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6 JACKSONVILLE HOUSING AUTHORITY
7 BOARD OF COMMISSIONERS MEETING
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10 TAKEN: Monday, June 3, 2024
11 TIME: 3:00 p.m. to 5:08 p.m.
12 PLACE: Jacksonville Housing Authority
13 1300 North Broad Street
14 Jacksonville, Florida 32202
and via videoconference
15 Taken by Carol DeBee Martin, court reporter.
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1 APPEARANCES:
2 CHAIRWOMAN HEATHER HOROVITZ
3 COMMISSIONER HARRIET BROCK
4 COMMISSIONER ANDREA REYES
5 COMMISSIONER HANK ROGERS
6 COMMISSIONER LISA STRANGE WEATHERBY
7 EVANN MORRIS
8 ANTONIO PEREZ
9 WILLIAM MITCHELL
10 HARRY M. "Reece" WILSON, IV, ESQUIRE (OGC)
11 KORTE PARDE, CAO
12 VANESSA DUNN, Acting President/CEO
13 LINDA FITZGERALD
14 TODD AUBUCHON
15 REYNOLD PETERSON
16 CRYSTAL BLACKMER
17 CORDELIA PARKER
18 JAMES A. KOWALSKI, JR., ESQUIRE, (JALA)
19 ERICA THORPE
20 MATTHEW LASCELL (OIG)
21 BRANDON KING (OIG)
22 ANTHONY PALMER (Kubas Keller Associates)
23
24 VIA VIDEOCONFERENCE
25 EVEADA FINKLEA
CHAD MOORE
LAILA DARBY
INEEDA JACOBS
PHYLLIS McCLENDON
SATONIA HART
ADINA TEODORESCU, ESQUIRE, (OGC)
DANIEL HERNANDEZ
SHEILA BRINSON-WILLIAMS
PERRY AKINSON
DORIAN WILKES
CHAD MOORE
SARAH WILSON-KRAFT

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1 PROCEEDINGS
2 June 3, 2024 3:00 p.m.
3 CHAIRWOMAN HOROVITZ: All right.
4 Well, it is three o'clock on June 3rd.
5 This is the May general board meeting for JHA.
6 I'll call us to order.
7 Good afternoon, everyone.
8 Do we know if Commissioner Rogers is not
9 able to make it?
10 Should we wait a minute for him?
11 Is there anyone who has ...
12 Is Kort here?
13 MS. PARDE: Through the Chair, he had not
14 sent anything that he would not be here.
15 He might just be running late.
16 CHAIRWOMAN HOROVITZ: Sure. There was
17 some traffic. So we'll give it another minute.
18 Is that all right?
19 COMMISSIONER BROCK: Uh-huh.
20 CHAIRWOMAN HOROVITZ: Thank you.
21 All right. Let's get started with public
22 comment.
23 Is there any public comment in the room?
24 (no response)
25 CHAIRWOMAN HOROVITZ: Is there any public

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1 comment online?
2 MR. PEREZ: (shook head negatively)
3 CHAIRWOMAN HOROVITZ: All right.
4 Then we'll move on to the approval of last
5 meeting's minutes.
6 Can I have a motion, please?
7 COMMISSIONER WEATHERBY: So moved.
8 COMMISSIONER BROCK: I make a motion.
9 CHAIRWOMAN HOROVITZ: A second?
10 COMMISSIONER BROCK: I second.
11 CHAIRWOMAN HOROVITZ: Okay. Were there any
12 questions or discussion on the minutes?
13 (no response)
14 CHAIRWOMAN HOROVITZ: I had none either.
15 Commissioner?
16 COMMISSIONER BROCK: I had nothing.
17 CHAIRWOMAN HOROVITZ: All right. All in
18 favor of approving the minutes?
19 I'm sorry.
20 Do we have enough?
21 MR. WILSON: Yes. You have three.
22 COMMISSIONER BROCK: Yes, you do.
23 CHAIRWOMAN HOROVITZ: All in favor?
24 COMMISSIONER BROCK: Aye.
25 COMMISSIONER WEATHERBY: Aye.

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<p>1 COMMISSIONER REYES: Aye.</p> <p>2 CHAIRWOMAN HOROVITZ: Thank you.</p> <p>3 All right. We're moving on to the election</p> <p>4 of the board secretary, and Ms. Dunn or OGC,</p> <p>5 who would like to introduce this item?</p> <p>6 Reece, is that all right?</p> <p>7 MR. WILSON: For, which one?</p> <p>8 CHAIRWOMAN HOROVITZ: Board secretary.</p> <p>9 MR. WILSON: Board secretary. So, yes.</p> <p>10 Commissioner Brock has printed out some</p> <p>11 excerpts from board meeting minutes that --</p> <p>12 I don't know if she has business to introduce</p> <p>13 to the board based on that.</p> <p>14 So, you know, ask her if she has something</p> <p>15 to --</p> <p>16 CHAIRWOMAN HOROVITZ: Commissioner Brock.</p> <p>17 COMMISSIONER BROCK: Yes.</p> <p>18 Madam Chair, I provided the commissioners</p> <p>19 with a copy of the September minutes, and so that</p> <p>20 is the board meeting that we had a discussion for</p> <p>21 officers. And that's the meeting that I was</p> <p>22 selected, and it goes through September of this</p> <p>23 year.</p> <p>24 CHAIRWOMAN HOROVITZ: Yes. And we've</p> <p>25 discussed this a number of times --</p>	<p>1 chance either. So --</p> <p>2 COMMISSIONER BROCK: I know.</p> <p>3 CHAIRWOMAN HOROVITZ: -- perhaps we should</p> <p>4 take a minute.</p> <p>5 Commissioner, welcome. Not to call your</p> <p>6 lateness to the record.</p> <p>7 (People laughed.)</p> <p>8 CHAIRWOMAN HOROVITZ: We're discussing the</p> <p>9 election of the board secretary, and Commissioner</p> <p>10 Brock has provided minutes.</p> <p>11 Commissioner Brock, do you want to provide</p> <p>12 some more context?</p> <p>13 COMMISSIONER BROCK: Yeah. I -- I just gave</p> <p>14 a copy of the minutes, Commissioner Rogers,</p> <p>15 from the September meeting, which was your first</p> <p>16 meeting that you attended when you came on the</p> <p>17 board.</p> <p>18 And that's when I was selected as the</p> <p>19 secretary. I don't recall -- I know Commissioner</p> <p>20 Heather say that she recalls Commissioner Walker,</p> <p>21 which was the Chair at the time -- that he</p> <p>22 probably made a mistake.</p> <p>23 But I don't ever recall him putting me on</p> <p>24 treasurer, because we never had that in our</p> <p>25 bylaws -- treasurer. So I don't know.</p>
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<p>1 COMMISSIONER BROCK: I know that, yeah.</p> <p>2 CHAIRWOMAN HOROVITZ: -- and I think it was</p> <p>3 in a past meeting. I remember that we had a</p> <p>4 meeting where Commissioner Green was elected to</p> <p>5 Cochair, and then I believe you were put into</p> <p>6 the treasury position.</p> <p>7 And then later -- and I haven't had a chance</p> <p>8 to review these minutes -- I believe that</p> <p>9 Commissioner Walker had made a mistake when</p> <p>10 he referred to you as secretary. That's how</p> <p>11 I remember.</p> <p>12 In my opinion, I'm not sure it really</p> <p>13 matters, unless it does matter.</p> <p>14 Wouldn't it just be easier if we just did</p> <p>15 another election?</p> <p>16 COMMISSIONER BROCK: No. It does matter,</p> <p>17 because this is a public document that says</p> <p>18 I am the secretary.</p> <p>19 CHAIRWOMAN HOROVITZ: Okay. Thank you.</p> <p>20 (Commissioner Rogers entered the room.)</p> <p>21 COMMISSIONER BROCK: I mean correct me if</p> <p>22 I'm wrong.</p> <p>23 MR. WILSON: I'm reviewing the minutes right</p> <p>24 now.</p> <p>25 CHAIRWOMAN HOROVITZ: And I hadn't had a</p>	<p>1 I just know what the minutes say.</p> <p>2 And so she had just asked the question,</p> <p>3 "Could we reselect a board secretary?"</p> <p>4 But that's not how it's supposed to go.</p> <p>5 It's supposed to go through September,</p> <p>6 unless, you know, I wasn't here. Then we would</p> <p>7 reselect a secretary.</p> <p>8 CHAIRWOMAN HOROVITZ: Commissioner.</p> <p>9 COMMISSIONER REYES: So, in one of the</p> <p>10 HR meetings that we had where I remember --</p> <p>11 I recall seeing something about a treasurer being</p> <p>12 assigned. So I know that that was a conversation</p> <p>13 in one of the last documents that, Kort,</p> <p>14 you provided for previous minutes.</p> <p>15 I recall reading something about a treasurer</p> <p>16 being appointed, and, if I'm not mistaken,</p> <p>17 it's Commissioner Brock.</p> <p>18 MS. PARDE: Yes.</p> <p>19 Through the Chair, Commissioner Reyes,</p> <p>20 I do recall that. Actually, I have -- I believe</p> <p>21 it was -- I can tell you, actually. It might be</p> <p>22 in your notes, if you have it.</p> <p>23 It was the HR Committee Meeting of May the</p> <p>24 17th, 2024. In the board secretary memo,</p> <p>25 there's a copy of the meeting minutes from</p>

