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6 JACKSONVILLE HOUSING AUTHORITY BOARD OF COMMISSIONERS
7 HUMAN RESOURCES COMMITTEE MEETING
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9
10 TAKEN: Monday, March 18, 2024
11 TIME: 2:03 p.m. to 3:24 p.m.
12 PLACE: Jacksonville Housing Authority
13 1300 North Broad Street
14 Jacksonville, Florida 32202
15 and via videoconference
16
17 Taken by Carol DeBee Martin, court reporter.
18
19
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1 APPEARANCES:
2 CHAIRWOMAN ANDREA REYES
3 COMMISSIONER HARRIET BROCK
4 COMMISSIONER HEATHER HOROVITZ
5 COMMISSIONER WEATHERBY
6 VANESSA DUNN, ACTING PRESIDENT/CEO
7 ANTONIO PEREZ
8 EVANN MORRIS
9 KORT PARDE, CAO
10 DENNIS LOHR, CFO
11 LINDA FITZGERALD
12 SATONIA HART
13 ERICA THORPE
14 LAILA DARBY
15
16 (VIA VIDEOCONFERENCE)
17 HARRY M. "Reece" WILSON, IV, ESQUIRE, (OGC)
18 SONYA HARRELL, ESQUIRE, (OGC)
19 ADINA TEODORESCU (OGC)
20 CRYSTAL BLACKMER
21 JOHN
22 ---
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1 PROCEEDINGS
2 March 18, 2024 2:03 p.m.
3 CHAIRWOMAN REYES: Good afternoon.
4 I'm Andrea Reyes. I'm going to go ahead and
5 call the Human Resources Committee to order.
6 It is 2:03 p.m.
7 All right. Did everybody get a chance to
8 look at the HR Committee Meeting's minutes?
9 COMMISSIONER BROCK: Yes.
10 CHAIRWOMAN REYES: We have a quorum --
11 well, actually, we have to wait for Commissioner
12 Horovitz.
13 COMMISSIONER BROCK: I don't think so.
14 We have a quorum.
15 CHAIRWOMAN REYES: We have a quorum?
16 Out of five, it's three?
17 COMMISSIONER BROCK: We have a quorum.
18 CHAIRWOMAN REYES: Perfect.
19 COMMISSIONER BROCK: You need four for the
20 board meeting.
21 CHAIRWOMAN REYES: Okay. Got it. Thank you.
22 Okay. So --
23 COMMISSIONER BROCK: In a committee meeting,
24 you don't need four.
25 CHAIRWOMAN REYES: -- can I get a motion to

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1 approve the minutes?
2 COMMISSIONER BROCK: I make a motion.
3 COMMISSIONER WEATHERBY: I second.
4 CHAIRWOMAN REYES: Wonderful.
5 Any discussion?
6 (no response)
7 CHAIRWOMAN REYES: Okay. All in favor say,
8 "Aye."
9 COMMISSIONER BROCK: Aye.
10 COMMISSIONER WEATHERBY: Aye.
11 CHAIRWOMAN REYES: It passes unanimously.
12 Thank you.
13 I will reserve Chair Comments towards the
14 end -- well, actually, I guess I could bring it up
15 now.
16 Is this for me (referred to microphone)?
17 MR. PEREZ: Switch.
18 CHAIRWOMAN REYES: Oh, okay.
19 MR. PEREZ: Thank you.
20 (Commissioner Horovitz reentered the room.)
21 CHAIRWOMAN REYES: Is this an appropriate
22 time to bring up Lawsikia?
23 COMMISSIONER HOROVITZ: Oh, sure.
24 CHAIRWOMAN REYES: Yes. Okay. So I do
25 understand we have new counsel present with us.

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<p>1 Attorney Reece, are you online?</p> <p>2 MR. WILSON: Good afternoon. Yes, I'm here.</p> <p>3 CHAIRWOMAN REYES: Hi. Yes. Welcome.</p> <p>4 You want to introduce yourself?</p> <p>5 MR. WILSON: Sure. I'm Reece Wilson.</p> <p>6 I'm with the Office of General Counsel.</p> <p>7 I will be taking over for Lawsikia Hodges,</p> <p>8 who has staffed this board very well for the past</p> <p>9 several years.</p> <p>10 And I've kind of been attending meetings</p> <p>11 and covering for her, you know, occasionally off</p> <p>12 and on intermittently for the past six or seven</p> <p>13 months. So I'm familiar with this board,</p> <p>14 and I took forward to working with you-all.</p> <p>15 And I would be there in person, but I'm out of</p> <p>16 town. But I will be there in person as much as</p> <p>17 possible and certainly for the next meeting next</p> <p>18 Monday. But I'm looking forward to working with</p> <p>19 y'all and am excited about the opportunity.</p> <p>20 CHAIRWOMAN REYES: Wonderful.</p> <p>21 And, have you had a chance to communicate</p> <p>22 with all the commissioners already?</p> <p>23 COMMISSIONER BROCK: No.</p> <p>24 MR. WILSON: Not individually, but I can</p> <p>25 certainly reach out and introduce myself to those</p>	<p>1 (People laughed.)</p> <p>2 CHAIRWOMAN REYES: All right. So thank you</p> <p>3 to Ms. Dunn and Ms. Kort for providing the</p> <p>4 materials that are going to be the basis for</p> <p>5 today's meeting. So we are going to provide an</p> <p>6 update to the CEO Succession Plan.</p> <p>7 Did all the commissioners also get the same</p> <p>8 email with the samples, or was it just me?</p> <p>9 COMMISSIONER BROCK: (nodded head</p> <p>10 affirmatively)</p> <p>11 CHAIRWOMAN REYES: Everybody?</p> <p>12 Okay. Wonderful. So thank you for providing</p> <p>13 the organizational chart.</p> <p>14 Ms. Dunn, I'll give you an opportunity to</p> <p>15 give us an update on the new hiring, where we're</p> <p>16 at with that from the last meeting.</p> <p>17 MS. DUNN: Yes, ma'am. So I was very excited</p> <p>18 to announce an HR Manager; however, she decided</p> <p>19 to stay with her current organization.</p> <p>20 So we just completed our second HR Manager</p> <p>21 interview today. We have one more scheduled</p> <p>22 for Wednesday, and we'll be hoping to make a</p> <p>23 decision fairly soon on that with these last three</p> <p>24 candidates.</p> <p>25 Procurement Supervisor -- the same way.</p>
Page 6	Page 8
<p>1 I haven't met in the coming days.</p> <p>2 CHAIRWOMAN REYES: Yeah. That would be</p> <p>3 great. Thank you.</p> <p>4 COMMISSIONER HOROVITZ: Sorry. Through the</p> <p>5 Chair, Mr. Reece has been attending, as he said,</p> <p>6 a number of meetings, and so those of us that have</p> <p>7 been on the board have had a chance to interact</p> <p>8 with him.</p> <p>9 And he's been a great asset resource for the</p> <p>10 board already. Ms. Dunn and I have been able to</p> <p>11 connect with him, and Lawsikia, Ms. Hodges,</p> <p>12 has done a fantastic job transitioning to make</p> <p>13 sure that we're in a great spot.</p> <p>14 I hope we have an opportunity to see her,</p> <p>15 again, but I would like to say on the record that</p> <p>16 Lawsikia Hodges has been an invaluable asset to</p> <p>17 this board. And we are so grateful for her</p> <p>18 service, and we'll miss her and wish her well.</p> <p>19 CHAIRWOMAN REYES: Yes. I would absolutely</p> <p>20 second that. As a newer commissioner, I have felt</p> <p>21 very supported and am definitely going to miss</p> <p>22 her.</p> <p>23 So, Reece, you've got some big shoes to</p> <p>24 fill. No pressure.</p> <p>25 MR. WILSON: I understand.</p>	<p>1 We offered. The organization that he was with --</p> <p>2 he was with another housing authority --</p> <p>3 they countered.</p> <p>4 So Ms. Satonia is going to be sending me</p> <p>5 some additional resumes. So we're back to the</p> <p>6 drawing board on our procurement specialist --</p> <p>7 procurement manager. So we're still plowing</p> <p>8 ahead. So that's where we are with the two key</p> <p>9 vacancies in the board right now.</p> <p>10 CHAIRWOMAN REYES: Thank you for that update.</p> <p>11 Ms. Dunn, you said the procurement --</p> <p>12 there was a counter from her existing?</p> <p>13 MS. DUNN: Yes.</p> <p>14 CHAIRWOMAN REYES: Was there a counter also</p> <p>15 on the HR?</p> <p>16 MS. DUNN: Yes.</p> <p>17 CHAIRWOMAN REYES: Okay. So we go back to</p> <p>18 the potential salary issue?</p> <p>19 MS. DUNN: Hers -- I think she --</p> <p>20 how do I say this politely?</p> <p>21 COMMISSIONER HOROVITZ: Leveraged us?</p> <p>22 MS. DUNN: Yes. I don't think it was that</p> <p>23 the salary was too low. I think that she used us</p> <p>24 as a bargaining chip. It happens.</p> <p>25 CHAIRWOMAN REYES: All right. So the</p>

<p style="text-align: right;">Page 9</p> <p>1 interview that you had today -- and you have a 2 second one on Wednesday. 3 MS. DUNN: The third one on Wednesday. 4 CHAIRWOMAN REYES: Okay. 5 MS. DUNN: So we had one on Friday, 6 one on this morning, the final on Thursday. 7 There is one candidate that is really shining 8 right now. So we want to see. 9 CHAIRWOMAN REYES: Okay. And so we should 10 expect somewhat of a response by, when? 11 MS. DUNN: Well, both candidates so far 12 have basically said it will be about a 30-day 13 notice to their current employer. So we're 14 thinking onboarding that first Wednesday in May. 15 CHAIRWOMAN REYES: Okay. Wonderful. 16 Thank you. 17 All right. So I did get a chance to look at 18 the RFP samples that you provided. 19 Did the commissioners and everybody here get 20 a chance to review them? 21 I'm not sure. 22 COMMISSIONER BROCK: I did. 23 CHAIRWOMAN REYES: So I have reviewed them 24 obviously. I am a fan of Sample No. 1. 25 I feel like their scope of services that was</p>	<p style="text-align: right;">Page 11</p> <p>1 the elements we feel should be included in the 2 recruitment brochure, create a mutually agreed 3 detailed recruitment brochure and then develop 4 and implement an aggressive recruitment 5 strategy. And then, based on all that approval, 6 they would begin the national search. 7 So I definitely feel like that sample is a 8 lot more detailed. 9 The second sample that you provided 10 I believe is on page -- where is that -- 11 Page 5 of the Sample No. 2. 12 Where is that? 13 Pardon me. It also had about 13 different 14 talking points that I -- I think there's a lot of 15 possibility of like merging some of the things. 16 There seems to be a little bit of redundancies. 17 So, at this point, though, would the board be 18 in charge of helping identify that, or would that 19 be a Kort job position task? 20 MS. PARDE: Through the Chair, so I actually 21 -- you and I were on the exact same wavelength. 22 If you turn to the tab that's entitled, 23 "CEO, CEO Study RFP --" 24 CHAIRWOMAN REYES: CEO Study RPF. 25 MS. PARDE: -- I went ahead and took all of</p>
<p style="text-align: right;">Page 10</p> <p>1 outlined in their contract was very detailed. 2 It had a lot of legwork ahead. 3 It's on Page 7, if you want to look at the 4 Sample 1. So they actually called it, 5 "Deliverables," and they had 19 different 6 deliverables that they would be doing. 7 But what I like about it is that No. 6 is the 8 one that's actually to conduct a national search. 9 It's just, you know, ultimately what we want them 10 to do. 11 1 through 5 is a lot legwork prior to, 12 which I think is really important, given the 13 history and the current context of the culture at 14 JHA. 15 So I think it's important to definitely do a 16 lot of prework, and so they talked about 17 coordinating all stages of the recruitment process 18 with the Board of Commissioners. 19 So we would be involved in the beginning, 20 which is something we discussed in the last 21 meeting, right, in terms of our involvement. 22 They would be getting input from the 23 Board of Commissioners through meetings and 24 interviews to understand the role. They would 25 solicit input from the commissioners regarding</p>	<p style="text-align: right;">Page 12</p> <p>1 your examples and condensed them. 2 CHAIRWOMAN REYES: Very good. 3 MS. PARDE: You and I are on the exact same 4 page. I see the issue as there being four 5 determinants that you need to determine today for 6 us to proceed with the RFP. 7 You need to discover a background, 8 a scope of work, a schedule and then a cost. 9 CHAIRWOMAN REYES: Okay. 10 MS. PARDE: And so I've taken those two 11 samples and identified the relevant provisions and 12 then made a recommendation as to which one I would 13 prefer or which one I think would be better 14 suited. 15 My recommendation is in blue, and the 16 St. Petersburg is in black. And the District of 17 Columbia Housing Authority's provisions are in 18 red. So can see them right away. 19 So I had also recommended utilizing the 20 St. Petersburg Housing Authority's scope of 21 services. That way I think it kind of helps the 22 board focus in on what is important today for the 23 decisions that you need to make, which are 24 background, you know, the direction you'd like to 25 give to the potential proposal bidders,</p>

