. They should be reviewing all the 6 resolutions. They could be assisting with 7 evictions." 8 She did say, because I asked this question, 9 they would report to Lawsikia -- so that's 10 convenient -- in that governmental office. 11 COMMISSIONER SHOUP: Sorry. I'm a sucker for 12 the asteroid ice. 13 In the current OGC org chart, these 14 independent authorities, like JEA, do not report 15 to Lawsikia or any of these government offices. 16 They are their own thing and report straight 17 to the General Counsel. 18 CHAIRMAN WALKER: I guess I don't really -- 19 I mean that's an OGC thing. 20 My only point is, if we're going to do it, 21 we have to justify the cost, scope creep, 22 to make sure that we all understand what this 23 person is going to do. 24 I appreciate Lawsikia's input, you know, 25 what can this person handle? What can this person</p>	<p>1 it without review. 2 COMMISSIONER SHOUP: My question is like, 3 Reece, you were here a while back for a meeting, 4 and then Lawsikia came on Zoom like part of the 5 way through -- Teams or whatever you want to call 6 it. 7 Did we get billed for both of y'all being 8 here for that or just you? 9 MR. WILSON: Probably both. 10 COMMISSIONER SHOUP: Yes. So that's where I 11 get -- I want to bring in somebody. I think we 12 just need to make sure we avoid -- 13 CHAIRMAN WALKER: I agree. 14 COMMISSIONER SHOUP: -- those types of 15 issues, because then we're not streamlining. 16 I mean we're not trying to do this necessarily as 17 a cost savings as much as it seemed -- at least my 18 understanding is we're not doing it for cost 19 savings as much as it's a streamlining, being more 20 efficient to be able to get things turned around 21 quicker. 22 CHAIRMAN WALKER: Yes. That makes sense. 23 COMMISSIONER SHOUP: That is just my concern. 24 CHAIRMAN WALKER: Who is Kelly Papa? 25 CEO: She was a --</p>

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<p>1 COMMISSIONER SHOUP: I've known Kelly for 2 years. 3 CEO: -- former attorney here working with 4 our evictions. 5 CHAIRMAN WALKER: And Stanley does our 6 evictions and some corporate work is what I 7 understand? 8 CEO: More so evictions more than anything 9 else. 10 COMMISSIONER SHOUP: He was at the school 11 board at one point. 12 MS. PARDE: (nodded head affirmatively) 13 COMMISSIONER SHOUP: The random things that 14 sit in my head. 15 CHAIRMAN WALKER: So I've got for our actual 16 board agenda then -- I've got OGC. You're going 17 to get us some more information on what you see 18 him doing. 19 CEO: Yes. 20 CHAIRMAN WALKER: I think, you know, 21 we are all in agreement that we want all the 22 contracts reviewed, especially if we're going to 23 bring somebody in to be doing this. 24 CEO: Yes. 25 CHAIRMAN WALKER: We're going to do the board</p>	<p>1 the next board meeting? 2 CEO: You did add that Dominion. 3 CHAIRMAN WALKER: Oh, yeah, yeah, yeah, yeah. 4 So Dominion reached out. 5 Did you look at that yet? 6 CEO: Yes. 7 CHAIRMAN WALKER: So Dominion reached out. 8 They're a pretty large developer actually in 9 St. Johns County, and they want us -- they asked 10 us for -- they asked to see if we would be willing 11 to do a project-based voucher, right? 12 CEO: Yes -- 25. 13 CHAIRMAN WALKER: 25 project-based vouchers. 14 And I think it might make more sense -- 15 and I think Dwayne and your team -- you guys could 16 give an update on this -- to use Faircloth 17 allocation. So we get some public housing 18 units. 19 It's a brand new gorgeous development, 20 but they can't get their financing without some 21 governmental support basically. 22 COMMISSIONER SHOUP: Is this the one in 23 Ponte Vedra? 24 CHAIRMAN WALKER: Yes. 25 COMMISSIONER SHOUP: I read that in the</p>
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<p>1 what I'll call -- well, let's just call it, 2 "underwriting presentation, transaction 3 underwriting presentation." 4 We're going to do the bond process 5 presentation, board education. We've got one 6 resolution, which is procurement-related only. 7 Did it go to finance already? 8 CEO: Yes -- 9 COMMISSIONER SHOUP: Finance hadn't met yet. 10 CEO: -- oh, no. It didn't. No. We have a 11 finance meeting next week. 12 CHAIRMAN WALKER: Okay. But it's on the 13 agenda -- 14 CEO: Yes. I thought you were asking did it 15 go to OGC. 16 CHAIRMAN WALKER: -- and then also on the 17 agenda we'll want to make sure that Kort is able 18 to give an update on Constangy's doings. 19 So the -- what I will call "-- the internal 20 report and 360 Evaluation and reporting policy," 21 or whatever you want to call it, "new HR policy," 22 whatever you want to call it. 23 What else do we need to talk about at the 24 next board meeting? 25 Anything else anybody wants to talk about at</p>	<p>1 packet. 2 CHAIRMAN WALKER: It's gorgeous. 3 COMMISSIONER SHOUP: I read at two o'clock in 4 the morning. 5 CEO: Yes. 6 CHAIRMAN WALKER: Yes. 7 COMMISSIONER SHOUP: Is there any issue that 8 -- I thought Ponte Vedra -- 9 CHAIRMAN WALKER: I asked Lawsikia if we have 10 to get an Interlocal Agreement, but they have done 11 it before with St. Johns County. 12 COMMISSIONER SHOUP: They just turned down 13 creating a housing authority down there. 14 CHAIRMAN WALKER: They just turned down -- 15 they're turning down a lot. So we'll need an 16 update on that, like what you guys find out, 17 because the thought process is is there wouldn't 18 be any money out-of-pocket for us. 19 CEO: Right. 20 CHAIRMAN WALKER: All we're doing is using 21 Faircloth allocation. 22 Which we have, how many units left? 23 CEO: I think it's 150. 24 CFO: 180. 25 CHAIRMAN WALKER: Do we get paid on those</p>

<p style="text-align: right;">Page 57</p> <p>1 right now, or no?</p> <p>2 CEO: No. We get nothing. They're just</p> <p>3 sitting there.</p> <p>4 CHAIRMAN WALKER: They're just sitting there.</p> <p>5 So we need to use some Faircloth. We get to</p> <p>6 recoup some management fees for actually using</p> <p>7 them. They get to build a project. We get to add</p> <p>8 20 -- quote/unquote -- "public housing units."</p> <p>9 It's a nice little potential transaction.</p> <p>10 I don't think project-based vouchers make</p> <p>11 sense there, though, do they?</p> <p>12 CEO: Yes, they do.</p> <p>13 CHAIRMAN WALKER: They do?</p> <p>14 CEO: Yes, they do.</p> <p>15 But the problem is if we can put</p> <p>16 project-based vouchers there. But we can</p> <p>17 possibly, because we have the Faircloth,</p> <p>18 use the Faircloth and convert it to RAD,</p> <p>19 which would make it project-based.</p> <p>20 Correct, Dennis?</p> <p>21 CFO: Yes.</p> <p>22 CHAIRMAN WALKER: So maybe if you could give,</p> <p>23 you know, a presentation on the pros and cons,</p> <p>24 you know, what this does, how it helps us as an</p> <p>25 agency, how it helps them, pros and cons of going</p>	<p style="text-align: right;">Page 59</p> <p>1 Faircloth.</p> <p>2 But public housing rents are a lot lower</p> <p>3 than project-based rents, and, when you add in</p> <p>4 RAD project-based rents, it could be a little bit</p> <p>5 higher.</p> <p>6 And, unlike public housing rents,</p> <p>7 RAD rents -- you can take them up to 110 percent</p> <p>8 or up to 120 percent of the fair market value.</p> <p>9 So it's very valuable.</p> <p>10 CHAIRMAN WALKER: Because they're asking for</p> <p>11 -- I'm just thinking through this.</p> <p>12 Did they fill out an RFQ, or are they just</p> <p>13 asking for the vouchers?</p> <p>14 CEO: No. They're just asking for the</p> <p>15 vouchers.</p> <p>16 Everyone else that we have we have them --</p> <p>17 direct them through the Rubric Score Card and have</p> <p>18 them go through the process. This one is just</p> <p>19 asking for vouchers. We have no risk or anything</p> <p>20 in this deal.</p> <p>21 CHAIRMAN WALKER: So this is just a -- okay.</p> <p>22 Go ahead, Commissioner.</p> <p>23 COMMISSIONER BROCK: Okay. So I believe now</p> <p>24 Mr. Alexander done answered my question.</p> <p>25 He said we would have no risk in this deal here.</p>
<p style="text-align: right;">Page 58</p> <p>1 project or Faircloth or a combination of both so</p> <p>2 that the board -- I think it's in the board</p> <p>3 packet. The Dominion presentation is in the board</p> <p>4 packet.</p> <p>5 COMMISSIONER SHOUP: There are several of</p> <p>6 them.</p> <p>7 CHAIRMAN WALKER: Yes. But they're pushing</p> <p>8 hard to do something.</p> <p>9 It's just a question of, do we want to do</p> <p>10 anything with them?</p> <p>11 CEO: They're really pushing hard.</p> <p>12 Most of the developers are pushing hard,</p> <p>13 because they want to add that level of</p> <p>14 affordability.</p> <p>15 But I didn't see -- they haven't contacted us</p> <p>16 back. We reached out to them. They were talking</p> <p>17 to us a couple months ago. They basically wanted</p> <p>18 us to give it to them.</p> <p>19 But, typically, when you give up vouchers</p> <p>20 like that nowadays, they usually give us part</p> <p>21 ownership, or we are involved with some of the</p> <p>22 cash flow.</p> <p>23 So we haven't talked to them yet to see how</p> <p>24 that works out, but, typically, project-based --</p> <p>25 we're in a good position because we have</p>	<p style="text-align: right;">Page 60</p> <p>1 CEO: Yes. We have nothing to do with the</p> <p>2 developer or anything whatsoever. It's just</p> <p>3 basically they want us to put these project-based</p> <p>4 vouchers on those units that they have there --</p> <p>5 those 25 units.</p> <p>6 COMMISSIONER BROCK: Okay. Do you know like</p> <p>7 the bedroom sizes, how many they are going to give</p> <p>8 us?</p> <p>9 CEO: I don't remember offhand.</p> <p>10 COMMISSIONER BROCK: Okay. But they're going</p> <p>11 to be multiple, like maybe 1, 2, 3, like that?</p> <p>12 CEO: Families, yes, for families.</p> <p>13 COMMISSIONER BROCK: Okay. Then the other</p> <p>14 thing is, is our residents going to have to be at</p> <p>15 a certain credit score?</p> <p>16 COMMISSIONER HOROVITZ: Do you mind?</p> <p>17 Yes.</p> <p>18 COMMISSIONER BROCK: Okay. Go ahead.</p> <p>19 CEO: So we have been working with a lot of</p> <p>20 our vendors who have our project-based similar to</p> <p>21 what we have at Lindsey Terrace.</p> <p>22 COMMISSIONER BROCK: Uh-huh.</p> <p>23 CEO: We don't follow their process.</p> <p>24 They need to follow our process. If we are</p> <p>25 providing the subsidy, they have to follow our</p>