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<p>1 January 30th of 2023.</p> <p>2 So that would be before Commissioner Brock's</p> <p>3 -- if she's doing the -- actually, I'm not sure</p> <p>4 what date Commissioner Brock's meeting minutes are</p> <p>5 from.</p> <p>6 COMMISSIONER BROCK: September.</p> <p>7 MS. PARDE: Of '23?</p> <p>8 COMMISSIONER BROCK: Yes, ma'am.</p> <p>9 September the 25th.</p> <p>10 MS. PARDE: Okay. So, at that meeting,</p> <p>11 on January 30th of 2023, that was when they</p> <p>12 -- when Chairman Walker created the treasurer</p> <p>13 position.</p> <p>14 COMMISSIONER REYES: Correct.</p> <p>15 MS. PARDE: And that was when he appointed</p> <p>16 Commissioner Brock as treasurer, but, if she has</p> <p>17 meeting minutes from September, those obviously</p> <p>18 would be more recent.</p> <p>19 COMMISSIONER REYES: Yeah. I'm actually</p> <p>20 looking at those minutes from January.</p> <p>21 Page 9. Chairman Walker said, "That's required,</p> <p>22 but I will leave it up to the working group.</p> <p>23 And that can explain what I was looking for</p> <p>24 here, Ms. Brock, which is -- as treasurer,</p> <p>25 I'm looking for somebody to help me understand and</p>	<p>1 that we wouldn't have another election.</p> <p>2 And I do understand, for the record,</p> <p>3 but I don't see the record where I voted to make</p> <p>4 Commissioner Brock secretary. But I don't know</p> <p>5 how we resolved otherwise.</p> <p>6 Commissioner Weatherby.</p> <p>7 COMMISSIONER BROCK: You say --</p> <p>8 COMMISSIONER WEATHERBY: I wasn't here.</p> <p>9 COURT REPORTER: I didn't hear you.</p> <p>10 CHAIRWOMAN HOROVITZ: She was not here.</p> <p>11 COMMISSIONER REYES: So, through the Chair --</p> <p>12 so this conversation, right, though it's part</p> <p>13 of the broader conversation about the Chair</p> <p>14 versus -- the secretary in our bylaws versus</p> <p>15 a -- like hiring a secretary for the board,</p> <p>16 which is a part of our conversation.</p> <p>17 Right?</p> <p>18 CHAIRWOMAN HOROVITZ: We've had that</p> <p>19 conversation, but I believe this is completely</p> <p>20 separate from that.</p> <p>21 COMMISSIONER BROCK: Yeah.</p> <p>22 CHAIRWOMAN HOROVITZ: I think that we're just</p> <p>23 talking that -- I do believe we have the</p> <p>24 requirement to have someone in the position of</p> <p>25 secretary.</p>
Page 10	Page 12
<p>1 look at the way we expense funds for the purpose</p> <p>2 of our general population."</p> <p>3 So there was a conversation about that,</p> <p>4 but I think it was left up in the air,</p> <p>5 if I'm understanding those minutes correctly.</p> <p>6 MS. PARDE: So, actually, through the Chair</p> <p>7 -- so it actually -- that being on January 30th,</p> <p>8 not the September, but the January 30th --</p> <p>9 on that last page, Page 17, that was when they --</p> <p>10 that was making the motion for Mr. Griggs to serve</p> <p>11 as secretary.</p> <p>12 And then I believe it was after that --</p> <p>13 or actually before that -- that's when Ms. Brock</p> <p>14 was appointed treasurer, but, again, that was</p> <p>15 prior to the September.</p> <p>16 COMMISSIONER REYES: Okay. All right.</p> <p>17 Thank you.</p> <p>18 CHAIRWOMAN HOROVITZ: And I think that's</p> <p>19 why we continue to have this discussion,</p> <p>20 because it's pretty unclear.</p> <p>21 I don't have minutes where we actually vote</p> <p>22 for Commissioner Brock in the role. I only see</p> <p>23 the minutes where -- and I'm looking at them --</p> <p>24 what we've noted -- Commissioner Griggs.</p> <p>25 And so, for that point, I don't see any reason</p>	<p>1 Is that not what we decided?</p> <p>2 COMMISSIONER BROCK: Yes.</p> <p>3 MR. WILSON: Through the Chair, that is</p> <p>4 correct. The bylaws require a secretary to head</p> <p>5 the Governance Committee.</p> <p>6 COMMISSIONER REYES: Right. But part of the</p> <p>7 conversation is that we need to update our</p> <p>8 bylaws, because the secretary position --</p> <p>9 like what's outlined in the bylaws --</p> <p>10 the description for that secretary -- is what</p> <p>11 we're going to, based on the last committee</p> <p>12 meeting that we had, have the CEO work with the</p> <p>13 administrative manager.</p> <p>14 CHAIRWOMAN HOROVITZ: I believe that's</p> <p>15 separate. That's the secretary resource for the</p> <p>16 board.</p> <p>17 Like our board governance requires a</p> <p>18 Chair, a Cochair and a secretary. We currently</p> <p>19 don't have a clear secretary, as I understand it.</p> <p>20 I understand that Commissioner Brock feels</p> <p>21 differently, and I feel, for the record,</p> <p>22 there is no harm in having another ...</p> <p>23 Because we spent months trying to resolve</p> <p>24 this, and it's, at this point, become somewhat</p> <p>25 of a distraction, in my opinion. So I see no</p>