<p style="text-align: right;">Page 13</p> <p>1 the scope of work that you're looking for, 2 the time -- like the schedule of deliverables, 3 as well as the cost that you would like to see. 4 CHAIRWOMAN REYES: Yes. We would require 5 them to submit all their final recommendations, 6 correct? 7 MS. PARDE: Yes. 8 CHAIRWOMAN REYES: Okay. Very good. I think 9 the thing that jumped out the most was in the 10 Sample 2, they do request that the commissioners 11 be notified which candidates were not selected, 12 and I don't think I saw that in the 13 St. Petersburg. 14 As a board, is that something that we would 15 be interested in seeing, which candidates were not 16 selected, and, if there is a reason for it? 17 COMMISSIONER HOROVITZ: To the Chair -- 18 CHAIRWOMAN REYES: Yes -- 19 COMMISSIONER HOROVITZ: -- how are we 20 defining, "selected"? 21 Is it that we've selected the candidate, 22 and they've accepted? 23 CHAIRWOMAN REYES: No. This is just for 24 -- 25 COMMISSIONER HOROVITZ: -- the RFP.</p>	<p style="text-align: right;">Page 15</p> <p>1 do a background research on them ahead of time and 2 proceed to maybe provide a summary. 3 You can do them however you like. It's kind 4 of like a pick and choose which options. 5 CHAIRWOMAN REYES: Okay. Yes. But I do 6 believe that the Sample 1, the St. Petersburg 7 scope, was the much more detailed one. 8 Yes, Commissioner Brock. 9 COMMISSIONER BROCK: Madam Chair, if I may, 10 when we did the last national search, 11 we were provided all of the candidates bios and 12 resumes, and we looked at them all. And so -- 13 and then we start, you know, narrowing them down. 14 So that's what we did in the last one. 15 They provided us every one of them that had 16 applied. 17 CHAIRWOMAN REYES: Okay. And, to your answer 18 -- I mean, Kort, if you want to jump in -- 19 but it does provide a summary of applicant reports 20 to the Board of Commissioners of all finalists. 21 So we would be provided those. 22 And, in that summary, can we include 23 the resumes, as well? 24 MS. PARDE: Yes. Through the Chair, 25 the big picture is this. The more detailed a</p>
<p style="text-align: right;">Page 14</p> <p>1 CHAIRWOMAN REYES: -- for the recruitment 2 process, correct. 3 COMMISSIONER HOROVITZ: Okay. 4 CHAIRWOMAN REYES: We've identified a 5 candidate, and then we are going to, as a board, 6 pursue that candidate but based on these 7 recommendations. 8 COMMISSIONER HOROVITZ: Would there be a 9 reason why we wouldn't be able to? 10 Like, is there a legal reason why we wouldn't 11 be able to see all? 12 CHAIRWOMAN REYES: No, there isn't. 13 MS. PARDE: None at all. 14 CHAIRWOMAN REYES: All right. So that 15 wouldn't be necessary for us. 16 MS. PARDE: Absolutely. So you may pick and 17 choose whichever. That's why I listed all of this 18 out. I went ahead and just itemized them. 19 I would recommend, as a board, discussing and 20 choosing which ones are important to you. 21 Certain aspects maybe more and more -- you know, 22 you may want a brochure. You may want a list of 23 all the candidates, or you may want them to just 24 go ahead and, you know, identify the ones that are 25 the best candidates -- top 10, top 15 --</p>	<p style="text-align: right;">Page 16</p> <p>1 search you want is the more expensive and long it 2 would take. So just keep that in mind. 3 If you want to find the best most ideal 4 candidate, absolutely. Go ahead and take the 5 the approach that St. Petersburg did, where they 6 did a contract not to exceed 50,000 each year. 7 It was a long detailed process, and that way they 8 selected who they were looking for. 9 That also allows you plenty of time and 10 opportunity to review all the candidates, 11 you know, digest the information, discover what 12 essential functions and what duties and things 13 you're looking for. 14 And then the other -- but, if you're looking 15 for a quicker turnaround, that would be the 16 approach of the District of Columbia where 17 I believe it was a two tier price where they 18 first charged for the fee of the recruitment 19 staffing, and then the recruitment itself. 20 I think the one thing I would consider 21 recommending -- and I think I put this in -- 22 is that whatever services you do choose in 23 deliverables, I think it would be prudent to have 24 a clause in there that, should the candidate not 25 stay for one year, that they would provide you</p>

<p style="text-align: right;">Page 17</p> <p>1 with recruitment fees and either some discounted 2 costs in the future or something along those lines 3 to recoup some of your costs. Because it is a 4 lengthy process. You're hiring them because of 5 their expertise and their qualifications. 6 So ... 7 CHAIRWOMAN REYES: I think that's a great 8 idea. Thank you, Kort. 9 Do you happen to know how long the hiring 10 process for St. Petersburg took with that RFP? 11 MS. PARDE: Through the Chair, yes. 12 So that was -- it was actually extensive. 13 I believe it was -- and I don't want to say this 14 with any certainty, but it was longer than I would 15 have anticipated. It was over a year. 16 CHAIRWOMAN REYES: Okay. And then, 17 do you know how long the second one was? 18 MS. PARDE: No. I would have to go back and 19 verify for the District of Columbia. I do know, 20 based on my knowledge, that the first candidate 21 that they sought was -- I forgot what the story 22 was -- but it was not their final candidate. 23 So they had to go through the process, again. 24 CHAIRWOMAN REYES: Okay. So, ideally, 25 we want to find something in between that.</p>	<p style="text-align: right;">Page 19</p> <p>1 "Yes. We did give the Jacksonville Housing these 2 documents," or, "We said this." 3 They did not say that. 4 COMMISSIONER HOROVITZ: Through the Chair, 5 I think that Gans & Gans is welcome to respond 6 to the RFP; is that right? 7 I don't believe that we're saying -- 8 MS. PARDE: Through the Chair, absolutely. 9 They would not be prevented, and they would be 10 eligible. But, of course, the bid would be the 11 most qualified based on price. It would also be 12 on your decisions. I mean you would be included 13 in that decision, as well. 14 I would imagine we would receive multiple 15 proposals. It's not going to be just them. 16 When we were doing that research on this, 17 there are a lot of firms in the nation that are 18 capable of providing such services. 19 CHAIRWOMAN REYES: Commissioner Brock, 20 to your question, I think it's more of an 21 opportunity to open up the application process for 22 the RFPs. They're not going to be precluded from 23 applying. It's just because of our, you know, 24 contentious kind of relationship that we've had in 25 the recent months, we want to make sure everybody</p>
<p style="text-align: right;">Page 18</p> <p>1 Okay. 2 Yes, Commissioner Brock. 3 COMMISSIONER BROCK: So, Madam Chair, 4 we decided not to use Gans & Gans? 5 Because I don't remember us deciding that. 6 So I was just trying to see. 7 Did we -- 8 CHAIRWOMAN REYES: Yes. I believe we wanted 9 to go with like a new company. 10 COMMISSIONER BROCK: -- okay. 11 CHAIRWOMAN REYES: Yes. 12 COMMISSIONER HOROVITZ: Through the Chair, 13 I believe that we -- we will allow them to bid the 14 work, but I think that we had some issues with the 15 quality and the accuracy of the reports that they 16 had provided. And so, for that reason, we wanted 17 to expand the partnership to include other 18 organizations. 19 COMMISSIONER BROCK: But I think -- 20 I don't think they provided the information. 21 They didn't give -- they didn't have the 22 opportunity to say that they provided that 23 information. It was told to us that that 24 information was provided by Gans & Gans, 25 but they did not have a representative to say,</p>	<p style="text-align: right;">Page 20</p> <p>1 gets a chance to submit. 2 So like, if we had gone with them 3 specifically, it would reduce our time frame, 4 which I think is what you're getting to, 5 but, at this point, I think we wanted to open it 6 up so that it's a little bit more -- to get more 7 offers. And that way we can get more -- 8 identify better candidates and then also look at 9 pricing. 10 COMMISSIONER BROCK: Okay. Because that's 11 why I was asking, because, like I say, I did not 12 hear us say that we was not going to use them. 13 So that's why I was just wondering, because they 14 did do an excellent job in helping us when we did 15 the national search the last time. 16 So I just wanted to ask that question, 17 because it was looking like we was leaning 18 towards the presentation that is being presented 19 today. 20 CHAIRWOMAN REYES: So these are just samples 21 that the agency has provided for us for us to 22 decide what is going to be important for us. 23 But I do appreciate, Kort, what you've done 24 in terms of like the four sections. I think 25 that's absolutely necessary. The background,</p>