<p style="text-align: right;">Page 61</p> <p>1 process.</p> <p>2 That's one of the issues we have at</p> <p>3 Lindsey Terrace. After meeting with the ownership</p> <p>4 over there, they wanted our staff to follow</p> <p>5 their process when they should be following our</p> <p>6 process.</p> <p>7 So, yes. To answer the question, yes.</p> <p>8 CHAIRMAN WALKER: So like, with our vouchers,</p> <p>9 they can't impose like a higher credit score or</p> <p>10 anything like that.</p> <p>11 CEO: Right. That's correct.</p> <p>12 CHAIRMAN WALKER: They have to go by our</p> <p>13 criteria.</p> <p>14 CEO: Yes. So, if we are putting</p> <p>15 project-based there, they need to follow our</p> <p>16 process.</p> <p>17 CHAIRMAN WALKER: Okay.</p> <p>18 COMMISSIONER HOROVITZ: My question --</p> <p>19 I think it's great to be in St. Johns County.</p> <p>20 But, don't we have opportunities in</p> <p>21 Duval County?</p> <p>22 Why would we do a deal in a county that</p> <p>23 doesn't want a housing authority?</p> <p>24 Like, why would we?</p> <p>25 CHAIRMAN WALKER: Great question.</p>	<p style="text-align: right;">Page 63</p> <p>1 CHAIRMAN WALKER: Right.</p> <p>2 CEO: -- and then converting them to</p> <p>3 project-based vouchers.</p> <p>4 CHAIRMAN WALKER: And then we get the</p> <p>5 Faircloth back?</p> <p>6 CEO: No, you don't get it. You lose it.</p> <p>7 CHAIRMAN WALKER: To the commissioner's point</p> <p>8 then -- okay. I didn't appreciate that point.</p> <p>9 Good point.</p> <p>10 If we use them in St. Johns County but then</p> <p>11 can't turn around and use them in Duval County,</p> <p>12 I mean --</p> <p>13 CEO: No. You can use them anywhere.</p> <p>14 CHAIRMAN WALKER: -- no. I understand.</p> <p>15 But what I think the point is is that,</p> <p>16 are we doing a disservice to Duval County by</p> <p>17 supporting affordable housing in St. Johns County?</p> <p>18 COMMISSIONER HOROVITZ: Yes.</p> <p>19 CHAIRMAN WALKER: That's a board</p> <p>20 conversation, but now that I understand that --</p> <p>21 COMMISSIONER HOROVITZ: Yes.</p> <p>22 CHAIRMAN WALKER: -- if we don't get the</p> <p>23 units back to keep recycling, then that's a very</p> <p>24 different conversation.</p> <p>25 CEO: No. It's not to get the units back.</p>
<p style="text-align: right;">Page 62</p> <p>1 Nobody's asked us. And we've asked other</p> <p>2 developers, and they don't want like Faircloth</p> <p>3 low-income units.</p> <p>4 COMMISSIONER HOROVITZ: So we've tried in</p> <p>5 Duval County?</p> <p>6 CEO: So we have several deals that we're</p> <p>7 looking at that we put in the package. We do have</p> <p>8 --</p> <p>9 CHAIRMAN WALKER: For Faircloth?</p> <p>10 CEO: -- yes. That's what we're looking</p> <p>11 at, Faircloth. We looked at that Fortiva deal,</p> <p>12 and then, in the report, we had that Ramona Loft</p> <p>13 deal that we're working through.</p> <p>14 And then we have the Franklin Arms deal that</p> <p>15 seems very lucrative to us, and the Mars Manor</p> <p>16 (phonetic) deal that's in the report --</p> <p>17 that seems like a very good deal. That's here in</p> <p>18 Duval and also the Armory.</p> <p>19 But there are several of them in there that</p> <p>20 we think look good, and, when we look at it,</p> <p>21 we look at these the properties -- either we use</p> <p>22 bond financing or if we're adding a level of</p> <p>23 affordability by adding Faircloth in there.</p> <p>24 So we need to use vouchers, or we use the</p> <p>25 Faircloth. Safe Haven is using the Faircloth --</p>	<p style="text-align: right;">Page 64</p> <p>1 We can funnel our people through the units.</p> <p>2 CHAIRMAN WALKER: Do you think we have</p> <p>3 tenants that would live in Ponte Vedra?</p> <p>4 CEO: Well, people have vouchers --</p> <p>5 they would go anywhere because of the folks we</p> <p>6 have on our list. We don't have a whole lot of</p> <p>7 options here.</p> <p>8 COMMISSIONER BROCK: If you don't mind,</p> <p>9 Mr. Alexander, to piggyback off of what</p> <p>10 Mr. Alexander is saying, let me say it this way.</p> <p>11 Back in the day, we used to have a lot of</p> <p>12 residents that didn't have a college background,</p> <p>13 professional fields and stuff like that,</p> <p>14 trainings and things.</p> <p>15 Now we are seeing, because of COVID-19 --</p> <p>16 you know, the people that have applied and stuff</p> <p>17 like that for our housing -- we're seeing now that</p> <p>18 we have nurses that are on our program. We have</p> <p>19 people that have AA Degrees --</p> <p>20 COMMISSIONER HOROVITZ: Yes.</p> <p>21 COMMISSIONER BROCK: -- doctorates --</p> <p>22 I mean for real -- I mean that are on our program.</p> <p>23 And so you asked that question, would they</p> <p>24 live in Ponte Vedra?</p> <p>25 I think, if they were given the opportunity,</p>

<p style="text-align: right;">Page 65</p> <p>1 some of those type people -- I think they would 2 choose Ponte Vedra. 3 Okay? 4 But, to my commissioner's point, too, 5 have we did like Mr. Alexander say? 6 Have we reached out in Duval County? 7 Also, I don't know if y'all know -- 8 y'all probably do know, because, you know, 9 I was just listening to y'all. Y'all probably 10 do know about that Faircloth grant that the city 11 -- and I was wondering if they were going to offer 12 any of that, you know, for housing, because they 13 got it. 14 So I was out yesterday. I was talking about 15 it yesterday. So I was just wondering, 16 Mr. Alexander, if you had heard about it and if 17 they were going to possibly offer us something, 18 you know, under that. 19 CEO: We will look into it -- 20 COMMISSIONER BROCK: Okay. 21 CEO: -- as we've been looking into many 22 other things. 23 What I didn't mention is that this past 24 Wednesday our deputy secretary was here as well as 25 --</p>	<p style="text-align: right;">Page 67</p> <p>1 but we've got 22,000 people on our waiting list." 2 You know? 3 So it's easier for them -- similar to when we 4 got the tenant protection vouchers or emergency 5 vouchers. It's easier to deploy us vouchers that 6 we would be able to utilize to be able to benefit, 7 you know -- so our residents will be able to 8 benefit. 9 That's the quickest fastest way faster than 10 any other development, and we often talk about -- 11 yes. 12 COMMISSIONER HOROVITZ: No, no. Keep going. 13 If we're on Zoom, I've got my hand up for the next 14 -- 15 CEO: So then I'll often talk about ... 16 They say, "What are your -- well, how bad do 17 you need houses down there?" 18 I said, "Well, we are at 99.66 percent 19 occupied." 20 At our new properties, we only have three 21 vacancies, and those vacancies already have got a 22 list of folks to put in there. 23 So we don't have, out of our 21 sites -- 24 out of 21 sites, 15 of them are at 100 percent, 25 and then the other -- three of them were 18 --</p>
<p style="text-align: right;">Page 66</p> <p>1 CHAIRMAN WALKER: From HUD? 2 CEO: -- yes -- and the regional deputy 3 administrator was here. I got a call that they 4 wanted to meet me, and they wanted to visit 5 Jax Beach. 6 So we took them down there, had a 7 conversation with them. Fortunately, this is all 8 about relations. 9 COMMISSIONER BROCK: Right. 10 CEO: The deputy administrator has crossed my 11 path in the past as well as the local field office 12 director, and the Director of CPD was here. 13 And what I was thinking about -- because they 14 ask, "How are you making out? What are you doing? 15 How can we help you?" 16 We're always asking for more vouchers. 17 So we're in the process of drafting a letter to 18 ask for an additional 1500 vouchers. 19 They have this new administration in there. 20 If you don't ask -- if they tell you, "No," 21 they tell you, "No," but they can't say that we 22 didn't ask for them. 23 And I explained to them -- they thought the 24 property was nice. 25 I said, "Well, the property is gorgeous,</p>	<p style="text-align: right;">Page 68</p> <p>1 21 sites. So 15 are at 100 percent, and then the 2 rest are at 90 percent. I think maybe one 3 property is at 96 or 97 percent. 4 So we don't have the vacancy available. 5 So the fastest quickest way would be to get the 6 vouchers. 7 So I'm anxious to hear what they say. 8 They probably will have a fit, when last time they 9 asked us if we needed any vouchers, we asked for 10 500. 11 And they only gave us a handful of them. 12 That was with the emergency housing vouchers, 13 but that had the greatest fastest impact for the 14 residents that we have on our waiting list. 15 And then, when we get these vouchers, 16 you can always utilize these vouchers. 17 You can always convert vouchers into project-based 18 vouchers, which you can do up to 20 percent of 19 your total allocation, which you can actually do 20 these developments or do these deals or work on 21 these other projects and add that level of 22 affordability, which works out for us, 23 because we can go up to 110 or 120 percent and 24 make these deals work. If you've got the 25 vouchers, you can do it.</p>