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<p>1 reason why we wouldn't just hold another election 2 and move forward.</p> <p>3 Does anyone have a different opinion on that?</p> <p>4 COMMISSIONER BROCK: Did you -- excuse me, 5 Madam Chair.</p> <p>6 Did you review the minutes that I gave you?</p> <p>7 CHAIRWOMAN HOROVITZ: So I see the September 8 --</p> <p>9 COMMISSIONER BROCK: You say you didn't see 10 yourself voting?</p> <p>11 CHAIRWOMAN HOROVITZ: Are we looking at 12 September or February, Commissioner?</p> <p>13 COMMISSIONER BROCK: September.</p> <p>14 The reason the February minutes is on the 15 -- I put the February minutes on the table, 16 because Ms. Kort did not -- she -- I guess she 17 didn't know that Commissioner Rogers was the 18 Vice-chair for Resident Relations.</p> <p>19 And it's clearly that he volunteered to be 20 the Chair (sic) for Resident Relations, 21 in February, and so, when she sent us out the 22 information, she left him off as the Vice-chair 23 for Resident Relations.</p> <p>24 COMMISSIONER REYES: Through the Chair to 25 Commissioner Brock, so the vote that I see is</p>	<p>1 time was Chairman Walker, Vice-chair Green and 2 Secretary Brock is the way I made the motion at 3 that time. That's the way I understood it.</p> <p>4 But, if there is any other interpretation, 5 I will yield to that.</p> <p>6 COMMISSIONER REYES: I mean, not being there 7 and having --</p> <p>8 CHAIRWOMAN HOROVITZ: Right.</p> <p>9 COMMISSIONER REYES: -- it's very confusing.</p> <p>10 CHAIRWOMAN HOROVITZ: It's very confusing.</p> <p>11 MR. WILSON: Through the Chair, I'm looking 12 at -- I think, to Commissioner Rogers' point, 13 it looks like -- I see the motion was initially 14 articulated -- I'm looking at Page -- let's see 15 -- 87.</p> <p>16 And Lawsikia Hodges stated the motion that 17 Chris is the Chair, Green is the Vice-chair 18 and Commissioner Brock is your secretary and a 19 waiver of the current bylaws and state that the 20 Chair can serve.</p> <p>21 So the motion is articulated there for the 22 first time, which does have Commissioner Brock in 23 the slate of secretary, and then Commissioner 24 Rogers -- it looks like he makes the motion on 25 Page 91, Line 17 through 23.</p>
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<p>1 about the two-year -- hold on just a second.</p> <p>2 CHAIRWOMAN HOROVITZ: Commissioner Rogers. 3 Sorry.</p> <p>4 COMMISSIONER ROGERS: Sorry. And let me 5 apologize for my tardiness, but let me provide 6 clarity, as I recall my first meeting. I recall 7 that first meeting.</p> <p>8 What we -- because I made the motion that 9 meeting, and it was based on what, at the time 10 we thought was the current slate, and the current 11 slate was, of course, the Chair, the Vice-chair.</p> <p>12 And one of the things I brought up, 13 even at that first meeting, was Commissioner Brock 14 -- being that she was even on our website as being 15 the secretary, it was my understanding that she 16 was already in that role.</p> <p>17 And so it was my interpretation, based on 18 that, we were voting on that slate. It was not 19 my understanding that we had a treasurer at that 20 time.</p> <p>21 But, if there is information prior to that 22 meeting stating a secretary, I'm not aware of 23 that, but what I recall voting on is the current 24 slate.</p> <p>25 The current slate of officers at that</p>	<p>1 And it looks like he's referencing the 2 slate of officers that Ms. Hodges referenced.</p> <p>3 So, as I look at this, I think that the board -- 4 then that motion is seconded and approved.</p> <p>5 So it is not necessarily crystal clear, 6 but it may be there in the record for us that 7 Commissioner Brock was moved and seconded as 8 secretary.</p> <p>9 CHAIRWOMAN HOROVITZ: If OGC is comfortable 10 with that, I'm comfortable with that.</p> <p>11 It is confusing, because we didn't follow 12 what I have experienced. But I'm comfortable with 13 it.</p> <p>14 So, does anyone else have any thoughts on 15 it?</p> <p>16 (no response)</p> <p>17 COMMISSIONER REYES: No. I'm fine with it, 18 as well. But, just so -- again, if we're going 19 based off our bylaws, it is -- Kort -- and I guess 20 this is through the Chair to Kort and Vanessa.</p> <p>21 Have we had a secretary in the past aside 22 from Commissioner Brock so there is already 23 some established mechanisms for what's required in 24 the bylaws?</p> <p>25 MS. PARDE: Through the Chair, I'd have to</p>

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<p>1 take their word for it since I was not here.</p> <p>2 COMMISSIONER REYES: Okay.</p> <p>3 Commissioner Brock, who was the previous</p> <p>4 secretary?</p> <p>5 COMMISSIONER BROCK: Yes. We did.</p> <p>6 COMMISSIONER REYES: Okay. Who was the</p> <p>7 previous secretary?</p> <p>8 COMMISSIONER BROCK: Before I held office?</p> <p>9 COMMISSIONER REYES: Uh-huh.</p> <p>10 COMMISSIONER BROCK: If I remember correctly,</p> <p>11 she had to resign. I think it was Ms. Susie</p> <p>12 I believe it was, because she was a short period</p> <p>13 with us on the board with us. And she had to</p> <p>14 resign.</p> <p>15 COMMISSIONER REYES: Okay. So then --</p> <p>16 COMMISSIONER BROCK: I don't know why,</p> <p>17 but she had to resign.</p> <p>18 COMMISSIONER REYES: -- so, through the</p> <p>19 Chair, again ...</p> <p>20 So, are you informed on how to, you know,</p> <p>21 keep the proper maintenance of the records,</p> <p>22 minutes and notices to perform such duties that</p> <p>23 are assigned by the Chair?</p> <p>24 Because that's what the bylaw says,</p> <p>25 which is -- I know we've been talking about having</p>	<p>1 I come.</p> <p>2 Ms. Dunn told me previous, when I came up</p> <p>3 here -- she told me previous that I have to set up</p> <p>4 meeting times to meet with her.</p> <p>5 So I mean, if they are available, I come and</p> <p>6 I do what I supposed to do and to make sure that</p> <p>7 the minutes are done.</p> <p>8 COMMISSIONER REYES: Yeah. And, through the</p> <p>9 Chair, I just want to make sure that you have what</p> <p>10 you need from them so that you can be successful</p> <p>11 in that role.</p> <p>12 COMMISSIONER BROCK: Uh-huh.</p> <p>13 COMMISSIONER REYES: Because I understand you</p> <p>14 also have to serve as Chair of the Governance</p> <p>15 Committee. The secretary, under our bylaws,</p> <p>16 is the Chair of our Governance Committee.</p> <p>17 So, does --</p> <p>18 CHAIRWOMAN HOROVITZ: Excellent point.</p> <p>19 Thank you.</p> <p>20 Because we were discussing not having to</p> <p>21 have that burden on the current board. So you're</p> <p>22 right.</p> <p>23 Do we take any action on that, or does that</p> <p>24 person automatically roll into that?</p> <p>25 COMMISSIONER REYES: It says, "shall serve."</p>
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<p>1 to update our bylaws, but we can't really do that</p> <p>2 until we have a Chair for the Governance</p> <p>3 Committee. One of the things that we wanted to</p> <p>4 update was this.</p> <p>5 So, what do you need from Kort and from</p> <p>6 Vanessa to be able to do these duties?</p> <p>7 COMMISSIONER BROCK: When -- previous --</p> <p>8 Madam Chair, if I can speak.</p> <p>9 Previous, when Mr. Alexander was here and</p> <p>10 I was operating as the secretary, I made sure that</p> <p>11 all minutes and things was done in place and that</p> <p>12 was done the way they were supposed to be done.</p> <p>13 We had a staff person, at one time,</p> <p>14 that was doing the minutes before Ms. Carol came</p> <p>15 in.</p> <p>16 She's no longer with us, but she was doing</p> <p>17 the minutes -- Ms. Brown was. And she done a</p> <p>18 really good job. She did the minutes for --</p> <p>19 I have a whole binder full, when we did the</p> <p>20 national search, during the time that</p> <p>21 Mr. Alexander was here.