Page 21	<p>1 scope of work, the schedule and the costs is</p> <p>2 what we definitely need to have in the scope.</p> <p>3 COMMISSIONER BROCK: Yes.</p> <p>4 COMMISSIONER HOROVITZ: Yes.</p> <p>5 CHAIRWOMAN REYES: Okay. So, at this point,</p> <p>6 do we have to -- for the next board meeting,</p> <p>7 I should present to the board an actual final</p> <p>8 recommendation for the CEO scope, correct,</p> <p>9 for the RFP?</p> <p>10 COMMISSIONER HOROVITZ: I think that --</p> <p>11 and, Reece, maybe this is a question for you --</p> <p>12 I think that this committee needs to make a</p> <p>13 recommendation to the full board to put this out,</p> <p>14 or is that not necessary?</p> <p>15 MR. WILSON: Through the Chair, this is</p> <p>16 Reece Wilson. Yes. We can make a recommendation</p> <p>17 of the HR Committee today to take it up with the</p> <p>18 board on next Monday is what I would suggest.</p> <p>19 CHAIRWOMAN REYES: Okay. So my only</p> <p>20 concern, right, is that I love the St. Petersburg</p> <p>21 -- you know, the listing that they have, but,</p> <p>22 if it's going to take a year or more to process,</p> <p>23 you know, I don't think we have that time.</p> <p>24 So I guess let's start off with,</p> <p>25 what time frame are we looking for?</p>	Page 23	<p>1 the search, because we've got to live with the</p> <p>2 results. And I think everybody knows what that</p> <p>3 means, and, because the search took over a year,</p> <p>4 do we know what the variables were that caused it</p> <p>5 to take so long?</p> <p>6 A lot of times candidates will leverage</p> <p>7 and drag out the search, and so I'd like to know</p> <p>8 what the variables were that would have taken so</p> <p>9 long.</p> <p>10 Did something like that happen, or is that a</p> <p>11 normal time period for this organization?</p> <p>12 COMMISSIONER BROCK: I don't know.</p> <p>13 CHAIRWOMAN REYES: So, being one of the newer</p> <p>14 commissioners, I don't think I have the answer for</p> <p>15 that, but I don't know if Commissioner Horovitz or</p> <p>16 Commissioner Brock --</p> <p>17 COMMISSIONER HOROVITZ: Through the Chair,</p> <p>18 I believe -- and I want to be so careful.</p> <p>19 I'm going to let Kort get back to you.</p> <p>20 (People laughed.)</p> <p>21 COMMISSIONER HOROVITZ: So I believe that a</p> <p>22 part of the reason why it drug on for so long</p> <p>23 was that perhaps an offer was made to a candidate,</p> <p>24 and that person didn't accept. And then another</p> <p>25 candidate -- and then person who took the role was</p>
Page 22	<p>1 What time frame are we looking at?</p> <p>2 Because, you know, Ms. Dunn is already,</p> <p>3 how many days into her 60 days?</p> <p>4 MS. DUNN: About 45.</p> <p>5 COMMISSIONER HOROVITZ: Go ahead,</p> <p>6 Commissioner Brock.</p> <p>7 COMMISSIONER BROCK: Well, I thought,</p> <p>8 when we had the board meeting, we were saying that</p> <p>9 we were going to try to do, you know, a quick</p> <p>10 turnaround, as far as doing the search,</p> <p>11 and not draw it long out.</p> <p>12 That's why I was asking when.</p> <p>13 When she said, "One year," I was like,</p> <p>14 "Wow," you know?</p> <p>15 CHAIRWOMAN REYES: Right. And I believe the</p> <p>16 last one took eight months, correct, Ms. Dunn?</p> <p>17 The last CEO search took eight months?</p> <p>18 MS. DUNN: I am not sure.</p> <p>19 COMMISSIONER BROCK: I think it did.</p> <p>20 CHAIRWOMAN REYES: I think we discussed</p> <p>21 eight months in the last meeting. Yes.</p> <p>22 Yes, Commissioner Weatherby.</p> <p>23 COMMISSIONER WEATHERBY: Through the Chair,</p> <p>24 having been through this before with JEA,</p> <p>25 I think it's very important not to unduly rush</p>	Page 24	<p>1 in an interim role, because the entire board</p> <p>2 couldn't agree to put him in the permanent role.</p> <p>3 And I think that maybe there was the hope that</p> <p>4 maybe other candidates would present, and then the</p> <p>5 board then just decided to extend the full offer.</p> <p>6 MS. PARDE: So, through the Chair,</p> <p>7 I've been involved in numerous -- honestly,</p> <p>8 it's up to -- the process and the timeline is</p> <p>9 dictated by your involvement as well as just the</p> <p>10 candidate pool at that time.</p> <p>11 So, any time that these bids go out,</p> <p>12 you may have a great selection of candidates.</p> <p>13 You would be highly involved, and you would</p> <p>14 escalate it and, you know, quickly determine who</p> <p>15 you would want.</p> <p>16 Some people belabor the point.</p> <p>17 Some commissions fight over them, and then</p> <p>18 other times they go through the entire process.</p> <p>19 And, at the end, they decide that they don't</p> <p>20 like any of the candidates that they have now</p> <p>21 interviewed, and they start the process, again.</p> <p>22 So it is really incumbent more on the</p> <p>23 direction of the board and their agreement</p> <p>24 on the matters as well as just the timing to</p> <p>25 see if there's any available candidates.</p>

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<p>1 Please understand that, you know, these roles 2 are not -- you know, there's a smaller group 3 of potential qualified individuals. I mean, 4 like anything, we get to our niche, and, you know, 5 there's only so many jobs in Jacksonville that 6 I would be looking for.</p> <p>7 But that's why we do a nationwide search 8 so that, hopefully, at some point, I would think 9 that an attractive compensation package as 10 well as a friendly board would be a total turn on 11 to some candidates who might even seek to take 12 this opportunity to move.</p> <p>13 It's just really what you would like to do 14 with it. I would say that, if you really want to 15 dictate the time, then I think maybe you should 16 focus more on the scheduling aspect, and then that 17 would dictate the scope of services and 18 deliverables.</p> <p>19 Obviously, the more deliverables you require 20 the longer it would take for them to do their 21 end and process and all that, but, if you 22 dictated the time table, then, obviously, 23 you would be more in control of how soon it has to 24 go to bid.</p> <p>25 I don't see any reason why there would not be</p>	<p>1 nine-month estimated period?</p> <p>2 COMMISSIONER BROCK: I think that would be 3 great, and I think, if we do our due diligence, 4 I believe we will find a good candidate within 5 that time frame.</p> <p>6 CHAIRWOMAN REYES: Okay. Commissioner 7 Weatherby.</p> <p>8 COMMISSIONER WEATHERBY: I agree.</p> <p>9 CHAIRWOMAN REYES: Commissioner Horovitz.</p> <p>10 COMMISSIONER HOROVITZ: I don't see why we 11 couldn't. I saw on the one that the -- 12 I think the contract has to go before 13 City Council. We don't have that slowing us down.</p> <p>14 So, to Ms. Kort's point, as long as we are 15 meeting and engaged, I think that we could move 16 this along, and, if we have to schedule special 17 meetings, this is, you know, a high priority.</p> <p>18 I want to acknowledge and just highlight, 19 again, that any internal candidate is welcome to 20 apply and encouraged to apply. We've talked about 21 that. I just want to make sure that's clear, 22 but, on the -- and I don't want to get ahead. 23 Because I'm just thinking about the six to nine 24 months.</p> <p>25 So now we have an active, interim --</p>
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<p>1 eligible candidates who would be interested, 2 as long as it's marketed well. We have the same 3 resources that we use. So there will be 4 candidates. It's just a question of whether or 5 not those candidates that are available are 6 presented to you at the time the board can agree 7 on it.</p> <p>8 COMMISSIONER HOROVITZ: Excellent. 9 Thank you.</p> <p>10 CHAIRWOMAN REYES: Thank you. All right. 11 So, you know, taking your recommendation, 12 if we were to focus on the schedule then, right, 13 and we're trying not to do eight months and 14 we're trying not to do a year, I agree with 15 Commissioner Weatherby, that this is not the kind 16 of thing we want to rush.</p> <p>17 Again, given just the history of the CEOs 18 and, you know, the time frame and the recent 19 attraction in the news, I think it's really 20 important that we focus on hiring -- you know, 21 finding and hiring the right CEO.</p> <p>22 So I personally would feel comfortable 23 with anything between six to nine months, 24 but I'm not sure if that's something that we ... 25 How does everybody feel about a six to</p>	<p>1 so that's on my mind.</p> <p>2 CHAIRWOMAN REYES: So we can -- I mean 3 we could just have -- it's all related. 4 So, at this point, we're not voting on anything. 5 It's just a discussion. So, yeah.</p> <p>6 Ms. Dunn's period ends, what date? 7 MS. DUNN: The 2nd.</p> <p>8 CHAIRWOMAN REYES: The 2nd, April 2nd. 9 So, at that point, we would have to make a 10 decision, right, about either extending that 11 interim or --</p> <p>12 COMMISSIONER HOROVITZ: To the Chair, 13 I think that we need to have a recommendation come 14 out of this committee that will go to the board, 15 because our board meeting is March 25th. 16 And we won't meet, again. So we need to make a 17 decision in the board meeting.</p> <p>18 CHAIRWOMAN REYES: Okay.</p> <p>19 COMMISSIONER HOROVITZ: Okay. So we should 20 make a recommendation.</p> <p>21 CHAIRWOMAN REYES: So, for right now, 22 I think we need to focus on the schedule, 23 which is what we're talking about, commit to a 24 six to nine-month estimated time frame to find our 25 ideal candidate.</p>

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<p>1 We had originally discussed meeting once a</p> <p>2 month for the HR Committee. I would be fine with</p> <p>3 meeting once a month for the HR Committee until</p> <p>4 this is complete.</p> <p>5 I know that might sound excessive,</p> <p>6 but I think, given the priority, I'm committed</p> <p>7 to being here every month until we find that</p> <p>8 person.</p> <p>9 And anyone that cannot come in person can</p> <p>10 join on Teams, correct, for the HR Committee</p> <p>11 Meetings?</p> <p>12 COMMISSIONER HOROVITZ: Yes. I believe that</p> <p>13 Lawsikia -- I'm sorry. Through the Chair to</p> <p>14 Reece, Lawsikia had shared that, as long as the</p> <p>15 meeting is noticed properly, that we could all</p> <p>16 join by Teams, and that would allow us to meet</p> <p>17 more frequently.</p> <p>18 CHAIRWOMAN REYES: Easily.</p> <p>19 COMMISSIONER HOROVITZ: Is that correct,</p> <p>20 Reece?</p> <p>21 MR. WILSON: That is correct for these</p> <p>22 committee meetings, not for the actual board</p> <p>23 meeting, but, for the committee meeting,</p> <p>24 that is correct.</p> <p>25 CHAIRWOMAN REYES: Okay. So, would people</p>	<p>1 CHAIRWOMAN REYES: In fact, Reece,</p> <p>2 is that correct, we're not voting on anything?</p> <p>3 We are just --</p> <p>4 MR. WILSON: Right.</p> <p>5 CHAIRWOMAN REYES: -- making recommendations</p> <p>6 to the upcoming board meeting, which is what we're</p> <p>7 doing today.</p> <p>8 MR. WILSON: That's right. That's correct.</p> <p>9 You're just making recommendations, no board</p> <p>10 meetings and no formal resolutions.</p> <p>11 COURT REPORTER: Y'all vote on my minutes.</p> <p>12 CHAIRWOMAN REYES: Oh, yes. Actually, Reece,</p> <p>13 we do have to vote on minutes, the approval of the</p> <p>14 past minutes.</p> <p>15 COMMISSIONER HOROVITZ: To that point,</p> <p>16 through the Chair -- and it's one of the things</p> <p>17 I wanted to ask. I never actually thought about</p> <p>18 it before our last HR meeting having a court</p> <p>19 reporter, and nothing against loving Ms. Carol.</p> <p>20 Is there something that requires us to have</p> <p>21 minutes taken in our committee meetings?</p> <p>22 Because we talked about having a secretary,</p> <p>23 and I believe we have a board secretary.</p> <p>24 It's something to think about. I don't know if</p> <p>25 it's necessary to have a court reporter in all of</p>
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<p>1 still be physically here except us, or how would</p> <p>2 that work?</p> <p>3 MR. WILSON: The actual commissioners on the</p> <p>4 HR Committee could all attend virtually via Teams</p> <p>5 -- or a lot of these committee meetings --</p> <p>6 and then it could be noticed. And Kort can maybe</p> <p>7 speak to this, but it could be noticed.</p> <p>8 And Ms. Dunn and Ms. Parde could attend and anyone</p> <p>9 else -- the public can also attend virtually.</p> <p>10 CHAIRWOMAN REYES: Okay. So I ...</p> <p>11 Yes, Commissioner Brock.</p> <p>12 COMMISSIONER BROCK: Madam Chair, so,</p> <p>13 if we did that, we would be voting virtually,</p> <p>14 as well?</p> <p>15 CHAIRWOMAN REYES: So we don't note in HR --</p> <p>16 my understanding is we don't vote in the</p> <p>17 HR Committees. We do recommendations to the</p> <p>18 board.</p> <p>19 COMMISSIONER BROCK: That's what I'm saying,</p> <p>20 but we still have to, you know, give comments and</p> <p>21 all of those type things.</p> <p>22 That's what I'm asking you.</p> <p>23 CHAIRWOMAN REYES: Yes. We could make the</p> <p>24 comments through Teams.</p> <p>25 COMMISSIONER BROCK: Okay.</p>	<p>1 our committee meetings.</p> <p>2 I'm just thinking about all of the work that</p> <p>3 we continue to do, and that's such a strain on</p> <p>4 Ms. Carol. And I actually don't have an idea</p> <p>5 of the cost. I think Ms. Dunn is looking into</p> <p>6 that.</p> <p>7 It would allow us to do it more quickly.</p> <p>8 I think certainly we need them for our board</p> <p>9 meetings, especially because there's so much</p> <p>10 attention on the board, and perhaps in HR,</p> <p>11 but I don't know.</p> <p>12 What are your thoughts?</p> <p>13 CHAIRWOMAN REYES: Commissioner Weatherby.</p> <p>14 COMMISSIONER WEATHERBY: This is a newbie</p> <p>15 question.</p> <p>16 Is Robert's Rules your parliamentary</p> <p>17 authority?</p> <p>18 CHAIRWOMAN REYES: Yes.</p> <p>19 COMMISSIONER WEATHERBY: Okay.</p> <p>20 CHAIRWOMAN REYES: Yes, Commissioner Brock.</p> <p>21 COMMISSIONER BROCK: One of the reasons that</p> <p>22 we have the court reporter is because, when we did</p> <p>23 the investigation with the OIG, they said the</p> <p>24 minutes were not taken correctly.</p> <p>25 And so that's when we decided to go with a</p>