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<p>1 CHAIRMAN WALKER: So this will be an 2 interesting policy debate at the next board 3 meeting, which we should probably start having, 4 which is -- because you've got competing 5 interests, right? 6 You've got HUD. Correct me if I'm wrong. 7 They're still moving towards the regionalization 8 of housing authorities, and then you've got our 9 current obligations, which is to Duval. 10 But then you've got tenants that, 11 quite frankly, I would highly doubt they would 12 ever have an opportunity to live in a Ponte Vedra 13 area without our assistance. 14 COMMISSIONER BROCK: Right. 15 CHAIRMAN WALKER: But then you've got more 16 needy tenants that probably need it right now in 17 Duval. So this would be a really interesting 18 policy conversation. 19 I'm actually not sure where I fall on that. 20 COMMISSIONER HOROVITZ: Two things. 21 One, because you said, "administration," 22 it made me think. 23 Do we have a plan for how we're going to 24 approach the new mayor's administration and 25 how we might advocate to have a little bit more</p>	<p>1 It's always confused me. 2 CHAIRMAN WALKER: It's always confused me, 3 as well. 4 COMMISSIONER HOROVITZ: Yes, yes. Good luck 5 with that. 6 (People laughed.) 7 CHAIRMAN WALKER: Thanks. 8 COMMISSIONER HOROVITZ: That's not what 9 I meant. 10 What I meant was -- no, seriously. 11 Because I'm just thinking KHA where my leader sits 12 on the KHA Board -- they control a significant 13 amount of funding which has a real impact in the 14 community. 15 I don't understand why this agency doesn't 16 have more dollars or any dollars. 17 So, seriously, good luck with that. 18 Let us know how we can support. 19 CHAIRMAN WALKER: Yes. 20 COMMISSIONER HOROVITZ: Secondly, just back 21 on the Duval County -- because you mentioned 22 Franklin Arms. It's just in an area that we are 23 investing in and just interested in -- 24 not any personal gain on it at all -- but I think 25 that we should look at Duval properties,</p>
Page 70	Page 72
<p>1 control over funding on affordable housing? 2 CHAIRMAN WALKER: Yes. So I've been in touch 3 with her transition staff as Board Chair trying 4 to arrange some conversations. 5 COMMISSIONER HOROVITZ: Good. 6 CHAIRMAN WALKER: She's not really taking 7 any meetings until she gets in -- 8 COMMISSIONER HOROVITZ: Yes, yes. Sure. 9 CHAIRMAN WALKER: -- but I've been in touch 10 with them. 11 I know you've been in touch with her 12 Transition Team (referred to Mr. Alexander). 13 CEO: Yes. 14 CHAIRMAN WALKER: So, between Dwayne and I, 15 we're trying to get those meetings. 16 She seems very -- well, I know she is. 17 She's very supportive of affordable housing, 18 and I think part of the conversation which I'd 19 like to have is I still struggle to understand how 20 we have a housing authority and yet the city has a 21 housing agency -- 22 COMMISSIONER HOROVITZ: Yes -- 23 CHAIRMAN WALKER: -- and why we haven't 24 combined the resources. 25 COMMISSIONER HOROVITZ: -- I agree.</p>	<p>1 especially areas needing a lot of attention with 2 the development happening at the Jaguars for our 3 agency to align with that development. 4 It's a really good look. It just makes 5 sense, and it could be really transformational to 6 these communities, like Springfield and out east. 7 And those partnerships -- I really feel 8 strongly that we should be supporting those 9 developments rather than some development out in 10 Ponte Vedra or wherever it was. 11 CHAIRMAN WALKER: Yes. It's funny you 12 mentioned that. 13 I am trying very hard to get in front of 14 Shad Khan and his Development Team -- 15 COMMISSIONER HOROVITZ: Yes. 16 CHAIRMAN WALKER: -- because I think it would 17 go a long way to the lease negotiations, if it's 18 part of their master development where they're 19 going to add residential units -- 20 COMMISSIONER HOROVITZ: Yes. 21 CHAIRMAN WALKER: -- that they had some sort 22 of an affordability -- even if it's workforce. 23 I mean, you know, the person serving at the 24 games is not making \$100,000 a year. 25 COMMISSIONER HOROVITZ: Well, they talk a lot</p>

<p style="text-align: right;">Page 73</p> <p>1 about --</p> <p>2 CHAIRMAN WALKER: They do.</p> <p>3 COMMISSIONER HOROVITZ: -- you can't have</p> <p>4 these multimillion-dollar facilities and in their</p> <p>5 shadow is all this poverty.</p> <p>6 I know, if you got it front of ...</p> <p>7 Like, do you know Whitney Meyer (phonetic)?</p> <p>8 CHAIRMAN WALKER: I don't.</p> <p>9 COMMISSIONER HOROVITZ: Okay. She's great.</p> <p>10 She's in charge of their -- she's the chief</p> <p>11 community officer. I think that would be a really</p> <p>12 good connection.</p> <p>13 I'm am happy to connect you.</p> <p>14 CHAIRMAN WALKER: Could you?</p> <p>15 That would be awesome.</p> <p>16 COMMISSIONER HOROVITZ: Yes.</p> <p>17 CHAIRMAN WALKER: Because that's one of the</p> <p>18 things -- I agree, and then I want to hear what's</p> <p>19 happening with The Landing.</p> <p>20 That's another example of like, you're going</p> <p>21 to have this massive brand new billion-dollar-plus</p> <p>22 development, and yet the people that like are</p> <p>23 going to support that development, work at that</p> <p>24 development can't live near the development?</p> <p>25 COMMISSIONER HOROVITZ: Yes. People forget</p>	<p style="text-align: right;">Page 75</p> <p>1 probably had no speaking-up-ness in meetings where</p> <p>2 they could have had an impact around affordability</p> <p>3 in their local market coming to us -- like not for</p> <p>4 a handout, but for support -- I don't think that's</p> <p>5 where we fit in.</p> <p>6 I think we focus our efforts especially in a</p> <p>7 community that's been supportive. That's just how</p> <p>8 I feel. Not to say -- you know, yes.</p> <p>9 Who would have the opportunity to live out</p> <p>10 there?</p> <p>11 Absolutely.</p> <p>12 But you know that you can actually make</p> <p>13 some affordability -- you know, St. Johns County</p> <p>14 developers have never been incentivized to have</p> <p>15 inclusive, you know --</p> <p>16 CHAIRMAN WALKER: Quite the opposite.</p> <p>17 COMMISSIONER HOROVITZ: -- right.</p> <p>18 CHAIRMAN WALKER: They have been incentivized</p> <p>19 to not do it.</p> <p>20 COMMISSIONER HOROVITZ: Yes, yes.</p> <p>21 CHAIRMAN WALKER: I mean the commission is on</p> <p>22 record saying, "We do not want --" literally,</p> <p>23 "We do not want poor people living in St. Johns</p> <p>24 County."</p> <p>25 COMMISSIONER HOROVITZ: Yes. No. Yes.</p>
<p style="text-align: right;">Page 74</p> <p>1 the people at the hospital. You can't run a</p> <p>2 hospital without people to mop the floors,</p> <p>3 and those people shouldn't have to drive 2 hours.</p> <p>4 CHAIRMAN WALKER: Agreed.</p> <p>5 COMMISSIONER HOROVITZ: So I mean we have a</p> <p>6 place to fit in there, and we can make an impact</p> <p>7 locally. I think that we should --</p> <p>8 CHAIRMAN WALKER: See, I think, after this</p> <p>9 conversation, I'm leaning towards -- your point is</p> <p>10 well-taken, which is, if we're going to use</p> <p>11 Faircloth to convert to RAD, we might be better</p> <p>12 off going to a group like this, and say,</p> <p>13 "We want you --" yes.</p> <p>14 That's an interesting policy debate,</p> <p>15 because I know -- I know listening to HUD they</p> <p>16 are really pushing the regionalization of housing</p> <p>17 authorities, which is interesting, which would</p> <p>18 mean more money.</p> <p>19 Correct?</p> <p>20 CEO: Yes.</p> <p>21 CHAIRMAN WALKER: Yes. But that may be a</p> <p>22 separate conversation from this particular</p> <p>23 point around Dominion.</p> <p>24 COMMISSIONER HOROVITZ: I just feel like</p> <p>25 -- and I'll stop after this -- a developer who</p>	<p style="text-align: right;">Page 76</p> <p>1 I've sat in on housing meetings at The Chamber</p> <p>2 down there, you know, trying to talk about how we</p> <p>3 can have zoning and have some mixed income</p> <p>4 housing, and the local community isn't for it.</p> <p>5 I don't know if that's our pond to be playing</p> <p>6 in right now.</p> <p>7 CHAIRMAN WALKER: If you wouldn't mind</p> <p>8 connecting me with --</p> <p>9 COMMISSIONER HOROVITZ: Yes.</p> <p>10 CHAIRMAN WALKER: -- that would be awesome.</p> <p>11 I think that adds a whole new dynamic to their</p> <p>12 pitch to the city.</p> <p>13 COMMISSIONER HOROVITZ: To be clear,</p> <p>14 can I email and introduce him to somebody?</p> <p>15 MR. WILSON: I think you better --</p> <p>16 I would think probably direct communications</p> <p>17 or go through Lawsikia maybe.</p> <p>18 COMMISSIONER BROCK: Yes.</p> <p>19 COMMISSIONER SHOUP: I would say probably</p> <p>20 to send Whitney an email.</p> <p>21 "Hey, you should really talk to this guy,</p> <p>22 Chris."</p> <p>23 COMMISSIONER HOROVITZ: Yes.</p> <p>24 CHAIRMAN WALKER: And just provide contact</p> <p>25 information.</p>