</p> <p>22 And so, you know, I can provide y'all with</p> <p>23 the copies, if you need them, but I have a whole</p> <p>24 binder. And, yes. I'm very aware of getting with</p> <p>25 Ms. Dunn and Ms. Kort, if they are available when</p>	<p>1 "Secretary shall serve as Chair of the Governance</p> <p>2 and Oversight Committee."</p> <p>3 MR. WILSON: That's correct.</p> <p>4 CHAIRWOMAN HOROVITZ: How do you feel about</p> <p>5 that, Commissioner Brock?</p> <p>6 Is that all right?</p> <p>7 COMMISSIONER BROCK: I'm fine.</p> <p>8 CHAIRWOMAN HOROVITZ: Excellent. Okay.</p> <p>9 COMMISSIONER BROCK: Yeah.</p> <p>10 CHAIRWOMAN HOROVITZ: Great questions.</p> <p>11 COMMISSIONER BROCK: Like I say, in the past,</p> <p>12 the Chairs that we have had -- they have appointed</p> <p>13 people in different offices, and that's the same</p> <p>14 thing that Chair Walker did. He appointed himself</p> <p>15 as the Governance Chair.</p> <p>16 So it -- basically, I guess it's really up</p> <p>17 to what the board wants to do, because --</p> <p>18 CHAIRWOMAN HOROVITZ: That actually wouldn't</p> <p>19 be proper.</p> <p>20 Is that right?</p> <p>21 COMMISSIONER WEATHERBY: No.</p> <p>22 CHAIRWOMAN HOROVITZ: Right.</p> <p>23 COMMISSIONER BROCK: Yes, but he did. So ...</p> <p>24 CHAIRWOMAN HOROVITZ: Excellent. Okay.</p> <p>25 So, do we need to make a change to the agenda</p>

Page 21	<p>1 that says, "Election of the Board Secretary,"</p> <p>2 because this discussion was just confirming the</p> <p>3 board secretary?</p> <p>4 MR. WILSON: Through the Chair, I don't think</p> <p>5 we need to make a change to the agenda. Just have</p> <p>6 the minutes reflect what we did.</p> <p>7 CHAIRWOMAN HOROVITZ: Excellent. Okay.</p> <p>8 So we have confirmed that Commissioner Brock is</p> <p>9 the board secretary and then automatically assumes</p> <p>10 the role of Chair of the Governance Committee,</p> <p>11 and I look forward to participating in that</p> <p>12 committee.</p> <p>13 So, thank you, Commissioner Brock,</p> <p>14 and thank you--all for the discussion.</p> <p>15 All right. Any further discussion on this?</p> <p>16 COMMISSIONER REYES: Sorry. Because it kind</p> <p>17 of all ties into the HR Committee.</p> <p>18 So, Kort, remember, we had a standing section</p> <p>19 for the Governance Committee. There is items</p> <p>20 I believe that we discussed that needed to be</p> <p>21 updated.</p> <p>22 If you want to transfer that from our working</p> <p>23 list to her new working list --</p> <p>24 MS. PARDE: Absolutely. Through the Chair,</p> <p>25 absolutely. I will do so, and I will email</p>
Page 23	<p>1 COMMISSIONER REYES: I would agree, too.</p> <p>2 COMMISSIONER WEATHERBY: I agree.</p> <p>3 CHAIRWOMAN HOROVITZ: Excellent.</p> <p>4 Okay. And, please, Commissioner Brock,</p> <p>5 if you need support through Kort or Ms. Dunn,</p> <p>6 please let us know how we can support.</p> <p>7 COMMISSIONER ROGERS: But I'm happy to serve</p> <p>8 as interim until someone fills the position.</p> <p>9 (People laughed.)</p> <p>10 COMMISSIONER ROGERS: I don't want the</p> <p>11 permanent position, but, if you need some</p> <p>12 assistance, I will support you.</p> <p>13 CHAIRWOMAN HOROVITZ: Thank you,</p> <p>14 Commissioner.</p> <p>15 All right. We'll move on to the presentation</p> <p>16 by the Office of the Inspector General.</p> <p>17 MR. LASCELL: I'll steal a little bit of your</p> <p>18 desk here, if you don't mind.</p> <p>19 Good afternoon. My name is Matthew Lascell.</p> <p>20 I'm the Inspector General for the City of</p> <p>21 Jacksonville, and I was asked to come today and</p> <p>22 answer questions you may have about my office and</p> <p>23 how and why we do our business.</p> <p>24 I would ordinarily give a PowerPoint</p> <p>25 presentation, but I think it would probably</p>
Page 22	<p>1 Ms. Brock this afternoon with that list.</p> <p>2 I just want to also say that, since the</p> <p>3 Governance Committee has a Chair, do we want to</p> <p>4 elect a Vice-chair for that or appoint one?</p> <p>5 CHAIRWOMAN HOROVITZ: Commissioner Brock,</p> <p>6 would you like to hold off on -- I believe we're</p> <p>7 getting some -- we have two vacant seats.</p> <p>8 In my opinion, we should wait and share the</p> <p>9 responsibility, but, if you would like to elect a</p> <p>10 Vice-chair now, would that be helpful for you?</p> <p>11 COMMISSIONER BROCK: It's whatever you want</p> <p>12 to do, Madam Chair.</p> <p>13 CHAIRWOMAN HOROVITZ: Does anyone want to</p> <p>14 volunteer?</p> <p>15 COMMISSIONER ROGERS: Madam Chair, it would</p> <p>16 be my -- it would be my recommendation, since we</p> <p>17 have two vacant seats at this current time and</p> <p>18 we have other board members coming on board,</p> <p>19 if it is okay with Commissioner Brock, if we can</p> <p>20 hold off and see if those -- see if they want to</p> <p>21 share those leadership roles.</p> <p>22 CHAIRWOMAN HOROVITZ: Yeah. I agree.</p> <p>23 COMMISSIONER ROGERS: That would be my</p> <p>24 recommendation.</p> <p>25 CHAIRWOMAN HOROVITZ: I agree. Thank you.</p>
Page 24	<p>1 be not a very effective use of our time.</p> <p>2 So I thought it would be more appropriate for me</p> <p>3 just to answer questions you may have.</p> <p>4 In my office, we have about 12 folks,</p> <p>5 myself, our four investigators, two auditors,</p> <p>6 an investigative analyst and then a couple of</p> <p>7 supervisors.</p> <p>8 For the most part, we work fraud,</p> <p>9 waste and abuse administrative investigations</p> <p>10 involving any part of the consolidated government,</p> <p>11 with the exception of the uniformed police and</p> <p>12 uniformed fire.</p> <p>13 Over the course of the last --</p> <p>14 I was appointed in March of '22. Since that time,</p> <p>15 we've had several million dollars worth of</p> <p>16 questionable costs, federal indictments,</p> <p>17 state indictments on cases that we've worked.</p> <p>18 So we've been very aggressive and very</p> <p>19 proactive in terms of the types and the breadth of</p> <p>20 the cases we work.</p> <p>21 I brought with me today Mr. King, who is my</p> <p>22 senior investigator. So I have him for backup</p> <p>23 in case things go bad.</p> <p>24 (People laughed.)</p> <p>25 MR. LASCELL: But really what I'd like to do</p>