<p style="text-align: right;">Page 33</p> <p>1 court reporter, and then we had a person that was 2 doing the minutes for the board -- did a good job 3 -- but never got her out-of-class pay for it. 4 And so -- and so she decided to leave the 5 Jacksonville Housing altogether. 6 So I guess those are the things that we 7 would, you know, have to look at, because a person 8 that do those minutes do suppose to be paid 9 out-of-class. 10 CHAIRWOMAN REYES: Yes, Commissioner 11 Weatherby. 12 COMMISSIONER WEATHERBY: I've never seen 13 minutes as detailed as these. Normally, you know, 14 they hit the points of actions and that sort of 15 thing. 16 I think it's valuable to have, but, 17 as I read the last board meeting's minutes, 18 I was like, "This is going to take me three days." 19 You know? 20 So I don't know what the requirements are 21 in terms of how detailed they should be, 22 but, if there has been a reason to have 23 a court reporter, then that was before my time. 24 So I just don't know. 25 COMMISSIONER BROCK: Well, that's why I was</p>	<p style="text-align: right;">Page 35</p> <p>1 do we need to have -- if we're going to be voting 2 on minutes, can we have the meeting in Teams, 3 Number One? 4 And, Number Two, do we need to have a court 5 reporter for our minutes? 6 COMMISSIONER HOROVITZ: And, to the Chair, 7 just to clarify, I actually mean for all of our 8 committee meetings. 9 So now we have HR. We're going to have 10 Compliance soon. We've got finance. 11 We have Acquisition. We have Resident Relations. 12 We have significant meetings now that it really -- 13 it's something to consider. 14 CHAIRWOMAN REYES: Okay. Yes, Commissioner 15 Brock. 16 COMMISSIONER BROCK: And I'm just trying to 17 bring y'all up on some history of our board. 18 The Resident Relations Meeting -- when I started 19 that meeting, we didn't have a court reporter. 20 So I bought, out of pocket, a tape recorder 21 and started taping the meetings, and then I had 22 one of the residents to translate the meetings -- 23 the minutes -- in typing them. And so we didn't 24 have a court reporter. We just got the court 25 reporter last year.</p>
<p style="text-align: right;">Page 34</p> <p>1 bringing it to the Chair attention, because OIG 2 recommended that -- not a court reporter, 3 but recommended that we get someone that could 4 take our minutes accurate and be on point with 5 it. And so -- 6 CHAIRWOMAN REYES: Right. Thank you, 7 Commissioner Brock. 8 And, if I'm not mistaken, though, it also 9 stemmed from when there was a lot of issues with 10 the previous CEO, and there was some contentious 11 -- not the last one, but the one before -- 12 COMMISSIONER BROCK: Right, right. 13 That's what I'm talking about. 14 CHAIRWOMAN REYES: -- yes. It was about 15 keeping accountability, transparency, and so they 16 found Ms. Carol, who's amazing. 17 COMMISSIONER BROCK: Right. 18 CHAIRWOMAN REYES: And I believe now, 19 you know, part of the attraction to keep her is 20 because of the scheduling and the finances itself, 21 the charge. 22 But I agree, Commissioner Horovitz. 23 I'm not sure if we need to have it for the 24 HR Committees, but I think at this point -- 25 I guess the question for Reece is, Number One,</p>	<p style="text-align: right;">Page 36</p> <p>1 So I just wanted to -- you know, to get y'all 2 to understand that, because a lot of things about 3 Resident Relations was not said properly when 4 I took that lead on that. 5 I didn't get the proper information on -- 6 on that Resident Relations Meeting, and so it was 7 a lot of things that were taken out of context, 8 you know. 9 So I just want you to understand that part -- 10 that part of it, because, like I say, we did have 11 a person here that was employed by the 12 Jacksonville Housing that did excellent minutes. 13 I can bring them to you and show them to you. 14 She did excellent minutes, but they never paid her 15 for her out-of-class pay for that. 16 CHAIRWOMAN REYES: Right. So that payment 17 would have been issued through the agency, though, 18 correct? 19 COMMISSIONER BROCK: Yes. Uh-huh. 20 CHAIRWOMAN REYES: All right. So thank you 21 Commissioner Brock. 22 To counsel, Reece, so I guess, Number One, 23 do we -- if we're voting on the minutes for the 24 previous -- we are required to vote on the 25 minutes, correct, for the previous committee</p>

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<p>1 meeting?</p> <p>2 So that is required.</p> <p>3 COMMISSIONER HOROVITZ: I think if we have</p> <p>4 them we have to.</p> <p>5 COMMISSIONER BROCK: Yes.</p> <p>6 COMMISSIONER HOROVITZ: Is that right --</p> <p>7 COMMISSIONER BROCK: Yes.</p> <p>8 COMMISSIONER HOROVITZ: -- Reece?</p> <p>9 MR. WILSON: Yes, that's correct.</p> <p>10 I think, before our next HR Committee</p> <p>11 Meeting, I can find out if the requirement that we</p> <p>12 approve or vote on the minutes requires that</p> <p>13 you-all meet in person. It may be sort of a</p> <p>14 ministerial function that, you know,</p> <p>15 without taking any substantive action --</p> <p>16 that may be a distinction that could allow us to</p> <p>17 meet virtually.</p> <p>18 That's the first point. So I can look at</p> <p>19 that and, you know, get back with you guys on</p> <p>20 that. Because I think we're trying to meet</p> <p>21 monthly is what Madam Chair said I believe about</p> <p>22 this committee.</p> <p>23 CHAIRWOMAN REYES: Correct. So we had --</p> <p>24 we had previously already agreed to meet like for</p> <p>25 three months in a row while we figured out the</p>	<p>1 Thank you.</p> <p>2 MR. WILSON: Yes. Thank you.</p> <p>3 CHAIRWOMAN REYES: Okay. So we'll wait on</p> <p>4 that. So just, at this point, we'll be committed</p> <p>5 to meeting once a month -- quickly --</p> <p>6 because I know last time it took forever.</p> <p>7 Let's just decide on a designated time</p> <p>8 frame at this point. I think we had said</p> <p>9 Fridays, right, was the -- today was because</p> <p>10 everybody's schedule was very --</p> <p>11 COMMISSIONER BROCK: Crazy.</p> <p>12 CHAIRWOMAN REYES: -- yes, a little crazy.</p> <p>13 So I think we said starting April the 19th,</p> <p>14 we were going to meet that Friday at 9:00 a.m.</p> <p>15 Is that still a good time for everybody,</p> <p>16 especially if it's on Teams would be even better?</p> <p>17 COMMISSIONER HOROVITZ: I have a hold on</p> <p>18 my calendar for that.</p> <p>19 CHAIRWOMAN REYES: Okay. Perfect.</p> <p>20 Commissioner Weatherby?</p> <p>21 COMMISSIONER WEATHERBY: Yes.</p> <p>22 CHAIRWOMAN REYES: Commissioner Brock?</p> <p>23 COMMISSIONER BROCK: Yes.</p> <p>24 CHAIRWOMAN REYES: Okay. So we'll just need</p> <p>25 to confirm with Commissioner Rogers.</p>
<p>Page 38</p> <p>1 transition.</p> <p>2 But now that we're in the flow of actually</p> <p>3 hiring for the position, then -- and we're on a</p> <p>4 time crunch we really need to be invested,</p> <p>5 and I think it's appropriate for us to meet</p> <p>6 once a month until we find the right candidate.</p> <p>7 MR. WILSON: For the court reporter issue,</p> <p>8 that's really your decision. I think, for the</p> <p>9 committee meetings, you know, I'm not aware of</p> <p>10 any other committees that I have worked with that</p> <p>11 do have a court reporter, and Commissioner Brock</p> <p>12 laid out why you do.</p> <p>13 But, perhaps, you know, it might be</p> <p>14 appropriate to have a secretary of the committee</p> <p>15 take the committee meeting minutes. So it would</p> <p>16 be less involved than the full board meetings.</p> <p>17 COMMISSIONER HOROVITZ: Through the Chair --</p> <p>18 CHAIRWOMAN REYES: Yes, ma'am.</p> <p>19 COMMISSIONER HOROVITZ: -- to Reece.</p> <p>20 Can you, if you're able to, look at the</p> <p>21 OIG recommendation and determine if the</p> <p>22 recommendation for meeting minutes was for our</p> <p>23 board meeting or if, in your opinion, it applied</p> <p>24 to all meetings?</p> <p>25 That would be an important distinction.</p>	<p>Page 40</p> <p>1 Ms. Dunn, is that good for you?</p> <p>2 MS. DUNN: Any time you guys want to meet</p> <p>3 it's good for me.</p> <p>4 CHAIRWOMAN REYES: So, Ms. Kort, if you</p> <p>5 would, please, just send a meeting for the next</p> <p>6 nine months just to have it on there --</p> <p>7 so, basically, for the rest of the year.</p> <p>8 MS. PARDE: On Fridays at 9:00 a.m.</p> <p>9 Perhaps the second or third Friday?</p> <p>10 CHAIRWOMAN REYES: I'm sorry. We had said</p> <p>11 the third Friday. Yes, ma'am. Thank you for</p> <p>12 clarifying.</p> <p>13 COMMISSIONER BROCK: Madam Chair, always</p> <p>14 going to be at nine o'clock?</p> <p>15 CHAIRWOMAN REYES: Yes, ma'am. We'll just</p> <p>16 make it a standing meeting. That way we don't</p> <p>17 have that much confusion.</p> <p>18 COMMISSIONER BROCK: Okay.</p> <p>19 CHAIRWOMAN REYES: Okay. So, with that in</p> <p>20 mind then, I think we -- I mean it is my</p> <p>21 recommendation, as a Chair, to really focus on the</p> <p>22 St. Petersburg deliverables.</p> <p>23 Like I said, I feel like -- and you put,</p> <p>24 "22." So I think you might have merged some of</p> <p>25 the things that they -- some of the topics they</p>