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<p>1 COMMISSIONER SHOUP: That is the --</p> <p>2 CHAIRMAN WALKER: Yes. We can do that.</p> <p>3 COMMISSIONER SHOUP: -- that's the cleanest</p> <p>4 way to do it, as well.</p> <p>5 COMMISSIONER HOROVITZ: Yes.</p> <p>6 CHAIRMAN WALKER: That would be awesome.</p> <p>7 Commissioner, go ahead.</p> <p>8 COMMISSIONER BROCK: Yeah. I just wanted to</p> <p>9 give you -- to give the other commissioners just a</p> <p>10 little praise report.</p> <p>11 We met. We had an event at Lindsey Terrace,</p> <p>12 a Father's Day and Mother's Day event, and,</p> <p>13 you know, of course, I was there.</p> <p>14 And I got an opportunity to talk to some of</p> <p>15 our residents that are out there. They were very</p> <p>16 -- I was able to motivate them. They were very</p> <p>17 excited about putting together a council,</p> <p>18 an RMC Council out there.</p> <p>19 And so we're looking -- I have two residents</p> <p>20 that say that they would be willing to be on that</p> <p>21 board, and so we was excited about that.</p> <p>22 You know, and they was talking about also</p> <p>23 wanting to put together like a -- what you took a</p> <p>24 part of, Mr. Alexander, with Councilman Pittman</p> <p>25 when y'all did that cleanup on the northside.</p>	<p>1 And so Keisha -- she's been assigned to our</p> <p>2 residents from the Jacksonville Housing.</p> <p>3 And so we had a good -- it was a really, really</p> <p>4 good event, and they're excited.</p> <p>5 We're also going to do a back to school out</p> <p>6 there. We haven't put the date out yet,</p> <p>7 but we are going to do a back to school.</p> <p>8 Ms. Joi came to our annual training for RAD.</p> <p>9 RAD have an annual training every year.</p> <p>10 All of our property managers -- thanks to --</p> <p>11 salute to Ms. Dunn -- all of our property managers</p> <p>12 was there in attendance, including Ms. Joi,</p> <p>13 from Lindsey Terrace.</p> <p>14 And so we was really excited about that.</p> <p>15 They were able to meet the council leaders</p> <p>16 and put faces with names, and then they had</p> <p>17 questions. We had questions. And so it was</p> <p>18 really -- it's been a really good week so far.</p> <p>19 CHAIRMAN WALKER: That's awesome.</p> <p>20 COMMISSIONER HOROVITZ: Is that the woman</p> <p>21 that was here that time?</p> <p>22 COMMISSIONER BROCK: Yes.</p> <p>23 COMMISSIONER HOROVITZ: Okay.</p> <p>24 COMMISSIONER SHOUP: On Lindsey Terrace,</p> <p>25 I was in Green Cove last night. So, of course,</p>
Page 78	Page 80
<p>1 CEO: Yes.</p> <p>2 COMMISSIONER BROCK: They want to do like</p> <p>3 a National Cleanup Day.</p> <p>4 When I get that date, if y'all are available,</p> <p>5 I would love for y'all to come out there that day.</p> <p>6 COMMISSIONER HOROVITZ: Yes, if you give me</p> <p>7 enough notice, absolutely.</p> <p>8 CHAIRMAN WALKER: That would be awesome.</p> <p>9 COMMISSIONER BROCK: Because they --</p> <p>10 CHAIRMAN WALKER: I'll drag my lawyers out.</p> <p>11 COMMISSIONER BROCK: -- yeah. Because they</p> <p>12 talked about that they felt like they have been</p> <p>13 forgotten.</p> <p>14 I said, "No. We've not forgotten y'all,</p> <p>15 you know, by no means."</p> <p>16 CHAIRMAN WALKER: Quite the opposite.</p> <p>17 We're spending a lot of time at board meetings</p> <p>18 talking about Lindsey Terrace.</p> <p>19 COMMISSIONER BROCK: Right.</p> <p>20 So -- but it was really good, and now</p> <p>21 Lindsey Terrace also have a person that is</p> <p>22 exclusive to work in their office who works with</p> <p>23 our residents.</p> <p>24 Again, hats off to Mr. Alexander fighting for</p> <p>25 that.</p>	<p>1 on my way home at 9:30 at night, I decided to ride</p> <p>2 through Lindsey Terrace, because I have nothing</p> <p>3 better to do with my world.</p> <p>4 COMMISSIONER BROCK: Wow.</p> <p>5 COMMISSIONER SHOUP: I was a little</p> <p>6 disappointed to see all the shopping carts</p> <p>7 in the parking lot and the trash.</p> <p>8 There was a decent amount of trash that was</p> <p>9 around the dumpster in the far back by the back of</p> <p>10 the shopping center. It is what it is.</p> <p>11 But the other part was it is dark in there</p> <p>12 like around the vehicles up around the buildings.</p> <p>13 Like there's good lighting in the stairwell</p> <p>14 stuff.</p> <p>15 But maybe we can pass along to Lindsey</p> <p>16 Terrace -- like the outer parts were very like --</p> <p>17 you could hide in there pretty good.</p> <p>18 And then the other half of that was I also</p> <p>19 realized I'm riding through a dark parking lot at</p> <p>20 ten o'clock at night going really slow in a</p> <p>21 vehicle with darked-out windows that could get</p> <p>22 stopped by law enforcement at any point,</p> <p>23 and I don't have any ...</p> <p>24 Like I would go, "I'm on the commission."</p> <p>25 I don't have anything on me to show that like</p>

Page 81	<p>1 I'm not lying.</p> <p>2 Is there like a -- do we have like ID cards</p> <p>3 or something?</p> <p>4 CHAIRMAN WALKER: Business cards.</p> <p>5 COMMISSIONER SHOUP: What?</p> <p>6 CHAIRMAN WALKER: Did you get business cards?</p> <p>7 COMMISSIONER SHOUP: No.</p> <p>8 CHAIRMAN WALKER: We have business cards.</p> <p>9 COMMISSIONER SHOUP: I didn't get that.</p> <p>10 CHAIRMAN WALKER: That's what I carry around.</p> <p>11 COMMISSIONER SHOUP: I don't have that.</p> <p>12 I was thinking, ID card, business card,</p> <p>13 something. Like, if I'm doing something like</p> <p>14 that, just to -- "Hey. I am actually supposed to</p> <p>15 be here," might be something to look at.</p> <p>16 But like it was just the buildings itself</p> <p>17 were just -- like the hallways where you had the</p> <p>18 stairwells were very lit, but around the bushes</p> <p>19 everything was very dark.</p> <p>20 I didn't know if there is supposed to be</p> <p>21 security guards riding through there or what,</p> <p>22 but there was --</p> <p>23 CHAIRMAN WALKER: So, for the board meeting,</p> <p>24 Dwayne, can we get an update on Lindsey Terrace,</p> <p>25 what they've done, you know, how your meetings</p>	Page 83	<p>1 such for the mayor.</p> <p>2 I know we all serve at the pleasure of the</p> <p>3 mayor, whoever that may be, and so, theoretically,</p> <p>4 July 1, we could all be gone.</p> <p>5 Have we heard anything?</p> <p>6 CHAIRMAN WALKER: No, we cannot.</p> <p>7 COMMISSIONER SHOUP: Do we need to apply</p> <p>8 anything?</p> <p>9 CHAIRMAN WALKER: We're for I think --</p> <p>10 I'm full-term.</p> <p>11 COMMISSIONER HOROVITZ: Yes. Our statutes</p> <p>12 individually would be to the term.</p> <p>13 CHAIRMAN WALKER: Yes. You've got to be</p> <p>14 removed by two-thirds vote of the council.</p> <p>15 Yes. So we're good.</p> <p>16 COMMISSIONER SHOUP: All right. Cool.</p> <p>17 CHAIRMAN WALKER: So we'll add Lindsey</p> <p>18 Terrace to the meeting.</p> <p>19 Is there anything else you guys want to</p> <p>20 have for the meeting to have more information on</p> <p>21 at the meeting?</p> <p>22 I do want to talk about strategic planning.</p> <p>23 It's been a while, to Commissioner Brock's point.</p> <p>24 Go ahead.</p> <p>25 COMMISSIONER HOROVITZ: I'm so sorry.</p>
Page 82	<p>1 have gone?</p> <p>2 CEO: Yes.</p> <p>3 CHAIRMAN WALKER: I'll be interested to</p> <p>4 hear. We don't have to do that today, but, yes.</p> <p>5 That would be great.</p> <p>6 COMMISSIONER BROCK: But that's -- not to</p> <p>7 cut you off, Commissioner Shoup -- that was one</p> <p>8 of the things that they were saying. They were</p> <p>9 talking about doing the national cleanup there.</p> <p>10 That maybe would change the mentality of the</p> <p>11 other residents, that they see that people care</p> <p>12 and that people are involved in trying to get that</p> <p>13 community cleaned up.</p> <p>14 CHAIRMAN WALKER: Yes.</p> <p>15 COMMISSIONER SHOUP: I will say we just did a</p> <p>16 beach cleanup thing. On a side note, don't try to</p> <p>17 do a beach cleanup, because the beach actually</p> <p>18 hires people to clean the beach every night.</p> <p>19 So we learned that last minute, but the city will</p> <p>20 provide buckets and trash bags and little grabber</p> <p>21 things and gloves.</p> <p>22 COMMISSIONER BROCK: Okay.</p> <p>23 COMMISSIONER SHOUP: So we can get those.</p> <p>24 The other part was I know, Commissioner</p> <p>25 Walker, you were talking with Transition Teams and</p>	Page 84	<p>1 I did have another question, but you go first.</p> <p>2 CHAIRMAN WALKER: I did want us to talk about</p> <p>3 planning a strategic retreat, again, like we did.</p> <p>4 Doing that, it was less than useful that</p> <p>5 time, because we had no executive director.</p> <p>6 I feel like it will be more useful this time.</p> <p>7 Do you agree, Commissioner Brock?</p> <p>8 COMMISSIONER BROCK: Yes.</p> <p>9 CHAIRMAN WALKER: That was like my second</p> <p>10 meeting, and that was not a productive meeting.</p> <p>11 So, if we can, start looking at dates for</p> <p>12 that and putting it together, because I think that</p> <p>13 will be good.</p> <p>14 We do need to address strategic priorities,</p> <p>15 look at our mission statement, look at our plans</p> <p>16 and make sure it's all consistent. It's been a</p> <p>17 couple of years. So ...</p> <p>18 COMMISSIONER SHOUP: Mr. A, I was reading the</p> <p>19 packet. I really like that layout of, "Here's all</p> <p>20 the deals we're looking at." "Here's our --"</p> <p>21 CHAIRMAN WALKER: That is so helpful so that</p> <p>22 we can all see what you're looking at, and we know</p> <p>23 what's coming down the pike.</p> <p>24 CEO: Thank you.</p> <p>25 CHAIRMAN WALKER: That is very nice.</p>