Page 25	<p>1 is just entertain any questions you may have</p> <p>2 and answer any questions you have about my office</p> <p>3 and how and why we do business.</p> <p>4 CHAIRWOMAN HOROVITZ: Excellent. Thank</p> <p>5 you. Welcome.</p> <p>6 MR. LASCELL: Thank you.</p> <p>7 CHAIRWOMAN HOROVITZ: In my limited</p> <p>8 interaction with your office, you're incredible to</p> <p>9 work with. So thank you for your partnership,</p> <p>10 and thank you for being here today.</p> <p>11 MR. LASCELL: Absolutely.</p> <p>12 CHAIRWOMAN HOROVITZ: Does anyone have any</p> <p>13 questions?</p> <p>14 COMMISSIONER REYES: Yes.</p> <p>15 CHAIRWOMAN HOROVITZ: Yes, please.</p> <p>16 COMMISSIONER REYES: Okay. So, good</p> <p>17 afternoon.</p> <p>18 So I know that we've been working with Kort</p> <p>19 on the -- just like the employee manuals and</p> <p>20 employee complaint process and everything.</p> <p>21 So, can you give us like a bullet point</p> <p>22 presentation of the process of investigating any</p> <p>23 complaints you get from employees regarding fraud,</p> <p>24 waste and abuse and then any complaints you get</p> <p>25 regarding upper management positions?</p>	Page 27	<p>1 So, in the past, I think the office has had</p> <p>2 a reputation for being -- issues of quite frankly</p> <p>3 not much bang for the buck.</p> <p>4 So, for the last two years, we've focused on</p> <p>5 significant investigations in terms of a true</p> <p>6 impact to the City, but we don't distinguish</p> <p>7 between upper management. It's just an allegation</p> <p>8 is an allegation. We work it the same way.</p> <p>9 CHAIRWOMAN HOROVITZ: Commissioner Reyes,</p> <p>10 do you have follow-up?</p> <p>11 COMMISSIONER REYES: And, just to confirm,</p> <p>12 you stated it was anonymous, correct?</p> <p>13 MR. LASCELL: I'm sorry?</p> <p>14 COMMISSIONER REYES: Is it an anonymous</p> <p>15 process?</p> <p>16 MR. LASCELL: It can be.</p> <p>17 COMMISSIONER REYES: Okay.</p> <p>18 MR. LASCELL: Someone can walk in, and say,</p> <p>19 "My name is John, and I want to report this."</p> <p>20 COMMISSIONER REYES: So it's anonymous on the</p> <p>21 website, if you go to the website.</p> <p>22 MR. LASCELL: It can be.</p> <p>23 COMMISSIONER REYES: Got it. Okay.</p> <p>24 MR. LASCELL: There's an opportunity for you</p> <p>25 to put your name or your contact information,</p>
Page 26	<p>1 MR. LASCELL: Yeah, I think I can answer your</p> <p>2 question. Through the Chair, I think I can answer</p> <p>3 your question.</p> <p>4 So the various methods in which we initiate</p> <p>5 an investigation -- we have a public-facing</p> <p>6 website where anyone from the public can go on the</p> <p>7 web and look at our office, and there is a link</p> <p>8 in there where someone can make an anonymous or</p> <p>9 a complaint which they attach their name to it.</p> <p>10 So that's one method.</p> <p>11 We receive phone calls, texts. People walk</p> <p>12 into the office. They can leave a note on the</p> <p>13 door, mail in. Now that's what initiates the</p> <p>14 investigation.</p> <p>15 In terms of -- we don't distinguish between</p> <p>16 an employee reporting something as opposed to a</p> <p>17 citizen reporting something.</p> <p>18 So, if it's an allegation of misconduct,</p> <p>19 we triage those allegations and decide what we're</p> <p>20 going to investigate.</p> <p>21 So, in other words, during the course of a</p> <p>22 month, we might get in excess of a couple hundred</p> <p>23 inquiries or references or allegations of</p> <p>24 misconduct, and we triage those and decide which</p> <p>25 ones we're actually going to work.</p>	Page 28	<p>1 or you can click, "I'd like to remain anonymous."</p> <p>2 COMMISSIONER REYES: Okay. And so then you</p> <p>3 receive that complaint, and then, what are your</p> <p>4 next steps?</p> <p>5 MR. LASCELL: We triage the information.</p> <p>6 So, in other words, if somebody complained that,</p> <p>7 you know, they're wearing aluminum foil on their</p> <p>8 head and they're getting signals from Mars,</p> <p>9 that goes into the, "We're not going to</p> <p>10 investigate."</p> <p>11 But, if it's a legitimate concern that a</p> <p>12 citizen has and we think it warrants looking into,</p> <p>13 we initiate an investigation. Between one of my</p> <p>14 investigators, we'll triage the complaint and</p> <p>15 start making inquiries to see whether or not it's</p> <p>16 worth pursuing.</p> <p>17 CHAIRWOMAN HOROVITZ: Commissioner Weatherby.</p> <p>18 COMMISSIONER WEATHERBY: Yes.</p> <p>19 What's the process of your office</p> <p>20 communicating say with commissioners in terms of</p> <p>21 things that impact us that we don't always know</p> <p>22 about?</p> <p>23 MR. LASCELL: Correct. So we are purely</p> <p>24 administrative investigations. If something rises</p> <p>25 to the level of a criminal investigation, we refer</p>

<p style="text-align: right;">Page 29</p> <p>1 it to the state's attorney or the U.S. attorney, 2 but we rely on public records laws and retention 3 laws to determine whether or not we share the 4 information. 5 So we treat it like a public record, 6 and there is an exemption in the public records 7 for ongoing IG investigations. 8 So, during the pendency of the investigation, 9 unless there is threat of physical harm, 10 significant loss to the city, we keep those 11 investigations internally and don't inform the 12 commissioners or heads of agencies or anyone, 13 for that matter, about our investigation. 14 The exception being, if there is significant 15 harm to the city or if the city is about to engage 16 in something that we know would be bad for the 17 city, we let them know through the administration 18 and through the City Council, as well. 19 CHAIRWOMAN HOROVITZ: Can you talk through 20 the process of conducting an investigation say at 21 JHA? 22 Like what that would look like, and how do 23 you communicate the -- because I'm thinking back 24 to when we had an investigation. And it was 25 unclear on who was engaged and how the information</p>	<p style="text-align: right;">Page 31</p> <p>1 to the level of a code infraction or a violation 2 of law, it's outside of our jurisdiction. 3 We don't look at it. 4 So, if it's a conflict of interest case or 5 if it's operational or employment -- secondary 6 employment -- it goes to different departments. 7 If it's criminal, we refer it to the state's 8 attorney. 9 So we go through that process of triaging 10 all the complaints, and then we start as any, 11 you know, investigator would in the investigative 12 process. We collect the information, analyze that 13 information and then write a report. 14 CHAIRWOMAN HOROVITZ: And, as you're 15 interviewing employees or anyone that is, 16 is it very clear how confidential the whole 17 process is? 18 MR. LASCELL: Yes. There's actually an 19 admonishment that they're given at the end of the 20 interview where the investigator will say to them, 21 "This is an ongoing Inspector General's 22 investigation. You know, you're being instructed 23 not to discuss it with anyone else." 24 CHAIRWOMAN HOROVITZ: And I do recall -- 25 I don't know if you keep --</p>