Page 41	<p>1 have.</p> <p>2 Do we need to review all of that?</p> <p>3 So, if you go to the tab, "CEO Search RFP,"</p> <p>4 it's on the second page for the scope of work.</p> <p>5 And, actually, on this one, 1 through 7 is all of</p> <p>6 the prework that is required, and then 8 is the</p> <p>7 actual national search, which I think is the part</p> <p>8 that draws me to it just because of the amount of</p> <p>9 prework and preparation that it would entail to</p> <p>10 make sure that we have a solid search.</p> <p>11 Any questions on that?</p> <p>12 (no response)</p> <p>13 CHAIRWOMAN REYES: Okay. And then,</p> <p>14 in terms of the compensation, that would be also</p> <p>15 provided by the RFP, correct?</p> <p>16 MS. PARDE: Through the Chair, yes.</p> <p>17 CHAIRWOMAN REYES: Yes. Okay. Very good.</p> <p>18 All right. Moving on to the next point,</p> <p>19 we have the compensation study for the agency</p> <p>20 itself.</p> <p>21 Did everybody get a chance to review that</p> <p>22 one?</p> <p>23 It should be provided -- three different</p> <p>24 samples for us.</p> <p>25 COMMISSIONER HOROVITZ: The materials came</p>	Page 43	<p>1 you've provided Fort Worth, right, and then</p> <p>2 City of Pasco, as well?</p> <p>3 MS. PARDE: Through the Chair,</p> <p>4 the City of Durham, City of Pasco, the Fort Worth</p> <p>5 Housing Authority. Those were the three.</p> <p>6 Through the Chair, the reason we selected</p> <p>7 those is I wanted to encompass all the things you</p> <p>8 had suggested, which were a pay equity,</p> <p>9 a streamlining of classifications, as well as a</p> <p>10 review of job descriptions and overall pay equity</p> <p>11 in terms of agency as a whole.</p> <p>12 CHAIRWOMAN REYES: Okay. So it does look</p> <p>13 like the City of -- right the City of --</p> <p>14 I never know how to say that -- Durham --</p> <p>15 MS. DUNN: (nodded head affirmatively)</p> <p>16 CHAIRWOMAN REYES: -- is like the more</p> <p>17 detailed compensation study; is that correct?</p> <p>18 MS. PARDE: Through the Chair, yes.</p> <p>19 CHAIRWOMAN REYES: Okay. Do you know the</p> <p>20 timeline for these compensation studies?</p> <p>21 Do you have an idea for how long they took?</p> <p>22 MS. PARDE: Through the Chair, so that's</p> <p>23 actually where -- if you'll turn to these --</p> <p>24 I made recommendations on all this. That would be</p> <p>25 my guide recommendation and just guidance to you</p>
Page 42	<p>1 through an email. And then I lost them,</p> <p>2 because they went into the calendar. And so</p> <p>3 I am not as prepared as I would have liked to have</p> <p>4 been, but I know we've said we don't want to have</p> <p>5 updated calendars. So that is my fault,</p> <p>6 and I apologize.</p> <p>7 CHAIRWOMAN REYES: That's okay.</p> <p>8 Do you want me to forward it to you?</p> <p>9 COMMISSIONER HOROVITZ: I will look for the</p> <p>10 email.</p> <p>11 Did it come from Kort?</p> <p>12 CHAIRWOMAN REYES: It did, but I can forward</p> <p>13 it I think. Yes. There was a lot of good</p> <p>14 material.</p> <p>15 MS. PARDE: Through the Chair, I prepared</p> <p>16 actually summary memorandums for you on each of</p> <p>17 these topics so that you would have just</p> <p>18 the provisions rather than those bulky RFPs.</p> <p>19 Some of them were quite big.</p> <p>20 So, if you turn to that tab on the</p> <p>21 Compensation Study, all of the applicable</p> <p>22 provisions for the three bids are in different</p> <p>23 colors so you can track it.</p> <p>24 CHAIRWOMAN REYES: Right.</p> <p>25 Okay. So, for the compensation study,</p>	Page 44	<p>1 in general in selecting how to proceed further.</p> <p>2 There is the overall consideration of</p> <p>3 timeline as a whole. I had actually put together,</p> <p>4 too -- Ms. Dunn and I are well aware of everything</p> <p>5 that's going on. So we were trying to address</p> <p>6 all of your global issues, which would be to not</p> <p>7 only update the CEO Succession Plan, but we think</p> <p>8 that we need a succession plan for the entire</p> <p>9 agency.</p> <p>10 And, through that process, we can also go</p> <p>11 ahead and, you know, identify key roles.</p> <p>12 We would clarify and be able to update the</p> <p>13 CEO job description as well as be able to give you</p> <p>14 an indication of what you would want, in terms of</p> <p>15 evaluation of the CEO, core competencies,</p> <p>16 performance standards, so that you would be aware</p> <p>17 of what exactly needed to be accomplished for the</p> <p>18 agency to provide these key services.</p> <p>19 And it would also trigger a long strategic</p> <p>20 planning process, but what I was thinking as a</p> <p>21 whole -- and I wanted this for your consideration</p> <p>22 -- is that we are approaching collective</p> <p>23 bargaining as well as the next annual budget.</p> <p>24 So whatever information that we are to seek</p> <p>25 under the compensation study, it would be very</p>

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<p>1 helpful to have that information prior to 2 developing our budget as well as not only in terms 3 of positions, but in terms of finances, 4 but also in terms of what we can and cannot 5 bargain with the union for wages and whether or 6 not we're going to be doing COLAs in the future, 7 whether or not we're going to be giving merit 8 increases.</p> <p>9 It would actually have a lot of interplay 10 with one another, and then it would also 11 simultaneously -- once we had those aspects in, 12 you know, we would be working on the budget as 13 well as the collective bargaining negotiations.</p> <p>14 HR and myself would be working on updating 15 the policy in the Employee Handbook not only to 16 reflect everything that you've changed, 17 but also the succession plan as well as 18 all of the implementations of classification 19 plans and pay studies and all that.</p> <p>20 I think that, while it would be great to have 21 all the time in the would to review all of our 22 policies, we're going to be reviewing them 23 anyway. We're going to align with whatever 24 the compensation study says, and it will be 25 dictating the policy and procedures from there.</p>	<p>1 But, through the Chair to Commissioner 2 Weatherby, Chair of the Finance Committee, 3 I think that this rolls under Central Cost Center, 4 right?</p> <p>5 And that budget work needs to have started by 6 the summer in order to be completed by October. 7 So you need to say that this needs to be done by 8 June/July I think.</p> <p>9 CHAIRWOMAN REYES: Okay.</p> <p>10 COMMISSIONER HOROVITZ: I don't see why it 11 would take more than three months; is that 12 correct?</p> <p>13 MS. PARDE: So, through the Chair, 14 absolutely. That was my -- I've actually dictated 15 in here, if we could get it by the -- at the last 16 -- you know, July 15th would be my drop-dead 17 date, because that way we ...</p> <p>18 Wages are negotiated last in a Collective 19 Bargaining Agreement. All the economics are. 20 So that's fine with that, and then the budget -- 21 that would just be the one item that would be out 22 there.</p> <p>23 But it would, you know, dictate a few 24 changes, because, obviously, the budget, 25 as well as the collective bargaining,</p>
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<p>1 So the whole goal would be to have a 2 streamline system where, if we had that 3 information now, we could better project 4 in the future for strategic planning.</p> <p>5 We could make necessary operational changes, 6 and then that way our policies would align with 7 our collective bargaining, which would align with 8 our budget and align with our strategic planning.</p> <p>9 CHAIRWOMAN REYES: Okay. So, given all that, 10 I do agree that the background for the City of 11 Durham is the correct one, and I particularly like 12 the Fort Worth recommendation. Because it does 13 involve a lot of employee participation, 14 which I think is crucial to the success of this 15 compensation study.</p> <p>16 In terms of the schedule, I guess I'll open 17 this up to the board what we think is -- 18 given that the CEO is our Number One priority 19 right now, what time frame are we looking for 20 this -- to be able to complete this or to give 21 them as a deliverable date for their RFP?</p> <p>22 Are we going to be running these 23 concurrently?</p> <p>24 COMMISSIONER HOROVITZ: Through the Chair, 25 I don't see why we wouldn't be.</p>	<p>1 would ideally be wrapped up in the August meetings 2 so that they could be implemented for September.</p> <p>3 So I was hoping you would have an accelerated 4 timeline. I don't see why it couldn't go on, 5 and, in fact, that's why I prepared -- 6 it's also in your book -- I went ahead and 7 did a detailed analysis of all of the 8 organization work chart with all the salaries. 9 And I went ahead and provided on the next page the 10 entire JHA financials with respect to wages and 11 then the allocations so that you can look at all 12 of those as well as the vacancies.</p> <p>13 That would be information that we would be 14 providing to whoever received this bid, 15 and this bid is a much different bid than the CEO. 16 This bid is solely determinant about however fast 17 they would like to move.</p> <p>18 We're here. We're sitting ducks. 19 They can come and look at all of our stuff. 20 We'll be an open book, and we're not relying on, 21 you know, people to make appointments and all 22 that.</p> <p>23 So I think that that would be my thing is to 24 make sure that a deadline would be driven in this 25 one more than anything.</p>

<p style="text-align: right;">Page 49</p> <p>1 CHAIRWOMAN REYES: So, are we looking -- 2 I mean, do you think two months is sufficient 3 time? 4 MS. PARDE: Through the Chair, I mean that -- 5 I don't see why not. Obviously, it will cost a 6 little more, because we will want them to come 7 on-site, if you so choose to have that option 8 of interviewing employees. But, if they were to 9 come to us, I don't see why that time frame 10 couldn't be achievable. 11 CHAIRWOMAN REYES: Okay. So then I would 12 look at a May 15th deadline? 13 That way it gives you enough time to review. 14 MS. PARDE: Through the Chair, I would be 15 fine as long as we receive it in July by 16 July 15th. To me, that's ample time for me. 17 Like I said, the economics will be the last 18 object of collective bargaining, and it will also 19 give us time, over the next few months, 20 to start working on our succession plan as well as 21 our goals for the CEO as well as the -- 22 perhaps updating -- whatever we need to start 23 getting the administrative work that we need to do 24 to get us into a position where we would be 25 well-situated for a strategic plan or end so they</p>	<p style="text-align: right;">Page 51</p> <p>1 MS. PARDE: So, through the Chair, if I could 2 add, I'm actually the person that's here. 3 So there's a number of issues. 4 One issue is that the rank and file 5 collective bargaining -- while we do have pay 6 grade, they're not an excessive amount. 7 The problem is they all start at the exact same 8 starting point, which hinders us from hiring. 9 They need to be graded. There need to be 10 gradations, and that could be done by this study 11 where they determine which were valuable -- 12 more valuable decisions which required more 13 skill set, which required ... 14 You know, was there lack of talent? 15 All those factors play into it. So that 16 would be one aspect. 17 The other aspect would be that we have 18 certain positions that have been overcompensated 19 over the years, and, if a review of what these 20 employees are actually doing versus their job 21 descriptions was undertaken, there might be 22 some negative and positive movement in both of 23 those. 24 COMMISSIONER HOROVITZ: Right. 25 MS. PARDE: And then, as well, I think that</p>
<p style="text-align: right;">Page 50</p> <p>1 all align. 2 CHAIRWOMAN REYES: Okay. 3 COMMISSIONER HOROVITZ: I think you had your 4 hand up. 5 COMMISSIONER BROCK: You did. 6 COMMISSIONER HOROVITZ: Through the Chair 7 and to maybe Ms. Dunn and maybe Ms. Kort, 8 when my organization went through a compensation 9 study, we looked at grades, as well. 10 So, in my organization, I knew it to be 11 true that we had too many grades. So I made that 12 comment when we were here. 13 I don't know that to actually be an issue 14 here. So, if that piece will slow us down, 15 I think just looking at salaries and making sure 16 that we're appropriately compensating our staff is 17 a higher priority. 18 Do you feel like we have excessive grades 19 that would be an important piece to add in? 20 MS. DUNN: Correct me if I'm wrong. 21 I don't think we have excessive grades, 22 but we do have an issue where there could be 23 some miscategorization of exempt persons, 24 nonexempt employees. And that needs to be looked 25 at and addressed.</p>	<p style="text-align: right;">Page 52</p> <p>1 there is an overall unalignment of exempted 2 positions within the same category. So like all 3 chiefs, all directors, all accountants. 4 Two, there needs to be a precise line where 5 they are all in order. It has to be dependent 6 upon skills, experience and education, and that's 7 what they can provide us. 8 And they would also -- by speaking to our 9 employees, they would tell us whether or not 10 certain positions can be streamined -- 11 certain functions could -- whether or not we 12 need that many individuals in that particular 13 thing, or, quite frankly, if there are individuals 14 who are not performing at the same level as their 15 peers, just due to the nature of them all being in 16 the same classification over the years, maybe we 17 need to either divide it and split or perhaps 18 combine. 19 There would be all sorts of those things, 20 and then I also think this would give an 21 opportunity for the employees to have feedback as 22 well as provide information as to what they 23 believe their duties are, what they believe are 24 key critical, you know, core competencies that are 25 required from either their position or their</p>