Page 85	<p>1 COMMISSIONER SHOUP: That is very helpful 2 even when I zoomed in with my little phone -- 3 CHAIRMAN WALKER: You're going to continue to 4 just needle me over this, aren't you? 5 I get it. 6 COMMISSIONER SHOUP: -- I will do the app. 7 I will figure out the app. 8 CHAIRMAN WALKER: That's fine. I get it. 9 Commissioner. 10 COMMISSIONER SHOUP: Sorry. I didn't mean to 11 cut you off. 12 COMMISSIONER HOROVITZ: Going back to the 13 presentation from the finance -- what is her name 14 -- 15 CHAIRMAN WALKER: Tanya. 16 COMMISSIONER HOROVITZ: -- Tanya -- at the 17 same time, also, I don't know if 3 or 4-hour board 18 meetings are I mean in the most respectful of the 19 board's time. 20 I feel like going over underwriting is better 21 with the Finance Committee, and, if anyone has 22 interest in hearing about underwriting -- 23 like that is just so specific I just don't know 24 why we're stacking all that in a board meeting. 25 And I feel like we're taking things away from</p>	Page 87	<p>1 you can get to know them a little better and their 2 background and how they fit with this agency," 3 which I don't think was made very clear ahead of 4 the meeting. 5 CHAIRMAN WALKER: Uh-huh. 6 COMMISSIONER HOROVITZ: Yes. But I don't 7 think that we need to have all of these very 8 in the details presentations at the board 9 meetings, and then we're here 3 to 4 hours. 10 CHAIRMAN WALKER: I don't disagree. 11 Do you want to move the FA presentation to 12 the Finance -- 13 COMMISSIONER HOROVITZ: I think so. 14 Does anyone disagree with that? 15 And make it clear that, "Hey, if you want to 16 --" 17 CHAIRMAN WALKER: Can she do that? 18 CEO: Yeah. I can call her. 19 CHAIRMAN WALKER: I'm actually really good 20 with that. 21 I just don't want to rehash it. 22 It's part of the reason we got rid of the 23 Acquisition Committee. People weren't coming to 24 that, and then we sit at a board meeting for 25 3 hours talking about deals.</p>
Page 86	<p>1 -- you know, it's not -- if you don't care about 2 underwriting, don't come to the Finance Committee 3 Meeting. Like I don't know if that's ... 4 Am I wrong? 5 CHAIRMAN WALKER: I don't disagree. 6 COMMISSIONER BROCK: I agree. 7 CHAIRMAN WALKER: The only comment I'll 8 throw at that is we have certain board members 9 that are more active than other board members, 10 and then what ultimately ends up happening is 11 those meetings aren't attended. And then we end 12 up rehashing the whole thing at the board meeting 13 with the same questions. 14 So my only comment to that would be is, 15 if we want to do it that way, we need to make very 16 clear that, "If you're going to ask questions 17 about underwriting, they need to be asked at the 18 Finance Committee Meeting." 19 COMMISSIONER HOROVITZ: I agree. 20 COMMISSIONER BROCK: Right. 21 COMMISSIONER HOROVITZ: And the same comment 22 I made from before. When we were being introduced 23 to Tanya the first time, it was not clear that, 24 "Hey, if you want to meet this person who was 25 hired without your input, come to this meeting so</p>	Page 88	<p>1 It is like, "What's the point?" 2 COMMISSIONER HOROVITZ: And I don't want 3 to complain about the time commitment. 4 I'm 100 percent committed to the board, but, 5 like me, personally, I'm missing a number of 6 things in order to be here at our next board 7 meeting. 8 And, if I could not miss all of those things, 9 do you know what I mean? 10 CHAIRMAN WALKER: I agree. 11 COMMISSIONER BROCK: But, Mr. Chair, 12 Commissioner Heather make a very valid point, 13 because it's true. They will miss all of the 14 committee meetings then want to get in the board 15 meeting and want us to go back over every step. 16 And that needs to be said to the 17 commissioners that, "If you want to give your 18 input, you need to be at this meeting right 19 here." 20 CHAIRMAN WALKER: I agree. 21 COMMISSIONER BROCK: "It's not going to 22 happen at the board meeting." 23 And we need to start putting some -- 24 you know, putting the hammer down on it, 25 and saying, "We are not going to go back and</p>

<p style="text-align: right;">Page 89</p> <p>1 rehash all of that." 2 CHAIRMAN WALKER: I am really good as Chair, 3 if the four people here -- because we showed up -- 4 I'm really good as Chair, if we want to make it 5 clear that, "If you have specific questions on 6 committee work, you need to go to the committee 7 meeting. 8 "Because, by the time it's coming to the 9 board, we're going to have a 5-minute overview, 10 and then there's a vote." 11 COMMISSIONER BROCK: Yes. That's it. 12 CHAIRMAN WALKER: There is no reason -- 13 I'm really good with this. HR, Acquisitions, 14 Finance, Procurement -- 15 COMMISSIONER BROCK: Everybody. 16 CHAIRMAN WALKER: -- everything. I am really 17 good with that. 18 COMMISSIONER HOROVITZ: Yes, and respect 19 everyone's time. 20 CHAIRMAN WALKER: I'm really good with 21 that. 22 COMMISSIONER HOROVITZ: Yes. 23 CHAIRMAN WALKER: Because that was the 24 intent originally. It just wasn't happening. 25 But, if y'all are supportive of me just,</p>	<p style="text-align: right;">Page 91</p> <p>1 CHAIRMAN WALKER: I'm really good with this. 2 COMMISSIONER BROCK: And then you can't -- 3 I don't -- I don't know -- 4 COMMISSIONER SHOUP: You can't vote. 5 COMMISSIONER BROCK: -- unless we -- right. 6 He can't -- you can't vote, but you could -- 7 well, we pass it. If she put it on the floor 8 when we first open up and we have enough for a 9 quorum -- 10 COMMISSIONER SHOUP: It's for extenuating 11 circumstances, or what's that terminology for 12 voting electronically? 13 COMMISSIONER BROCK: -- something. 14 Because you can vote -- 15 MR. WILSON: I think, if you have a quorum, 16 then you could pass a motion allowing someone 17 attending telephonically or electronically to 18 vote. 19 COMMISSIONER BROCK: Correct. 20 COMMISSIONER SHOUP: But there's got to be 21 -- 22 MR. WILSON: Extenuating circumstances? 23 COMMISSIONER SHOUP: -- some nature or 24 circumstance -- 25 CHAIRMAN WALKER: We did this during COVID,</p>
<p style="text-align: right;">Page 90</p> <p>1 as Chair, saying, "We have a 5-minute debate on 2 this, and, after 5 minutes, debate is closed. 3 And then we vote ..." and, if they want to be in 4 -- this goes for me, too. Like I asked finance 5 questions at the board that I should probably be 6 asking the Finance Committee. So it goes for me, 7 too. 8 But we can really consolidate these board 9 meetings so we can have more policy level 10 discussions as opposed to specific -- 11 COMMISSIONER HOROVITZ: Yes. Agreed. 12 And we have report outs by whoever is leading 13 whatever committee. 14 CHAIRMAN WALKER: Exactly. 15 COMMISSIONER BROCK: Right. 16 And, even with you, Mr. Chair, if we are 17 having a finance meeting -- and, again, 18 like what Mr. Alexander say, he gets the packets 19 out now time enough for everybody to review them 20 and look at them -- if you have a question and you 21 can't be here in person, you can call in. 22 And we can put you on speaker phone, 23 and you can say to Commissioner Heather, 24 "This is my question for this resolution," 25 or whatever.</p>	<p style="text-align: right;">Page 92</p> <p>1 though, Commissioner. 2 COMMISSIONER SHOUP: -- yes. All of those 3 emergency orders got repealed from COVID. 4 CHAIRMAN WALKER: Oh. 5 COMMISSIONER HOROVITZ: So you have to have 6 some specific terminology like, "extenuating 7 circumstances," or whatever to be able to vote 8 online, if there is. 9 Because the committee has to vote if there is 10 a quorum. Then the committee has to vote if that 11 is a true extenuating circumstance or not. 12 It has to be presented by the person on the 13 phone or Zoom on whatever. Then they vote. 14 The committee votes to allow them -- 15 not to participate, because you can always 16 participate on Zoom, if you want. But it's the 17 actual vote. 18 CHAIRMAN WALKER: We should actually -- 19 COMMISSIONER BROCK: Well, I know, 20 in the past, they have done voting on the phone 21 with other commissioners. 22 COMMISSIONER SHOUP: You can, but there is 23 supposed to be a vote if there are extenuating 24 circumstances. 25 CHAIRMAN WALKER: So, Reece, could you have</p>