<p style="text-align: right;">Page 30</p> <p>1 was shared even with the media. That would be 2 helpful. 3 MR. LASCELL: Okay. So I'll use a 4 hypothetical situation. 5 If somebody accuses you of stealing a bottle 6 of water -- okay. I'm going to use that just as 7 an example. Let's say that's an egregious event, 8 and we're going to look into that. 9 Right? 10 So one of my investigators would get that, 11 and then they start looking at the logical 12 aspects. 13 Is there a policy violation? 14 Is there a law violation? 15 Who is involved? 16 Who he needs to talk to. 17 Is there any evidentiary things like, 18 do we need to issue subpoenas for records? 19 All those types of things go into the 20 preplanning as an investigative plan of what 21 we're actually trying to accomplish. 22 So you have an allegation of misconduct. 23 We look at, like I said, the code, the law 24 and see if there is truly an allegation. 25 So, in other words, if something doesn't rise</p>	<p style="text-align: right;">Page 32</p> <p>1 MR. LASCELL: I have a copy of the form, 2 if you'd like. 3 CHAIRWOMAN HOROVITZ: -- okay. That would be 4 helpful. I recall that there was some penalty for 5 not following that, and I don't remember what it 6 was. 7 MR. LASCELL: There is, but, again, 8 we're talking about administrative investigations. 9 CHAIRWOMAN HOROVITZ: Yeah. 10 MR. LASCELL: So the penalty -- it's like 11 a sunshine violation -- a misdemeanor -- 12 MR. KING: Second-degree misdemeanor. 13 MR. LASCELL: -- second-degree misdemeanor. 14 CHAIRWOMAN HOROVITZ: Sure. It makes me 15 think, because we're talking about governance and 16 policy. 17 Just for Ms. Dunn, does the JHA have a policy 18 for employees? 19 Is that necessary? 20 I'm not really sure where that would live. 21 Is it OGC? 22 MS. DUNN: For interacting with the media? 23 CHAIRWOMAN HOROVITZ: Well, yes, when it 24 would then break the agreement that they're 25 signing with OIG.</p>

Page 33	<p>1 Is it very clear, or is that agreement the</p> <p>2 only one that's necessary?</p> <p>3 MS. DUNN: Within the personnel policy,</p> <p>4 there is a media policy where only the CEO and</p> <p>5 the Board Chair can speak to the media.</p> <p>6 Oh, yes, and they also sign a confidentiality</p> <p>7 clause upon employment.</p> <p>8 CHAIRWOMAN HOROVITZ: Okay.</p> <p>9 MR. LASCELL: Right. I can give you this</p> <p>10 one.</p> <p>11 CHAIRWOMAN HOROVITZ: Okay.</p> <p>12 MR. LASCELL: This was read to the witness in</p> <p>13 an investigation.</p> <p>14 So the problem is, as you can imagine with an</p> <p>15 ongoing investigation, when someone's called in,</p> <p>16 their supervisor may find out about it.</p> <p>17 Their coworkers may find out about it. They may</p> <p>18 see us in the building.</p> <p>19 You know, so sometimes it gets pretty obvious</p> <p>20 that the IG is involved in an investigation.</p> <p>21 So I don't want to say, "The cat's out of the</p> <p>22 bag," because, like I said, there are historical</p> <p>23 investigations where the data already exists.</p> <p>24 So it's not like a criminal case,</p> <p>25 but a potential for harm. So, as I said,</p>
Page 34	<p>1 admonishment is given, but really the teeth that</p> <p>2 it has is only as good as the person receiving the</p> <p>3 admonishment.</p> <p>4 CHAIRWOMAN HOROVITZ: This is very helpful</p> <p>5 for me, and I'm learning.</p> <p>6 MR. LASCELL: Good. This is your opportunity</p> <p>7 to ask whatever you'd like to ask.</p> <p>8 CHAIRWOMAN HOROVITZ: Thank you.</p> <p>9 Can you explain the process of when</p> <p>10 your investigation becomes public to say</p> <p>11 City Council or the general public?</p> <p>12 Are there different tranches of when it's</p> <p>13 available?</p> <p>14 MR. LASCELL: There are. So, again,</p> <p>15 as I explained earlier, there are certain</p> <p>16 circumstances where, during the pendency of the</p> <p>17 investigation, we will disclose that investigation</p> <p>18 to the City Council and the administration if</p> <p>19 there is a potential for harm or significant loss</p> <p>20 to the city.</p> <p>21 Ordinarily, if it's a routine administrative</p> <p>22 investigation, it runs its course until it's</p> <p>23 published, and, by public records laws,</p> <p>24 it's disclosed when it's published, meaning in</p> <p>25 our website.</p>
Page 35	<p>1 So, in the case or investigation with JHA,</p> <p>2 you, as the agency involved, have a certain amount</p> <p>3 of time to respond to our investigation.</p> <p>4 So, prior to going public, it will be</p> <p>5 presented to you. You have a ten-day period by</p> <p>6 which you're allowed to comment or rebut or say</p> <p>7 whatever you want to say.</p> <p>8 That's included in the final report.</p> <p>9 It's public record, and it's published on the</p> <p>10 website.</p> <p>11 CHAIRWOMAN HOROVITZ: Got it. And, when you</p> <p>12 say, "become public," does, "public," mean</p> <p>13 published on the website, or is, "public,"</p> <p>14 when you would be freely discussing it with the</p> <p>15 City Council, for example?</p> <p>16 MR. LASCELL: Both.</p> <p>17 CHAIRWOMAN HOROVITZ: Okay. Thank you.</p> <p>18 MR. LASCELL: Once it goes on the website,</p> <p>19 it's a public record.</p> <p>20 CHAIRWOMAN HOROVITZ: Yeah.</p> <p>21 MR. LASCELL: There is no more -- I don't</p> <p>22 have the ability to say, "I can't use the</p> <p>23 exemption within the public record laws to say</p> <p>24 it's an ongoing criminal investigation or</p> <p>25 ongoing administrative investigation,"</p>
Page 36	<p>1 because it's not.</p> <p>2 CHAIRWOMAN HOROVITZ: Commissioner.</p> <p>3 COMMISSIONER REYES: Through the Chair,</p> <p>4 so I think this is -- we had the situation</p> <p>5 regarding the difference between an inquiry and</p> <p>6 investigation, right?</p> <p>7 So this clarifies that?</p> <p>8 COMMISSIONER ROGERS: Uh-huh.</p> <p>9 MR. LASCELL: Okay. After --</p> <p>10 COMMISSIONER REYES: So, what is the</p> <p>11 difference between an inquiry and investigation?</p> <p>12 MR. LASCELL: -- okay. I have my expert.</p> <p>13 I have my expert to tell you the difference.</p> <p>14 It really -- the short answer is there isn't a</p> <p>15 difference in terms of -- they're just levels that</p> <p>16 we use internally.</p> <p>17 They're all investigations, but there are</p> <p>18 different levels or different requirements based</p> <p>19 on whether it's an inquiry or whether it's a</p> <p>20 full-blown investigation. I'll let Mr. King</p> <p>21 explain it.</p> <p>22 MR. KING: Through the Chair, so, in the</p> <p>23 instance, I think, you know, probably in the past,</p> <p>24 our office does like a management inquiry.</p> <p>25 I would think of that as kind of a way of</p>