<p style="text-align: right;">Page 53</p> <p>1 skill set.</p> <p>2 COMMISSIONER HOROVITZ: Excellent.</p> <p>3 Thank you.</p> <p>4 And, to the Chair, I think this is what we</p> <p>5 should be doing right now. I'm super excited to</p> <p>6 move this forward. I think that we'll be better</p> <p>7 for it.</p> <p>8 CHAIRWOMAN REYES: Okay. Wonderful.</p> <p>9 I agree. I think we need to go ahead and start</p> <p>10 that process ASAP then.</p> <p>11 So, are we comfortable with the</p> <p>12 recommendations that we've made so far?</p> <p>13 Commissioner Brock.</p> <p>14 COMMISSIONER BROCK: I just wanted to bring</p> <p>15 to your attention that I know that Ms. Kort said,</p> <p>16 "July," but July is our off month. We don't have</p> <p>17 any meetings in July. So I just wanted to bring</p> <p>18 that to y'all attention. That's all.</p> <p>19 CHAIRWOMAN REYES: Yes. And thank you for</p> <p>20 that. I recommend we do two months, and so I'm</p> <p>21 giving a --</p> <p>22 MS. PARDE: Through the Chair, this is just</p> <p>23 my perspective, the results would more impact</p> <p>24 operations, and I would be the one -- we would</p> <p>25 just be instituting the recommendations and their</p>	<p style="text-align: right;">Page 55</p> <p>1 COMMISSIONER BROCK: Okay.</p> <p>2 CHAIRWOMAN REYES: Just to confirm, right,</p> <p>3 the two-month deadline is to have the list of,</p> <p>4 you know, recommendations and acquisitions from</p> <p>5 the company, correct?</p> <p>6 MS. PARDE: I just don't know if that's</p> <p>7 realistic given everything we'd like to address.</p> <p>8 CHAIRWOMAN REYES: Okay.</p> <p>9 MS. PARDE: So I mean, if they're coming to</p> <p>10 our agency, reviewing all of our pay records,</p> <p>11 reviewing our job descriptions, reviewing and</p> <p>12 talking about what exactly are the job duties,</p> <p>13 what are the functions and then getting employee</p> <p>14 input, I think that we would need at least</p> <p>15 90 days.</p> <p>16 CHAIRWOMAN REYES: Okay. So three months.</p> <p>17 MS. DUNN: Because the RFP has to be posted</p> <p>18 for at least 30.</p> <p>19 CHAIRWOMAN REYES: Okay.</p> <p>20 MS. DUNN: So, even if we posted the RFP</p> <p>21 tomorrow, we still need time.</p> <p>22 CHAIRWOMAN REYES: We still need time.</p> <p>23 Okay. That makes sense.</p> <p>24 COMMISSIONER HOROVITZ: To the Chair,</p> <p>25 can we post it tomorrow?</p>
<p style="text-align: right;">Page 54</p> <p>1 suggestions and then bringing -- after we've had</p> <p>2 the time to analyze it, that's when we would bring</p> <p>3 it before them in the August board meeting,</p> <p>4 to say that, "Hey, these are what our</p> <p>5 recommendations are based on, you know,</p> <p>6 this proposal and their recommendation."</p> <p>7 That way we would need time to digest it and</p> <p>8 see how it overall plays into those aspects.</p> <p>9 COMMISSIONER BROCK: I thought we were</p> <p>10 supposed to review it, too.</p> <p>11 You just going to review it?</p> <p>12 COMMISSIONER HOROVITZ: Through the Chair,</p> <p>13 I think that -- I mean we're going to be working</p> <p>14 in July. Like we work on this board outside of</p> <p>15 this boardroom. I think that we all are committed</p> <p>16 to reviewing things as they come through even when</p> <p>17 we're not meeting.</p> <p>18 COMMISSIONER BROCK: Right.</p> <p>19 MS. PARDE: Through the Chair, I didn't mean</p> <p>20 that. I just meant that it wasn't needed to be --</p> <p>21 you could be looking at it. We don't need a</p> <p>22 committee meeting to vote on anything or be</p> <p>23 digesting it all at the same time.</p> <p>24 No. Absolutely everything that we receive as</p> <p>25 a result of those proposals would be --</p>	<p style="text-align: right;">Page 56</p> <p>1 Is there any reason why -- does this RFP</p> <p>2 need to go through the board meeting, or can we</p> <p>3 actually post it tomorrow?</p> <p>4 MS. PARDE: Through the Chair, I went and</p> <p>5 reviewed the minutes, and, yes. You were going to</p> <p>6 be recommending it for me to post it based on your</p> <p>7 recommendation today I believe with the scope of</p> <p>8 work.</p> <p>9 CHAIRWOMAN REYES: I'm looking at the</p> <p>10 minutes. That's exactly what it says.</p> <p>11 So just anticipate it June 15th then?</p> <p>12 Does that work?</p> <p>13 MS. PARDE: June 15th? June 30th?</p> <p>14 We do need to allow for a little time for the</p> <p>15 proposals to be coming in.</p> <p>16 CHAIRWOMAN REYES: Okay. End of June?</p> <p>17 MS. PARDE: Yes. That way it would also give</p> <p>18 you the opportunity to look at the proposals,</p> <p>19 because I'm sure you would want your input at that</p> <p>20 juncture, as well.</p> <p>21 CHAIRWOMAN REYES: Right. But we would be</p> <p>22 meeting that third Friday of June anyways.</p> <p>23 So we would have time to review it and then --</p> <p>24 MS. PARDE: (nodded head affirmatively)</p> <p>25 CHAIRWOMAN REYES: -- okay. Perfect. Okay.</p>

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<p>1 So I'll be making a recommendation to the board 2 meeting regarding the scope and the background 3 based on the studies that we have here. 4 Any questions on that? 5 Is everybody good? 6 (no response) 7 CHAIRWOMAN REYES: Okay. So the next point 8 on the agenda is Interim versus Acting CEO 9 situation. 10 Yes, Commissioner Brock. 11 COMMISSIONER BROCK: I'm sorry, Madam Chair. 12 I don't know where to bring this up. 13 Are we going to -- are you going to allow a 14 space for some old business? 15 Because I don't know where we need to bring 16 -- I need to bring this up about this. It has to 17 do with our employees. 18 CHAIRWOMAN REYES: So that would go under 19 actually the compensation study, because it has to 20 do with employees. 21 COMMISSIONER BROCK: Okay. Good. Okay. 22 So I wanted to bring to our attention, 23 Madam Chair, that we have in 2021 -- we had a 24 board meeting. I think it was in '21. 25 We had a board meeting that we made a motion</p>	<p>1 COMMISSIONER BROCK: -- oh, okay. I didn't 2 see it. I'm sorry. I'm sorry. 3 But what I'm saying is all of them didn't get 4 it, and the reason that they didn't get it they 5 were saying -- because like say, for instance, 6 COVID-19 hit in 2020, and the person might have 7 stopped working here January of '21. 8 But we didn't make the motion for them to get 9 this COLA maybe in '20 -- it was in -- I want to 10 say the motion was made in '22 or '21. 11 Kort, do you remember? 12 MS. PARDE: Through the Chair, I had just 13 gotten here. I actually outlined it for you. 14 I can provide this to the -- 15 COMMISSIONER BROCK: I have it. Yeah. 16 I wanted you to. 17 MS. PARDE: -- perhaps I could outline it 18 for you--all so you could see. It's a long -- 19 COMMISSIONER BROCK: Yeah. 20 CHAIRWOMAN REYES: Okay. So, Commissioner 21 Brock, I do think it would be important for her to 22 pull the actual minutes, because I don't think 23 you're entirely sure of the exact date -- 24 and so for us to review the minutes. 25 That was way before my time. I'm not sure,</p>
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<p>1 for the staff to receive a COLA pay for working 2 during the time of COVID-19 and all of that. 3 So the board had voted, and the motion was 4 made like this, that all staff, including 5 Mr. Alexander, would get the COLA pay. 6 Well, we were in a meeting, and some of the 7 staff said that they didn't get the COLA pay. 8 Well, when that happened, I asked -- I asked 9 Ms. Kort about it. 10 And I said, "Well, you know, like who wrote 11 the resolution, you know, for them -- you know, 12 the Chair to sign off on it?" 13 So she told me at that time that -- 14 and you correct me if I'm wrong -- 15 that Ms. Attorney Lawsikia wrote the resolution. 16 MS. PARDE: Through the Chair, it was 17 actually outside employment counsel. 18 It was Constangy. 19 COMMISSIONER BROCK: It was, who? 20 MS. PARDE: I believe it was Constangy who 21 wrote the actual -- 22 COMMISSIONER BROCK: Well, that's new 23 information, because -- 24 MS. PARDE: -- I forwarded you the email so 25 it would indicate who it was from.</p>	<p>1 Commissioner Horovitz, you were here. 2 COMMISSIONER BROCK: No. She wasn't. 3 No. 4 What I'm saying is I do have the correct 5 date. It was November the 29th of 2021. 6 I was just giving you some examples of the staff 7 people who did not get the COLA pay, because they 8 were saying something about the fact that they 9 didn't work the entire time when COVID first hit. 10 But that wasn't how the motion had went. 11 If that was true, they should have come back 12 to us, as a board, and say, "Okay. We're not --" 13 because some of the commissioners, when we had 14 this meeting, did not want to distinguish. 15 Like say people who have been here five years 16 got a certain amount. People who have been here 17 ten years got a -- they wanted everybody to -- 18 across the board -- to have it across the board. 19 So I was just asking, how do we deal with 20 that in making sure that those who did not get it, 21 if they were here, whether they was here the 22 entire time or whatever, because we did not put no 23 stipulation on it. 24 CHAIRWOMAN REYES: So I can't speak to that, 25 because I was not here. And I'd have to review</p>

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<p>1 those minutes.</p> <p>2 At this point, I think we probably need to</p> <p>3 have a separate section for this in the upcoming</p> <p>4 HR Committee Meeting to discuss this in further</p> <p>5 detail with a breakdown of the communication and</p> <p>6 the, you know, emails that were involved.</p> <p>7 I think this is also an issue for the agency</p> <p>8 to decide, what is a full-time employee or a</p> <p>9 part-time employee. That's not for the --</p> <p>10 COMMISSIONER BROCK: It wasn't no stipulation</p> <p>11 like that. It wasn't a stipulation where it was</p> <p>12 supposed to be part time or full time.</p> <p>13 CHAIRWOMAN REYES: And I think that's a</p> <p>14 great example of how the commission can be more</p> <p>15 direct and more detailed when we do make motions.</p> <p>16 But, again, that was in 2021. That was</p> <p>17 before our time. So I think right now we need to</p> <p>18 get a breakdown of the communication and see what</p> <p>19 happened there, and then we can learn from this</p> <p>20 mistake and move forward.</p> <p>21 COMMISSIONER BROCK: Okay. Because we were</p> <p>22 direct on the motion.</p> <p>23 COMMISSIONER HOROVITZ: Through the Chair,</p> <p>24 I think every organization has stuff like this,</p> <p>25 right, hazard pay, different things during COVID,</p>	<p>1 have had to have been. Yes.</p> <p>2 COMMISSIONER BROCK: Okay.</p> <p>3 CHAIRWOMAN REYES: So I look forward to</p> <p>4 getting a breakdown from you, Kort, regarding the</p> <p>5 specific incident.</p> <p>6 COMMISSIONER BROCK: And I definitely</p> <p>7 understand what y'all are saying, but what I'm</p> <p>8 saying is the way the motion was made --</p> <p>9 it was not made.</p> <p>10 COMMISSIONER HOROVITZ: I think we'll have</p> <p>11 the lawyers look at it.</p> <p>12 CHAIRWOMAN REYES: Yes. I think it makes</p> <p>13 sense to have the HR counsel look at it,</p> <p>14 Commissioner Brock, because, again, I think,</p> <p>15 with the exception of you, none of us were here</p> <p>16 for that.</p> <p>17 So I just want to make sure we're all on the</p> <p>18 same page. So we'll direct Ms. Dunn to have</p> <p>19 HR counsel review that. Thank you for bringing</p> <p>20 that to the board.</p> <p>21 Okay. Moving on to the next point and I</p> <p>22 believe our last is the interim versus Acting CEO.</p> <p>23 This is something that I brought up in the last</p> <p>24 meeting. We talked about just getting the thought</p> <p>25 process going, but that we were going to have to</p>
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<p>1 and I believe there is always some guardrails</p> <p>2 around who qualifies.</p> <p>3 I think that's probably something worth</p> <p>4 engaging Ms. Dunn and our HR counsel. It sounds</p> <p>5 like this is not every employee. So, if it's</p> <p>6 a handfull of employees, we can dig into if they</p> <p>7 actually did qualify and then figure that out.</p> <p>8 Do you have all of the information?</p> <p>9 Do you have the names of the people who might</p> <p>10 be questioning?</p> <p>11 MS. DUNN: There is one employee in</p> <p>12 particular.</p> <p>13 COMMISSIONER BROCK: It's more than one.</p> <p>14 MS. DUNN: Well, that I know of.</p> <p>15 One employee in particular that I know of that has</p> <p>16 brought the matter to Ms. Parde. I don't know of</p> <p>17 any other people.</p> <p>18 COMMISSIONER HOROVITZ: It wouldn't surprise</p> <p>19 me if everybody didn't qualify. That would be</p> <p>20 very normal.</p> <p>21 MS. DUNN: That would be quite normal.</p> <p>22 At the agency I was working at at the time,</p> <p>23 everyone did not qualify. There were some</p> <p>24 parameters set.</p> <p>25 COMMISSIONER HOROVITZ: Yes. There would</p>	<p>1 make a recommendation to the board for the</p> <p>2 upcoming meeting on the 29th?</p> <p>3 COMMISSIONER HOROVITZ: 25th.</p> <p>4 CHAIRWOMAN REYES: Oh, sorry. I looked at</p> <p>5 the 29th on here. Sorry. I was looking at the</p> <p>6 minutes from the last meeting.</p> <p>7 Where am I?</p> <p>8 COMMISSIONER HOROVITZ: It will be the</p> <p>9 25th, won't it?</p> <p>10 MS. PARDE: Through the Chair, yes, it will</p> <p>11 be.</p> <p>12 CHAIRWOMAN REYES: Yes. I was looking at</p> <p>13 the minutes from the last one.</p> <p>14 MS. PARDE: Through the Chair, I actually</p> <p>15 went ahead and wrote down the definitions</p> <p>16 anticipating that this was on the agenda,</p> <p>17 and that this way you could read it and make --</p> <p>18 it would at least help you with your decision.</p> <p>19 CHAIRWOMAN REYES: Correct.</p> <p>20 So I think last time she had talked about the</p> <p>21 city, in the ordinance, had something about</p> <p>22 interim, where, for Acting CEO they did not,</p> <p>23 correct, if I remember what Counsel Lawsikia said?</p> <p>24 MS. PARDE: Through the Chair, even if the</p> <p>25 city did it, unfortunately, we are an independent</p>