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<p>1 OGC just take a look into this and see what the 2 actual rule is? 3 MR. WILSON: Sure. 4 CHAIRMAN WALKER: And then two other 5 questions, what the actual rule is and how we have 6 to do it, and then, two, can we just have a 7 standing resolution from the board that, you know, 8 as long as we have a quorum, it's a standing 9 resolution that, you know, commissioners can 10 participate? 11 COMMISSIONER SHOUP: (shook head negatively) 12 CHAIRMAN WALKER: And then, three, 13 can we go find our lobbyist and tell them that we 14 want to lobby for a change in the legislation? 15 Because this is ridiculous. It's 2023. 16 The meetings are recorded. 17 Why can't a commissioner vote 18 electronically? 19 That seems a little antiquated in my opinion. 20 COMMISSIONER SHOUP: Who is our lobbyist? 21 CEO: We have never had one. 22 CHAIRMAN WALKER: Why am I not surprised? 23 CEO: Well, let's be honest. Let's look at 24 it. 25 The purpose of the lobbyist over the last</p>	<p>1 COMMISSIONER SHOUP: They use internal and 2 external people. I think The Fiorentino Group 3 may have a contract with the city, if I'm not 4 mistaken. 5 I'm guessing Ballard probably has some sort 6 of partner written with Elsbury -- 7 CHAIRMAN WALKER: I'm even now thinking D.C. 8 So, how do we lobby the Federal Government 9 for more money or more vouchers? 10 That's just you (addressed Mr. Alexander)? 11 CEO: Yes. You normally just ask them, 12 and they always give you an allocation. 13 If you want something more, you have to send them 14 a letter and ask for it. Typically, you come 15 through your field office. 16 CHAIRMAN WALKER: Do other agencies have 17 lobbyists? 18 CEO: Some of the larger agencies -- 19 they have lobbyists. 20 CHAIRMAN WALKER: Do we fit in that 21 definition, or no? 22 CEO: It all depends on what we're trying to 23 accomplish. 24 CHAIRMAN WALKER: Well, I would say I'd want 25 to lobby the state for money, the Federal</p>
Page 94	Page 96
<p>1 several years -- we haven't gotten any money from 2 the city. We haven't gotten any money from the 3 state. 4 All of the money that's coming to this agency 5 has been from the Federal Government. 6 CHAIRMAN WALKER: Yes. I think you may want 7 to put out an RFP for a lobbyist so we can look at 8 it. 9 I mean, why aren't we lobbying the state 10 legislature for funds? 11 I mean -- 12 CEO: We have been lobbying the city for 13 funds. 14 CHAIRMAN WALKER: Well, that's a little 15 different, because we have direct connects to the 16 city. We need to do a better job with the city. 17 But I mean I'm not a registered lobbyist. 18 I can't go lobby to the state. 19 I would at least be in favor of getting an 20 RFP and looking at proposals and seeing what, 21 you know, they would propose, how they would 22 lobby. It doesn't cost us anything to look. 23 I mean, does the city have lobbyists? 24 COMMISSIONER SHOUP: Yes. 25 CHAIRMAN WALKER: They do?</p>	<p>1 Government for more money. 2 COMMISSIONER HOROVITZ: Yes. 3 I can imagine, if you had the role, 4 that you would have somebody who would do all of 5 the lobbying and then also be the person who 6 manages all of your grant work. 7 CHAIRMAN WALKER: Yes. 8 COMMISSIONER HOROVITZ: That's certainly a 9 job that would pay for itself. 10 COMMISSIONER SHOUP: That's a job-and-a-half. 11 COMMISSIONER HOROVITZ: Yes. 12 CEO: So, in terms of grants, we have gotten 13 over close to 6,000,000. 14 CHAIRMAN WALKER: Who writes our grants? 15 CEO: We use this one little firm that we 16 pay. 17 CHAIRMAN WALKER: So, in theory, like a 18 lobbyist could -- I'm asking. I don't know what a 19 lobbyist would do, but a lobbyist could also help 20 with grant writing. 21 COMMISSIONER HOROVITZ: You can find the 22 right person. I do a lot of that work myself, 23 but you can find somebody who would have 24 experience doing grant work and then reporting. 25 They would work obviously with the</p>

Page 97	<p>1 organization to make sure they're reporting to the</p> <p>2 granting agency. You would need IT resources,</p> <p>3 and then, you know, you're in the community,</p> <p>4 you know, actively looking for additional dollars</p> <p>5 -- so locally or federal level.</p> <p>6 CHAIRMAN WALKER: Could you help put together</p> <p>7 an RFP?</p> <p>8 COMMISSIONER HOROVITZ: Yes. I think that</p> <p>9 would be great.</p> <p>10 CHAIRMAN WALKER: It doesn't hurt to ask for</p> <p>11 qualifications and see what it -- I mean I love</p> <p>12 that. I had no clue we didn't lobby like that.</p> <p>13 COMMISSIONER HOROVITZ: And then, also,</p> <p>14 a lot of the granting -- a lot of the programs you</p> <p>15 can use or dollars to pay for direct admin</p> <p>16 expenses. So you could, at least partially or</p> <p>17 even completely, fund that role through awards.</p> <p>18 COMMISSIONER SHOUP: I think, too, we also</p> <p>19 can do a better job as a board of ...</p> <p>20 I probably can do specifically a better job</p> <p>21 myself.</p> <p>22 Like, "Mr. A, what do you need?"</p> <p>23 We all have relationships around the state,</p> <p>24 city, federal. Like I've got personal</p> <p>25 relationships with both our congressional members.</p>	Page 99	<p>1 lobbyist. No. I don't need that additional</p> <p>2 disclosure matter in my life.</p> <p>3 I think it would be really cool if we can get</p> <p>4 an RFP together -- maybe before the next board</p> <p>5 meeting -- I don't know how long something like</p> <p>6 this would take -- to get it out on the street</p> <p>7 sooner rather than later, just to see.</p> <p>8 COMMISSIONER SHOUP: I wouldn't think by</p> <p>9 -- I think it's too quick for the next board</p> <p>10 meeting.</p> <p>11 COMMISSIONER HOROVITZ: To do, what?</p> <p>12 CHAIRMAN WALKER: To get it out?</p> <p>13 COMMISSIONER SHOUP: You know, get it written</p> <p>14 and written well to RFP out in ten days?</p> <p>15 CHAIRMAN WALKER: I don't care. I just think</p> <p>16 we should do it.</p> <p>17 COMMISSIONER SHOUP: Oh, I'm not saying we</p> <p>18 shouldn't do it.</p> <p>19 CHAIRMAN WALKER: I think we should have a</p> <p>20 drop-dead date so we can all agree.</p> <p>21 COMMISSIONER HOROVITZ: Yes. I mean that's a</p> <p>22 conversation in the board meeting.</p> <p>23 "Hey, we're looking to bring on this role.</p> <p>24 They would do this."</p> <p>25 CHAIRMAN WALKER: Uh-huh.</p>
Page 98	<p>1 I've got personal relationships with the majority</p> <p>2 of the -- majority of the council. I mean</p> <p>3 I've got personal relationships with most of the</p> <p>4 representatives and state senators here.</p> <p>5 I mean we can hop in the car and knock,</p> <p>6 knock, knock.</p> <p>7 "Hey, we need your help."</p> <p>8 Just what is the exact ask we're asking for?</p> <p>9 What is it, and what's out there?</p> <p>10 I know, when I see different things come</p> <p>11 across for housing or whatever in our kind of</p> <p>12 neighborhood, if I see the -- because I'm a nerd.</p> <p>13 I sit and read every City Council Legislative</p> <p>14 Agenda that is going on and what bills are going.</p> <p>15 If I see something in that world, I send it</p> <p>16 to Mr. A.</p> <p>17 "Hey, is this something you need? FYI.</p> <p>18 Not trying to get into the operational versus</p> <p>19 policy, but, hey, I see it. Hopefully it's on</p> <p>20 your radar," kind of thing.</p> <p>21 CHAIRMAN WALKER: I think it would be</p> <p>22 awesome to have -- yes. I totally agree.</p> <p>23 COMMISSIONER SHOUP: We can all register as</p> <p>24 lobbyists.</p> <p>25 CHAIRMAN WALKER: I'm not registering as a</p>	Page 100	<p>1 COMMISSIONER HOROVITZ: Then talk about it</p> <p>2 for 10 minutes.</p> <p>3 "Does everyone agree?"</p> <p>4 "We're moving forward."</p> <p>5 CHAIRMAN WALKER: Agree. It's on my list.</p> <p>6 COMMISSIONER HOROVITZ: And I will work on</p> <p>7 having something sketched out.</p> <p>8 CHAIRMAN WALKER: Awesome, which reminded me</p> <p>9 of one more thing.</p> <p>10 The banking RFP we put out -- do we have the</p> <p>11 results yet, or not yet?</p> <p>12 CEO: No.</p> <p>13 CHAIRMAN WALKER: Okay. Will we have them by</p> <p>14 the board meeting, or no?</p> <p>15 CEO: Yes -- I'll give you an update by then.</p> <p>16 CHAIRMAN WALKER: Great. So I've got eight</p> <p>17 items on the board agenda -- actually, I'm sorry.</p> <p>18 Seven, because we're moving the FA presentation to</p> <p>19 finance.</p> <p>20 Do we want to move the bond presentation to</p> <p>21 finance?</p> <p>22 COMMISSIONER HOROVITZ: The reason why</p> <p>23 I would say, "No," to that is because that's</p> <p>24 supposed to be addressing board liabilities,</p> <p>25 right?</p>