<p style="text-align: right;">Page 37</p> <p>1 resolving maybe more limited investigation where, 2 per se, there may be more minor misconduct. 3 It's more of a factual, you know, gathering 4 exercise. 5 Where, as compared to, if we do a full-blown 6 investigation, we have gone through -- 7 we typically have gone through all the steps to 8 interview all of the relevant witnesses, 9 because we determine the investigation itself is 10 of such a sufficiency that we need to thoroughly 11 review the matter. 12 And so, in those cases, we actually have 13 already typically formed conclusions and advised 14 whether or not the individual has -- we determine 15 that the allegations have been substantiated. 16 So really it's more so -- it's one is kind of 17 the whole enchilada, and one's kind of a more of a 18 more minor issue where, again, we may be -- 19 may have identified something. And we may want 20 to get information to see, "Okay. Is there maybe 21 another issue, or do we -- you know, is there 22 something that can be improved?" 23 It's a -- you know, it's much more of an 24 easier less confrontational path; whereas, 25 in an investigation, we're going full forward.</p>	<p style="text-align: right;">Page 39</p> <p>1 the very end to involve the significant players, 2 because, at that point, we're trying to gather all 3 the facts. And we want to sum it all up with the 4 head honcho, if you will. 5 But, for the most part, we try to keep 6 our activities -- I don't want to say, 7 "clandestine," because that sounds a little bit 8 too -- quote -- "dagger." But we keep them under 9 wraps until we get to the point where it's 10 actually published. 11 CHAIRWOMAN HOROVITZ: Because it would become 12 public record -- 13 MR. LASCELL: That's correct -- 14 CHAIRWOMAN HOROVITZ: -- when you share it 15 with us. 16 MR. LASCELL: -- that's correct. 17 CHAIRWOMAN HOROVITZ: Thank you. 18 MR. LASCELL: Because, if you called me and 19 asked me or if I sent you an email, then I've 20 broken the public records laws -- not broken, 21 but what I've done is basically now it's a public 22 record. And now anybody who asks the same 23 question, whether it's Ben Becker or whether it's 24 you, if I give it to you, then I give it to all. 25 CHAIRWOMAN HOROVITZ: Thank you.</p>
<p style="text-align: right;">Page 38</p> <p>1 This is we found something we feel is more 2 significant as compared to the latter. 3 MR. LASCELL: If I may step in on that one 4 to clarify a little bit. 5 So, for example, if something is a management 6 inquiry, it's not published as a report on the 7 website, or it may or may not be, depending upon 8 the significance of it. 9 So, in other words, there are times when we 10 have completed inquiries or investigations, 11 and they result in a letter back to the agency or 12 back to the department and don't get published in 13 a full-blown report on the website. 14 If it's something that's minor and can be 15 fixed administratively by the agency, we give them 16 the opportunity to do that as opposed to putting 17 it on the website as a full-blown report. 18 Does that make sense? 19 COMMISSIONER REYES: Yes. 20 CHAIRWOMAN HOROVITZ: Are there any other 21 questions? 22 MR. LASCELL: I know where there is some 23 concern about when boards and when heads of 24 agencies are contacted. Usually, during the 25 course of the investigation, we try to wait until</p>	<p style="text-align: right;">Page 40</p> <p>1 Is there anything that we can do to support 2 you more to have a better relationship moving 3 forward? 4 MR. LASCELL: I don't think there is. 5 There are some agencies -- some independent 6 agencies where we have -- they question our 7 authority, in terms of our access to records, 8 but our access to records are universal. 9 I think we've had a very good relationship 10 with JHA. We've had a lot of business over here 11 lately, which is not necessarily a good thing, 12 but I have to say that it's been very 13 collaborative and very cooperative. 14 There is nothing -- you know, no impediments. 15 You know, we have a job to do to increase the 16 efficiency of government, and that's all we're 17 trying to do. 18 CHAIRWOMAN HOROVITZ: Excellent. Thank 19 you, and thank you to everyone who helps support 20 making the relationship a good one. 21 MR. LASCELL: I appreciate it. 22 Any other questions? 23 (no response) 24 MR. LASCELL: Okay. 25 CHAIRWOMAN HOROVITZ: Thank you for being</p>

Page 41	<p>1 here.</p> <p>2 COMMISSIONER BROCK: Thank you.</p> <p>3 COMMISSIONER REYES: Thank you.</p> <p>4 MR. LASCELL: I brought my paperwork for</p> <p>5 nothing. I was prepared to hit you guys with</p> <p>6 the green book and the red book and all the other</p> <p>7 stuff.</p> <p>8 (People laughed.)</p> <p>9 CHAIRWOMAN HOROVITZ: Thank you very much.</p> <p>10 MR. LASCELL: You're welcome.</p> <p>11 (Mr. Lascell and Mr. King left the room.)</p> <p>12 CHAIRWOMAN HOROVITZ: For the sake of</p> <p>13 OGC needing to step online and out of the room</p> <p>14 at four o'clock, we'll move to Old Business.</p> <p>15 And, Reece, if you'll present the</p> <p>16 Acting CEO versus Interim CEO.</p> <p>17 MR. WILSON: Sure. To the Chair,</p> <p>18 so I looked at this. The board wanted to revisit</p> <p>19 the distinction between an Interim CEO and an</p> <p>20 Acting CEO.</p> <p>21 I looked into this and have concluded that</p> <p>22 the terms are really interchangeable, but there</p> <p>23 are two models that the city had used when they're</p> <p>24 trying to bridge a gap of not having a permanent</p> <p>25 CEO.</p>
Page 42	<p>1 And, one -- I'll just use the term,</p> <p>2 "Acting CEO," but sometimes the board will</p> <p>3 appoint from within the organization.</p> <p>4 That's what we have here. We have Ms. Dunn as the</p> <p>5 CEO and the COO at the same time.</p> <p>6 And then the other model that we've seen to</p> <p>7 bridge the gap is appointing what's called an,</p> <p>8 "interim." For the distinction, it's someone</p> <p>9 from outside who's a seasoned executive or</p> <p>10 nonprofit leader.</p> <p>11 And, in that model, they will really kind of</p> <p>12 assist with the CEO search, and maybe the focus</p> <p>13 would be less kind of -- I mean the acting</p> <p>14 and the interim, if you use those terms, have the</p> <p>15 same authority.</p> <p>16 They're really not supposed to make any kind</p> <p>17 of broad shifts to the organization, but they can</p> <p>18 fire and hire within.</p> <p>19 But, basically, the distinction in the two</p> <p>20 models is an internal hire, who is doing two roles</p> <p>21 at once, and the external, who is typically from</p> <p>22 the outside and may kind of really assist in the</p> <p>23 search for the new permanent CEO.</p> <p>24 And there's really no -- you know, either one</p> <p>25 is fine. It's really the preference and the</p>