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<p>1 special district that would not have any --</p> <p>2 -- it would just be guidance.</p> <p>3 CHAIRWOMAN REYES: Okay. Because,</p> <p>4 at the last meeting, what we voted on was to</p> <p>5 recommend a pay increase for Ms. Dunn based on the</p> <p>6 fact that she was doing COO and CEO, but we did</p> <p>7 not discuss what we were going to do at this</p> <p>8 point regarding interim or Acting CEO.</p> <p>9 Yes.</p> <p>10 COMMISSIONER HOROVITZ: Through the Chair,</p> <p>11 I think that we were kind of in an emergency</p> <p>12 posture, and we just needed to get everything</p> <p>13 under control. Now that we know we're looking</p> <p>14 down the six to nine-month road, I think that we</p> <p>15 do need to -- we need to solve -- we have an</p> <p>16 expiring Acting CEO and then probably make a</p> <p>17 recommendation on, if we bring in an interim,</p> <p>18 is that Ms. Dunn?</p> <p>19 Is that someone from the outside?</p> <p>20 I think that's a conversation we need to have</p> <p>21 at the board level but a recommendation coming</p> <p>22 from this meeting.</p> <p>23 CHAIRWOMAN REYES: So, at this time,</p> <p>24 I'd like to open it up to Ms. Dunn to get your</p> <p>25 input first, see how you're feeling with the</p>	<p>1 to open it up to discussion?</p> <p>2 COMMISSIONER BROCK: Are you asking a</p> <p>3 question, do we want to open up --</p> <p>4 CHAIRWOMAN REYES: Yes, yes.</p> <p>5 Do you have any comments that you'd like to</p> <p>6 make?</p> <p>7 COMMISSIONER BROCK: -- yes, I do.</p> <p>8 Madam Chair to Ms. Dunn, you said that --</p> <p>9 Ms. Dunn, you just stated that the morale of the</p> <p>10 staff is -- their morale has changed.</p> <p>11 In other words, they feel good about you being in</p> <p>12 the role doing what you're doing.</p> <p>13 And, have they voiced that to you,</p> <p>14 or that's just your assumption of the staff?</p> <p>15 MS. DUNN: No, ma'am. That's been voiced to</p> <p>16 me from several different members of staff.</p> <p>17 Just being able to actively engage and make</p> <p>18 decisions with any of the departments that are</p> <p>19 being supported has gone a long way.</p> <p>20 CHAIRWOMAN REYES: So I do think it's</p> <p>21 important -- well, does anybody else have any</p> <p>22 comments?</p> <p>23 (no response)</p> <p>24 CHAIRWOMAN REYES: So I do think that it's</p> <p>25 important to keep some continuity, not just at</p>
Page 66	Page 68
<p>1 current role, the upcoming expiration date</p> <p>2 and then any anticipated issues that you see</p> <p>3 coming up.</p> <p>4 MS. DUNN: Thank you very much.</p> <p>5 So, for the last 50-some-odd days at this</p> <p>6 point I think, it has been a whirlwind, to say the</p> <p>7 least; however, a welcome challenge.</p> <p>8 I feel like we have made some tremendous</p> <p>9 strides in the right direction in terms of</p> <p>10 engaging the community, the city, just showing</p> <p>11 people that we are open and welcome to partnering</p> <p>12 and collaborating and to solve some of the</p> <p>13 City of Jacksonville's housing issues,</p> <p>14 dispelling some myths, as well, in terms of what</p> <p>15 our waiting list looks like and who we are</p> <p>16 serving.</p> <p>17 And so this has been great. I think,</p> <p>18 over the last 50-some-odd days, I would have to</p> <p>19 say I think employee morale has improved overall,</p> <p>20 especially with the senior staff feeling</p> <p>21 empowered and being more engaged in where the</p> <p>22 agency is going. And so I look forward to</p> <p>23 continuing that work, if the board allows me the</p> <p>24 opportunity to do so.</p> <p>25 CHAIRWOMAN REYES: Commissioners, do you want</p>	<p>1 the higher level, but for, you know, the entire</p> <p>2 agency.</p> <p>3 As we are talking about a six to nine-month</p> <p>4 process, I wouldn't want to interrupt the flow of</p> <p>5 what has already -- the work that has already been</p> <p>6 accomplished, whatever existing projects that are</p> <p>7 taking place, and then, of course, any, you know,</p> <p>8 contracts that we have with partnerships in the</p> <p>9 community.</p> <p>10 So my concern, at this point, though, is,</p> <p>11 would you be able to continue?</p> <p>12 Like, if we were to able to extend</p> <p>13 the Acting CEO role for you or interim role for</p> <p>14 you -- to extend that that period of time,</p> <p>15 how would your COO position be affected?</p> <p>16 MS. DUNN: It has been a delicate balancing</p> <p>17 act I would say the least, and, really,</p> <p>18 the primary shortcoming that I had to overcome has</p> <p>19 been overcome, which was hiring a Director of</p> <p>20 Property Management.</p> <p>21 Because, prior to this appointment,</p> <p>22 I was managing the COO role as well as the</p> <p>23 Director of Property Management that had been</p> <p>24 vacant since January of '23.</p> <p>25 And so getting someone in that role</p>

<p style="text-align: right;">Page 69</p> <p>1 definitely helps with the overall operations of 2 public housing, and so that eased some of that 3 pressure making balancing the COO role a little 4 bit easier overall. 5 CHAIRWOMAN REYES: Okay. Commissioner 6 Horovitz. 7 COMMISSIONER HOROVITZ: Thank you to the 8 Chair. 9 I'm kind of -- I'm torn on the interim versus 10 acting. I think that Ms. Dunn is doing a 11 fantastic job. I feel a tremendous amount of 12 responsibility now, as Chair of the board, 13 and we've got a new board. 14 And we have an opportunity now to really -- 15 to -- there are things that we can do better, 16 and I think that we're all continuing to find ways 17 that we can do different things better. 18 And I feel like we have this challenge now to 19 be so laser-focused on improving our operations 20 and improving our financials, acquiring more 21 properties, I worry that we're going to stress 22 Ms. Dunn, and I feel like we need additional 23 support. 24 But I'm torn on it, because I feel like 25 there's so much work to do. Because I know</p>	<p style="text-align: right;">Page 71</p> <p>1 open to you, but you'd have access to, you know, 2 the information of that role that other candidates 3 would not have. 4 So like, at this point, I don't know. 5 Reece, are you still on the line? 6 MR. WILSON: I'm here, yes, ma'am. 7 CHAIRWOMAN REYES: So I think I guess the 8 question -- I'm opening it up, but I want Reece's 9 input -- is, if we were not to keep Ms. Dunn as 10 Acting CEO, who would be the most affected in the 11 community partnerships, the board and the agency 12 employees? 13 Who would be most affected by that decision? 14 Because I feel like, if we look at it from 15 that perspective of like where this is really 16 going to hurt, obviously, we need you for all the 17 contracts. We need you for all the community 18 engagements and partnerships. 19 COMMISSIONER HOROVITZ: I don't understand 20 the question. 21 Do you mean, if she is not the acting but is 22 still the COO? 23 CHAIRWOMAN REYES: Right. So, if we chose 24 not to extend the Acting CEO or convert her into 25 interim.</p>
<p style="text-align: right;">Page 70</p> <p>1 we're all doing so much work here. 2 COMMISSIONER BROCK: Right. 3 COMMISSIONER HOROVITZ: I don't know. 4 I do know that we do need to make a decision on 5 the acting, and I've already asked Reece to draft 6 a resolution to go before the board. 7 I hope that was okay, because he needed to 8 get the board packet out. So we do need to 9 extend, because, even if we decide to do an 10 interim, we won't do that next week. 11 Is that all right to move that forward? 12 CHAIRWOMAN REYES: Yes. I mean I think 13 we need to. Yes. 14 COMMISSIONER HOROVITZ: I did not mean to 15 overstep. 16 CHAIRWOMAN REYES: No. That makes sense 17 because of the timeline. That makes sense. 18 So I mean I feel the same way. I feel like 19 you've done a great job, and I feel like, 20 you know, you've definitely moved into high gear 21 immediately after taking the position. 22 But I also voiced last time, right, 23 that there was some concerns about keeping you as 24 the acting COO if you're also going to be applying 25 for the CEO position, which, of course, would be</p>	<p style="text-align: right;">Page 72</p> <p>1 MR. WILSON: That is a question. 2 What I sort of -- again, thank you for asking me 3 for some input here, but what -- you know, 4 it may work right now if we don't have 5 an interim identified would be to -- 6 and we want to keep that option on the table, 7 given that we're looking at six to nine months 8 before we find a permanent CEO, you know, 9 perhaps we consider extending Ms. Dunn as the 10 acting until an interim or a permanent is made, 11 to give you guys the flexibility to decide how you 12 want to, you know, proceed in the shorter term. 13 Whether an interim would be appropriate -- 14 that would be someone who stays on in the role to 15 kind of lead the search for a permanent CEO, 16 or it gives you flexibility, you know, to preserve 17 continuity. 18 You know, Ms. Dunn continues to do a very 19 good job and stays until the permanent is 20 named. So that's kind of what I was thinking 21 or may suggest for your consideration. 22 CHAIRWOMAN REYES: Okay. So, because of the 23 six to nine months that we're looking at, 24 would it make ... 25 I guess, what is most beneficial to the</p>