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<p>1 Am I wrong?</p> <p>2 CHAIRMAN WALKER: Yes, however, this might be</p> <p>3 a scope creep, because I've been previewing on</p> <p>4 what they're planning on talking about.</p> <p>5 And they're getting into inducements and</p> <p>6 loan agreements, which has nothing to do with --</p> <p>7 COMMISSIONER HOROVITZ: That's very specific.</p> <p>8 I mean, what do you-all think?</p> <p>9 CHAIRMAN WALKER: I would much rather a</p> <p>10 15 or 20-minute presentation of, "What are the</p> <p>11 board's liabilities, obligations under these</p> <p>12 documents so we know?"</p> <p>13 COMMISSIONER HOROVITZ: Uh-huh.</p> <p>14 CHAIRMAN WALKER: I am really good with that.</p> <p>15 COMMISSIONER HOROVITZ: Uh-huh.</p> <p>16 CHAIRMAN WALKER: Okay. Great. I'll let</p> <p>17 Lawsikia know. So we want pros and cons.</p> <p>18 COMMISSIONER HOROVITZ: And you said like not</p> <p>19 a presentation, that they're going to just like</p> <p>20 --</p> <p>21 CHAIRMAN WALKER: I can't stand that.</p> <p>22 COMMISSIONER HOROVITZ: -- no. I know.</p> <p>23 Me neither.</p> <p>24 But, do they have a presentation like that so</p> <p>25 we can read it?</p>	<p>1 "What are the board's responsibilities under</p> <p>2 these documents, and what are our risks?"</p> <p>3 COMMISSIONER BROCK: Yes.</p> <p>4 COMMISSIONER SHOUP: "And, how good is our</p> <p>5 insurance?"</p> <p>6 CHAIRMAN WALKER: How good is our insurance?</p> <p>7 I think we're indemnified as officers.</p> <p>8 COMMISSIONER SHOUP: That's my thing.</p> <p>9 I want something with those JD letters after</p> <p>10 their name to tell me that.</p> <p>11 CHAIRMAN WALKER: So I'll get with you and</p> <p>12 Lawsikia to sketch out a different scope.</p> <p>13 But like we want to know risks. We want to</p> <p>14 know obligations. We want to know liabilities.</p> <p>15 That's what we want to know.</p> <p>16 CEO: Okay.</p> <p>17 CHAIRMAN WALKER: So we'll condense that.</p> <p>18 Commissioner, sorry.</p> <p>19 COMMISSIONER BROCK: I was just wondering,</p> <p>20 before we kind of go close out, did you, Mr. Chair</p> <p>21 or Commissioner Shoup -- did y'all get with the</p> <p>22 people y'all were going to talk to about our</p> <p>23 VASH vouchers?</p> <p>24 CHAIRMAN WALKER: I did.</p> <p>25 COMMISSIONER BROCK: Okay.</p>
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<p>1 CHAIRMAN WALKER: I watch for that.</p> <p>2 They're supposed to have it in advance of the</p> <p>3 meeting. Lawsikia and I talked about this last</p> <p>4 week with you (addressed Mr. Alexander).</p> <p>5 CEO: Yes.</p> <p>6 COMMISSIONER HOROVITZ: So, are we</p> <p>7 eliminating this training?</p> <p>8 CHAIRMAN WALKER: Unless somebody wants a</p> <p>9 true training, like to learn the ins and outs of</p> <p>10 how a transaction goes, I am really good with</p> <p>11 condensing this into some pros, cons, risks,</p> <p>12 obligations type 15 or 20-minute presentation.</p> <p>13 Because, at the end of the day, I don't have</p> <p>14 to do -- we don't have to do -- I mean Dwayne and</p> <p>15 Dennis and OGC have to know how to run these</p> <p>16 transactions and do them. But --</p> <p>17 COMMISSIONER HOROVITZ: I do want to fully</p> <p>18 understand my responsibility.</p> <p>19 CHAIRMAN WALKER: -- agreed.</p> <p>20 COMMISSIONER HOROVITZ: Is that what you're</p> <p>21 saying?</p> <p>22 COMMISSIONER BROCK: That is what I was</p> <p>23 fixing to say.</p> <p>24 CHAIRMAN WALKER: Well, I think that's what</p> <p>25 this is.</p>	<p>1 COMMISSIONER SHOUP: I got Chris Miller's</p> <p>2 -- who's Congressman Rutherford's guy and also a</p> <p>3 two-week out City Council member -- and connected</p> <p>4 to Ms. Dunn for that.</p> <p>5 And I think we're just waiting on --</p> <p>6 still waiting on the VA, right?</p> <p>7 MS. DUNN: There was a meeting held with the</p> <p>8 VA, and they are looking to do a landlord workshop</p> <p>9 in connection with the HCV Department to get</p> <p>10 vouchers in veterans' hands.</p> <p>11 COMMISSIONER BROCK: Because -- and the</p> <p>12 reason I was asking is because we have --</p> <p>13 and even you said it, Commissioner Shoup --</p> <p>14 you had some people that was veterans, and we --</p> <p>15 I mean I'm talking about they literally has called</p> <p>16 us.</p> <p>17 I brought them to Mr. Alexander and told him</p> <p>18 about it, but Mr. Love, who is the intake guy --</p> <p>19 you know, he constantly says that this is the</p> <p>20 criteria.</p> <p>21 They got to be homeless, literally staying</p> <p>22 under a tree somewhere, and they got to be</p> <p>23 homeless for a year. And they got to --</p> <p>24 they definitely have to have a disability.</p> <p>25 And so, in order for them to even look at</p>

<p style="text-align: right;">Page 105</p> <p>1 them or --</p> <p>2 CHAIRMAN WALKER: This goes back to the</p> <p>3 lobbyist conversation.</p> <p>4 COMMISSIONER BROCK: -- right. Because --</p> <p>5 CHAIRMAN WALKER: That is a legislative</p> <p>6 change.</p> <p>7 COMMISSIONER BROCK: -- you have people</p> <p>8 who have served our county to make us safe that</p> <p>9 cannot get these benefits when we got them sitting</p> <p>10 here on our books.</p> <p>11 COMMISSIONER SHOUP: That's where we need</p> <p>12 to go have a conversation. I mean, to change the</p> <p>13 rule, we've got to go see Rutherford.</p> <p>14 CHAIRMAN WALKER: That's a Rutherford</p> <p>15 conversation.</p> <p>16 COMMISSIONER SHOUP: Rutherford, Aaron Bean,</p> <p>17 Mike Walls (phonetic).</p> <p>18 CHAIRMAN WALKER: Mike Walls. I know Mike.</p> <p>19 We can talk to Mike.</p> <p>20 COMMISSIONER SHOUP: Mike's chief of staff is</p> <p>21 a friend of mine.</p> <p>22 CHAIRMAN WALKER: To your point,</p> <p>23 Commissioner, that's what we need to do.</p> <p>24 Anything else we want to talk about?</p> <p>25 So, just to run down through the potential</p>	<p style="text-align: right;">Page 107</p> <p>1 But to stand up there looking at the same</p> <p>2 PowerPoint that --</p> <p>3 CHAIRMAN WALKER: Again, that just hasn't</p> <p>4 been how this board has previously operated.</p> <p>5 I am a huge fan of this.</p> <p>6 COMMISSIONER HOROVITZ: Yes. I think we</p> <p>7 open the floor to, "Does anyone have questions for</p> <p>8 Dennis after reviewing the financials? Now is</p> <p>9 your opportunity."</p> <p>10 But I don't think we need to run through the</p> <p>11 presentation, again.</p> <p>12 Would that be okay with you (addressed</p> <p>13 Mr. Lohr)?</p> <p>14 CFO: Absolutely.</p> <p>15 COMMISSIONER HOROVITZ: Okay.</p> <p>16 CHAIRMAN WALKER: And I think I'm allowed --</p> <p>17 Reece, if I draft a message to like a Notice to</p> <p>18 Board Members that is sent by Dwayne --</p> <p>19 as Board Chair saying, "This is how the meeting is</p> <p>20 going to be run -- this next board meeting.</p> <p>21 Please come prepared."</p> <p>22 Am I allowed to do that?</p> <p>23 MR. WILSON: I believe so. I think so.</p> <p>24 COMMISSIONER HOROVITZ: Yes. I've been told</p> <p>25 that you can actually email us as long as it's</p>
<p style="text-align: right;">Page 106</p> <p>1 agenda, OGC, condensed bond presentation,</p> <p>2 Lindsey Terrace's updates, what they've done,</p> <p>3 how they're working, the HR matters with</p> <p>4 Constangy, which includes the status of the</p> <p>5 Review, 360 Evaluation and our policy for future</p> <p>6 --</p> <p>7 COMMISSIONER SHOUP: Situations.</p> <p>8 CHAIRMAN WALKER: -- situations.</p> <p>9 Just give us a quick idea of what you're</p> <p>10 thinking about for a strategic retreat,</p> <p>11 like dates when you want to do it, stuff like</p> <p>12 that, lobbying, RFP for discussion, banking RFP</p> <p>13 update.</p> <p>14 Did I miss anything?</p> <p>15 And then our standard, you know, CFO</p> <p>16 Financial Report, CEO Report, minutes.</p> <p>17 COMMISSIONER SHOUP: I think it goes back to</p> <p>18 what we were talking about -- the standard.</p> <p>19 We're not looking at the standards.</p> <p>20 If Dennis is giving the standard report to</p> <p>21 the Finance Committee, the packet is in the</p> <p>22 Finance Committee packet and in the board packet.</p> <p>23 I don't think, Dennis, you need to stand up</p> <p>24 there for 20 minutes.</p> <p>25 Everyone tell me if I'm off base here.</p>	<p style="text-align: right;">Page 108</p> <p>1 very clear, "You do not respond to this."</p> <p>2 CHAIRMAN WALKER: "Do not respond."</p> <p>3 MR. REECE: Right, right, right.</p> <p>4 COMMISSIONER SHOUP: Typically, if you need</p> <p>5 to send an email, you would want to bcc the whole</p> <p>6 board where no one has the ability to reply all.</p> <p>7 "Reply All," is the evil button in public</p> <p>8 records.</p> <p>9 COMMISSIONER BROCK: But, what you just said,</p> <p>10 about giving it to Mr. Alexander and letting him</p> <p>11 send it -- I was just going to ask you to do that.</p> <p>12 COMMISSIONER HOROVITZ: High Priority Email.</p> <p>13 "Please see this message from Board Chair."</p> <p>14 CHAIRMAN WALKER: Yes. I'm going to do that</p> <p>15 then so it's very clear.</p> <p>16 COMMISSIONER BROCK: Yes. Mr. Alexander --</p> <p>17 COMMISSIONER HOROVITZ: I'm sorry. I have to</p> <p>18 leave in a minute.</p> <p>19 CHAIRMAN WALKER: Was this meeting helpful to</p> <p>20 everybody?</p> <p>21 COMMISSIONER HOROVITZ: Yes. It was great.</p> <p>22 CHAIRMAN WALKER: So, do we want to do these</p> <p>23 before the board meetings, or do we think this one</p> <p>24 is enough to start?</p> <p>25 Normally I would help set this agenda just</p>