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<p>1 agency if we make her Interim CEO?</p> <p>2 MR. WILSON: That, again, is a policy call</p> <p>3 for you guys to decide. I guess interim, to me,</p> <p>4 -- I can't see what Kort has prepared yet.</p> <p>5 But that sort of, you know, suggests to me that</p> <p>6 whoever the interim is would remain there and</p> <p>7 lead the search indefinitely.</p> <p>8 It may be, with an Acting CEO -- you know,</p> <p>9 a more defined term, you know, like acting for one</p> <p>10 month, two months, three months.</p> <p>11 The interim conveys to me that you have</p> <p>12 someone in place until, you know, the permanent is</p> <p>13 found. That's really y'all's policy as a board.</p> <p>14 CHAIRWOMAN REYES: So I think the big --</p> <p>15 thank you. Thank you, Counsel Reece, for that --</p> <p>16 thing is the duties and responsibilities portion</p> <p>17 of it.</p> <p>18 Because the Acting CEO is only charged with</p> <p>19 keeping the agency moving forward. So you're</p> <p>20 just kind of like, you know, connecting the</p> <p>21 pieces, doing the day by day, but you're not</p> <p>22 really feeling the full CEO position, which is --</p> <p>23 you know, we're looking at six to nine months.</p> <p>24 So, if I were to make a recommendation just</p> <p>25 based on the duties and responsibilities,</p>	<p>1 Commissioners Meetings and watch exactly the</p> <p>2 Board of Commissioners.</p> <p>3 And that's how I would dictate my resume,</p> <p>4 my cover letter, and all of this is public</p> <p>5 information. So, regardless of whatever is said</p> <p>6 in front of her, everyone else would have equal</p> <p>7 access.</p> <p>8 CHAIRWOMAN REYES: Yes. I think Counsel</p> <p>9 Lawsikia mentioned that in the last meeting,</p> <p>10 if I'm not mistaken, because this came up.</p> <p>11 I brought this up in the last HR Committee</p> <p>12 Meeting.</p> <p>13 I mean so we have to make a recommendation to</p> <p>14 the board for the meeting next week, correct?</p> <p>15 COMMISSIONER HOROVITZ: I think that we need</p> <p>16 to make a recommendation on acting versus interim,</p> <p>17 but I don't think that we need to make a</p> <p>18 recommendation on who the interim is.</p> <p>19 Is that right, Reece, or anyone?</p> <p>20 MR. WILSON: That's correct. Yes.</p> <p>21 That's correct.</p> <p>22 CHAIRWOMAN REYES: Commissioner Brock.</p> <p>23 COMMISSIONER BROCK: Madam Chair to</p> <p>24 Commissioner Heather -- acting -- we are limited</p> <p>25 with the position as Acting CEO. In other words,</p>
<p>1 it would be for interim just for, you know,</p> <p>2 the fact that there's so much that needs to get</p> <p>3 done in the six to nine months that ...</p> <p>4 Commissioner Horovitz.</p> <p>5 COMMISSIONER HOROVITZ: I'm sorry.</p> <p>6 I was not talking. I raised my hand.</p> <p>7 CHAIRWOMAN REYES: I mean so, again,</p> <p>8 based on just the duties and responsibilities,</p> <p>9 I feel like the interim position is what we need</p> <p>10 for six to nine months.</p> <p>11 COMMISSIONER HOROVITZ: To the Chair,</p> <p>12 the only point that Reece shared that makes me</p> <p>13 feel that that's not right is it wouldn't be</p> <p>14 appropriate for Ms. Dunn to lead the search if</p> <p>15 she's planning on applying.</p> <p>16 CHAIRWOMAN REYES: Kort?</p> <p>17 MS. PARDE: So, through the Chair, that was</p> <p>18 actually brought up for you. I just would like to</p> <p>19 offer that we -- as a solution, whatever meetings</p> <p>20 we have now -- they're available online.</p> <p>21 So anyone who would be involved --</p> <p>22 I'm just -- if I were looking for a job --</p> <p>23 I'm not saying I were -- but, if I was looking for</p> <p>24 a job, that's exactly what I would do would be go</p> <p>25 to Duval County and look at the Board of</p>	<p>1 she only could do that for the 60 days,</p> <p>2 or can the title be active until the nine months?</p> <p>3 I'm am just asking the question. I don't</p> <p>4 know.</p> <p>5 COMMISSIONER HOROVITZ: It's short-term.</p> <p>6 CHAIRWOMAN REYES: Yes, yes.</p> <p>7 COMMISSIONER BROCK: It's short-term. Okay.</p> <p>8 CHAIRWOMAN REYES: It would be short-term.</p> <p>9 It would be for the specified period of time until</p> <p>10 we find a permanent CEO.</p> <p>11 COMMISSIONER BROCK: I know, but I'm talking</p> <p>12 about title, "Acting."</p> <p>13 Do you see what I'm saying?</p> <p>14 That's what I'm asking, because we put her in</p> <p>15 there for 60 days, but what I'm wondering,</p> <p>16 because of the nine months -- that's what I'm</p> <p>17 trying to see --</p> <p>18 CHAIRWOMAN REYES: I'm sorry.</p> <p>19 COMMISSIONER BROCK: -- or we was going to</p> <p>20 try to bring somebody, or was we going to try to</p> <p>21 --</p> <p>22 CHAIRWOMAN REYES: I'm sorry. Can you</p> <p>23 repeat it?</p> <p>24 Because I wasn't fully understanding.</p> <p>25 COMMISSIONER BROCK: -- or was we going to</p>

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<p>1 try to bring -- I was saying, was we going to try 2 to leave Ms. Dunn as active, not interim, 3 or I mean did we have to change that title, 4 in other words? 5 Because she would have been in that position 6 for 60 days. 7 CHAIRWOMAN REYES: Right. So the 8 recommendation is, do we change to interim, 9 or do we keep an Acting CEO? 10 COMMISSIONER BROCK: Right. 11 I'm saying, can you use that? 12 That's what I don't know. 13 COMMISSIONER HOROVITZ: I don't think, 14 according to that. It's on the board. 15 COMMISSIONER BROCK: Oh, okay. Okay. 16 Yeah. I see. 17 CHAIRWOMAN REYES: Ms. Kort. 18 MS. PARDE: Sorry. Through the Chair, 19 Commissioner Reyes identified it earlier. 20 It doesn't matter which title you use. There is 21 no time limit. So an acting position is someone 22 who -- usually, an acting is to fill an immediate 23 vacancy, because you don't have a plan. 24 And it's, also, used sometimes as a means to 25 give an individual an opportunity to prove</p>	<p>1 acting or interim. 2 What matters is the fact that the title 3 indicates the level of responsibility you, 4 as a board, are wishing to put on that person. 5 CHAIRWOMAN REYES: Okay. So I think that 6 clears it up. That makes a lot more sense. 7 So, while an Acting CEO would not be able to 8 make policy changes on their own, they could 9 under the direction of the board. 10 MS. PARDE: Through the Chair, yes. 11 CHAIRWOMAN REYES: Okay. So then I think my 12 recommendation would be Acting CEO to continue, 13 right, because, at this point, we would -- 14 because of all the changes, all the compensation 15 studies we're doing, all the research that we're 16 doing with the employees, the Employee Manual, 17 the SOP, all that stuff that we're working on 18 -- that's going to require some policy changes 19 from the board. 20 And I think that would be prudent to keep 21 Ms. Dunn as Acting CEO while we make those 22 changes until we find a permanent CEO. 23 That makes a lot more sense to me, and I'm opening 24 it to discussion. 25 COMMISSIONER HOROVITZ: To the Chair, I agree</p>
Page 78	Page 80
<p>1 themselves to see if they're going to be a 2 qualified candidate. 3 And interim is -- in this case, they're both 4 -- the only difference would be whether or not -- 5 how much -- it goes to the duties and 6 responsibilities. 7 So, as you said, the interim has more of a 8 policy role, and they can make some changes; 9 whereas, an acting has to keep everything status 10 quo and just move forward. 11 But, regardless, you can use either term. 12 You can put either one. In this case, especially 13 in terms of compensation, because Ms. Dunn is 14 already at the chief level, she's already at the 15 same pay grade that the CEO would be. 16 So it's not as if an interim would be some 17 huge windfall of cash. I'm just being honest. 18 Interims also -- interims -- they anticipate 19 performing both, because it is such a short-term 20 -- it's a specified, you know, duration. 21 It's going to end when the CEO search is made 22 finalized whether or not you can choose to 23 continue paying out-of-class. You can relieve her 24 of those duties. Those are all within your 25 purview, but title doesn't matter whether it's</p>	<p>1 with you. 2 Sorry. Did you -- 3 COMMISSIONER WEATHERBY: That's okay. 4 CHAIRWOMAN REYES: Let me -- Commissioner 5 Weatherby. 6 COMMISSIONER HOROVITZ: -- I'm sorry. 7 COMMISSIONER WEATHERBY: We can just agree at 8 the same time. 9 I agree. I think that that's a prudent way 10 to go, as long as, you know -- I mean what we 11 really want to do I think is preserve the status 12 quo until some of these major issues are 13 resolved, and I would agree that Ms. Dunn has done 14 a very good job -- 15 MS. DUNN: Thank you. 16 COMMISSIONER WEATHERBY: -- being put into 17 kind of a difficult situation very quickly. 18 But I agree with acting versus interim. 19 CHAIRWOMAN REYES: Okay. Commissioner 20 Horovitz. 21 And then, Commissioner Brock, do you have a 22 question? 23 COMMISSIONER BROCK: No. 24 CHAIRWOMAN REYES: Okay. 25 COMMISSIONER HOROVITZ: I second.</p>

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1 CHAIRWOMAN REYES: Okay. So then the
 2 recommendation to the board will be Acting CEO for
 3 the remainder of time until we find a permanent
 4 CEO.
 5 Okay?
 6 COMMISSIONER HOROVITZ: Through the Chair,
 7 is there any -- are we doing -- do we need to put,
 8 "until we find a CEO"?
 9 It's time frame important. I believe that
 10 Lawsikia said it was.
 11 Do you recall, or do we need --
 12 CHAIRWOMAN REYES: Time frame for the
 13 position?
 14 COMMISSIONER HOROVITZ: You're saying,
 15 "until we find a CEO."
 16 Is that piece important?
 17 Like, if we're looking to write a resolution,
 18 does the resolution say, "We're going to extend
 19 the acting to Ms. Dunn until we find --"
 20 I think that part's important.
 21 Is that the right way to frame it?
 22 CHAIRWOMAN REYES: I think this is probably a
 23 question for counsel, for Reece. I mean I feel
 24 like it should be until we find a permanent CEO,
 25 because, otherwise, we would have no CEO.

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1 COMMISSIONER HOROVITZ: Is that right, Reece?
 2 MR. WILSON: Yes.
 3 Through the Chair, yes. We can phrase the
 4 resolution that, "Ms. Dunn would be appointed as
 5 Acting CEO until a permanent CEO is appointed."
 6 I mean you could backstop that to say,
 7 "but no later than 12 months," or something,
 8 or leave it open-ended and just say, "until a
 9 permanent CEO has been made."
 10 COMMISSIONER HOROVITZ: Through the Chair,
 11 is that ...
 12 Are you comfortable with that, Ms. Dunn?
 13 MS. DUNN: I am.
 14 CHAIRWOMAN REYES: Okay. Would you be
 15 comfortable with no later than 12 months --
 16 MS. DUNN: Yes --
 17 CHAIRWOMAN REYES: -- to give you at least
 18 something to look forward to?
 19 MS. DUNN: -- yes.
 20 CHAIRWOMAN REYES: All right. So I believe
 21 that concludes the talking points for our agenda.
 22 I don't have any closing comments.
 23 I just want to reiterate, Ms. Dunn,
 24 thank you so much for the work that you've done
 25 and for your continued efforts to keep the agency

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1 moving forward while all this is happening.
 2 So we -- know that we're keeping eyes.
 3 I believe that's it for me.
 4 Does anybody else have any additional
 5 comments?
 6 (no response)
 7 CHAIRWOMAN REYES: All right. Meeting
 8 adjourned.
 9 Thank you.
 10 (Whereupon, the proceedings in the
 11 above-titled cause concluded at 3:24 p.m.)
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1 CERTIFICATE
 2 STATE OF FLORIDA)
 3 COUNTY OF DUVAL)
 4 I, Carol DeBee Martin, Certified Court
 5 Reporter and Notary Public, certify that I was
 6 authorized to and did stenographically report
 7 to the best of my ability the foregoing proceedings
 8 and that the transcript is a true and complete record
 9 of my stenographic notes.
 10 Dated this 27th day of March, 2024.
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Carol DeBee Martin
 Carol DeBee Martin
 Notary Public State of Florida
 My Commission: HH 038064
 Expires: 12-29-2024