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<p>1 with Dwayne, but this was actually quite helpful 2 to me to hear other people's what we want to talk 3 about. 4 COMMISSIONER BROCK: You talking about like 5 for August moving forward? 6 CHAIRMAN WALKER: Right. So, normally, 7 Dwayne and I meet for an hour to an 8 hour-and-a-half before our upcoming board meeting 9 to talk about what is on the agenda, what needs to 10 be discussed, where are we at with things, what do 11 we need to update the board on. 12 I wanted to, in furtherance of making sure 13 everybody is involved and understanding what 14 we're talking about, we did this, which is more of 15 a workshopping conversation as opposed to any 16 action. 17 So we can keep doing this. We can do this 18 every other month. 19 COMMISSIONER HOROVITZ: I liked it, 20 because I had the benefit of being here, but, 21 if I had a conflict and then I was in that next 22 board meeting, I would feel like, "Well, why did 23 we decide that? Why are we only talking about 24 this?" 25 I mean going back to, "Well, you should have</p>	<p>1 COMMISSIONER BROCK: No, no, no. I know, 2 but I'm just saying it gives us the opportunity to 3 do what we did this morning. 4 Just like what Ms. Heather said -- 5 CHAIRMAN WALKER: Maybe it's only every other 6 month. Maybe we do it every other month. 7 COMMISSIONER BROCK: -- when she talked about 8 St. Johns County. I mean I didn't think in that 9 terms of what you said, and so -- and I can't talk 10 to you. So I never would have known your thoughts 11 on that if we had not had this meeting. 12 COMMISSIONER HOROVITZ: That's true. 13 CHAIRMAN WALKER: I agree. 14 COMMISSIONER BROCK: Do you know what I'm 15 saying? 16 Yeah. 17 COMMISSIONER HOROVITZ: Does it get into -- 18 thank you. 19 COMMISSIONER BROCK: Okay. 20 COMMISSIONER HOROVITZ: Do we get into the 21 space, though, that like we're like -- 22 CHAIRMAN WALKER: We're like operations? 23 COMMISSIONER HOROVITZ: -- not only 24 operations, but like, "Okay. Now we're on a team, 25 and, if you weren't here, we already agreed.</p>
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<p>1 been here," that's a lot of extra meetings. 2 So like this was great, but I'm not sure this 3 should be the standard. 4 Do you guys disagree? 5 COMMISSIONER SHOUP: I think have it open. 6 If you can come, you come. If you can't, 7 you can't. Like it's not like we're voting on 8 anything, and the meeting would have been held 9 with just Chris and Dwayne. 10 I mean at least it's a little more 11 available, and I think, too, if there is something 12 you really want on the agenda for the board, 13 you send it to Mr. A, and say, "Hey, can we make 14 sure this is on the agenda? Here's my issues." 15 I think it's just nice to have the 16 availability. 17 COMMISSIONER BROCK: Yes. And you right, 18 and I understand, too, Commissioner Heather. 19 But, just like Chair said, that it gives us 20 the opportunity to really just casually talk about 21 stuff, and not say, "I make a motion to vote." 22 CHAIRMAN WALKER: To be very clear -- 23 COMMISSIONER HOROVITZ: I like that. 24 CHAIRMAN WALKER: -- as long as I'm Chair, 25 we will never vote at these meetings.</p>	<p>1 We already talked about it." 2 CHAIRMAN WALKER: I am sensitive to that. 3 COMMISSIONER HOROVITZ: Yes. 4 CHAIRMAN WALKER: I'm very sensitive to that. 5 COMMISSIONER HOROVITZ: I know we're 6 respecting Sunshine right now, but now we've had 7 all of this dialogue. 8 And so now the rest of the board members 9 who weren't here don't have the benefit of all of 10 this. So it's like us versus them. 11 COMMISSIONER SHOUP: But they'll be able to 12 have the minutes prior to the board meeting 13 I would think. 14 CHAIRMAN WALKER: True. 15 And now we're going to give them, you know, 16 62 more pages to read in advance of the meeting. 17 I'm torn. I love the idea. 18 COMMISSIONER HOROVITZ: Yes. 19 CHAIRMAN WALKER: I think what I'm going to 20 do is, at the next board meeting, I'm going to 21 bring it up, and I'll think on it. 22 I am leaning towards we do this every other 23 month, because, at least then it's like, 24 "Look, we have this heavy agenda for this next 25 month."</p>

<p style="text-align: right;">Page 113</p> <p>1 The next meeting Dwayne and I can plan and 2 make sure, "Okay. We have these things to follow 3 up on." 4 So the next board meeting, in theory, 5 will be a little lighter. 6 Then we have a prep meeting for the meeting 7 after that, which involves everybody, again. 8 So it gives us a chance to kind of balance 9 out the meeting. I mean, look. I can see this 10 meeting, even removing these things, with the 11 things we're going to talk about and go through 12 -- I can see this meeting taking 2, 2 1/2 hours. 13 So ... 14 COMMISSIONER HOROVITZ: I'm sorry. I have to 15 go, or I'll be late. 16 CHAIRMAN WALKER: No. You're good. 17 I'll give that some thought. 18 Anything else? 19 COMMISSIONER HOROVITZ: Thanks, you guys. 20 CHAIRMAN WALKER: You, as well. 21 COMMISSIONER HOROVITZ: Have a great weekend. 22 Happy Father's Day. 23 CHAIRMAN WALKER: Oh, thank you. 24 Awesome. 25 Anything else, guys?</p>	<p style="text-align: right;">Page 115</p> <p>1 CHAIRMAN WALKER: Awesome. Thanks, guys. 2 Appreciate it. Almost 2 hours. 3 (Whereupon, the JHA BOC Special Meeting 4 concluded at 10:44 a.m.) 5 --- 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25</p>
<p style="text-align: right;">Page 114</p> <p>1 (no response) 2 CHAIRMAN WALKER: I don't have anything else. 3 I'll put that email -- 4 (Commissioner Horovitz left the room.) 5 CHAIRMAN WALKER: -- together and let the 6 commissioners know like, "Hey, if you want to be 7 involved in some of the strategic decision-making, 8 like finances, RFQs, underwriting, stuff like 9 that, you need to be at meetings." 10 COMMISSIONER SHOUP: You could call this a, 11 "Strategic Planning Committee." 12 CHAIRMAN WALKER: Yes, you could, or a, 13 "Workshop." 14 COMMISSIONER SHOUP: This would be a -- 15 the committee doesn't have to ever vote on 16 anything. Just strategic planning, and it's 17 open. Everybody is on it. If you want to show 18 up, you do. If you don't, you don't. 19 CHAIRMAN WALKER: That's the notes I took for 20 the board agenda. I'm good. 21 Oh, yeah. I'll give it to Kort. 22 MS. PARDE: Thank you. 23 CHAIRMAN WALKER: Kort is doing that. 24 Anything else? 25 (no response)</p>	<p style="text-align: right;">Page 116</p> <p style="text-align: center;">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 9 my stenographic notes. 10 Dated this 28th day of June, 2023. 11 12  13 14 Carol DeBee Martin 15 Notary Public State of Florida 16 My Commission: HH 038064 17 Expires: 12-29-2024 18 19 20 21 22 23 24 25</p>