Page 43	<p>1 vision of the board about if the leadership should</p> <p>2 be external or internal and what the focus should</p> <p>3 be while we're bridging the gap to find the</p> <p>4 permanent CEO.</p> <p>5 CHAIRWOMAN HOROVITZ: Thank you.</p> <p>6 That's helpful.</p> <p>7 Does anyone have any thoughts on this?</p> <p>8 Commissioner Weatherby.</p> <p>9 COMMISSIONER WEATHERBY: I have a question in</p> <p>10 that, in our search for a permanent CEO,</p> <p>11 that's already gone out and all of that, right?</p> <p>12 CHAIRWOMAN HOROVITZ: (nodded head</p> <p>13 affirmatively)</p> <p>14 COMMISSIONER WEATHERBY: How do we stay</p> <p>15 apprised of how that's going?</p> <p>16 CHAIRWOMAN HOROVITZ: Commissioner Reyes.</p> <p>17 COMMISSIONER REYES: Through the Chair to</p> <p>18 Commissioner Weatherby, so I had actually asked</p> <p>19 Kort to make this a standing item on our agendas,</p> <p>20 and, actually, I was going to ask, through the</p> <p>21 Chair, if you wanted it to be a standing item on</p> <p>22 the board meetings. It will be for the</p> <p>23 HR Committee, just for them to provide an update</p> <p>24 to us just to let us know.</p> <p>25 You know, so I think maybe twice a month</p>
Page 44	<p>1 would make sense to be updated?</p> <p>2 CHAIRWOMAN HOROVITZ: Would you like that</p> <p>3 to be separate from your update, or would you</p> <p>4 like to provide an update when you're doing your</p> <p>5 Human Resource --</p> <p>6 COMMISSIONER REYES: Oh, I guess I could.</p> <p>7 I guess I could make it part of my report.</p> <p>8 Yeah. That's fine.</p> <p>9 CHAIRWOMAN HOROVITZ: And I'm happy to have</p> <p>10 it separate, but, if you don't mind, it might make</p> <p>11 sense to do it that way.</p> <p>12 Is that all right?</p> <p>13 COMMISSIONER REYES: Okay. Yeah.</p> <p>14 That works. That works perfectly fine.</p> <p>15 But we did address that in the last</p> <p>16 HR Committee Meeting. So I believe, for the next</p> <p>17 meeting, we should have a good report on the</p> <p>18 reports of that, right?</p> <p>19 MS. PARDE: Through the Chair, yes.</p> <p>20 Actually, you had asked for it to be on the</p> <p>21 HR as well as to be on the regular board.</p> <p>22 I originally drafted the agenda for this meeting</p> <p>23 for it to be on there, but, unfortunately,</p> <p>24 since it's just been such a short time,</p> <p>25 there hasn't been anything that's actually</p>

<p style="text-align: right;">Page 45</p> <p>1 developed since it's only been about 12 or 2 13 days. And so there was none. 3 So we withdrew it from this meeting simply 4 because there was nothing to report, but you had 5 requested that it be built on the HR Committee as 6 well as a standing item on the regular board 7 meetings. 8 So, if the Board Chair is okay with that, 9 I will continue that or whatever the Board Chair 10 prefers. 11 CHAIRWOMAN HOROVITZ: Sure. We'll put it 12 there for now, and then maybe it will become 13 its own agenda item. Thank you. 14 Commissioner Brock, did you have a question? 15 COMMISSIONER BROCK: Yes, I do. 16 But I wanted Commissioner -- I didn't know if 17 Commissioner Weatherby was finished with hers. 18 COMMISSIONER WEATHERBY: I am. Yes. 19 COMMISSIONER BROCK: Okay. So the 20 information is out there for the search. 21 Could you tell me where the information is at 22 for the search? 23 CHAIRWOMAN HOROVITZ: I believe the RFP is 24 open, and it won't close until the end of -- 25 well, probably two weeks. Because we were</p>	<p style="text-align: right;">Page 47</p> <p>1 MS. DUNN: I don't want to be on public 2 record and misspeak. 3 CHAIRWOMAN HOROVITZ: Sure. 4 MS. DUNN: Because it was really just a 5 conversation in passing. 6 CHAIRWOMAN HOROVITZ: Okay. Thank you. 7 COMMISSIONER REYES: Okay. So I just want 8 to be clear, through the Chair, for Kort and for 9 Ms. Dunn. 10 The point of having the standing topic is so 11 we could address whatever these issues are. 12 So that was part of the agenda in the minutes. 13 So, just I think moving forward, let's have it on 14 the HR Committee and address it in the board 15 meeting, the general board meeting. 16 CHAIRWOMAN HOROVITZ: Yeah. Thank you. 17 COMMISSIONER REYES: Through the Chair -- 18 CHAIRWOMAN HOROVITZ: Yes. 19 COMMISSIONER REYES: -- to counsel, so, 20 just to be clear -- because I looked at the notes 21 from our previous conversation -- we had had this 22 conversation back in February when we had our 23 first HR Committee Meeting. 24 And what I understand was the acting was 25 more of the short-term day-to-day operations,</p>
<p style="text-align: right;">Page 46</p> <p>1 off-cycle, and then I'm actually not sure who will 2 select the firm. 3 Is that going to come through procurement or 4 -- 5 MS. DUNN: Procurement would gather the 6 solicitations for you guys to select from. 7 CHAIRWOMAN HOROVITZ: Excellent. 8 So I understand then that, in the next board 9 meeting, we would have had the solicitations and 10 make a motion to ... 11 Would that be necessary to -- 12 MS. DUNN: From what I understand from 13 Mr. Noble -- he and I spoke Friday -- quite a few 14 questions have come in, and so they're going 15 through and answering those questions which may 16 make it necessary to extend the solicitation 17 time. Because he has to respond to those -- 18 to those vendor questions. 19 CHAIRWOMAN HOROVITZ: Do you plan on 20 elaborating on that a little bit more in your 21 CEO Report, or should we talk about that a little 22 bit now? 23 MS. DUNN: I don't have all the details. 24 So I'd rather not. 25 CHAIRWOMAN HOROVITZ: Okay.</p>	<p style="text-align: right;">Page 48</p> <p>1 and the interim was more long-term policy making 2 day-to-day operations. But you just said 3 something about not doing any policy changes for 4 the interim. 5 Is that correct, or did I mishear you? 6 MR. WILSON: Through the Chair, I think, 7 in both cases, the terms, again, are fairly 8 interchangeable, and it's really the board's 9 vision. 10 But I think, in both cases, they are -- 11 whether calling it, "active," or, "interim," 12 they're supposed to just kind of lead a steady 13 ship and not make significant changes to policies 14 or to the organization. 15 It's just you're there as a placeholder to 16 keep things moving in the right direction until 17 the permanent comes in. 18 That's really how I understand it. 19 COMMISSIONER REYES: Okay. Thank you. 20 COMMISSIONER WEATHERBY: Through the Chair, 21 we actually had a PowerPoint presentation I guess 22 it was that delineated between acting and 23 interim in that the Acting CEO could not make 24 substantive policy changes, but an interim could. 25 MR. WILSON: Okay.</p>

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<p>1 COMMISSIONER WEATHERBY: I mean we had that 2 one. Remember, we had that one solved, 3 and so something that I asked you was, 4 if an Acting CEO could hire and fire people. 5 You indicated that they could. So I'm sure an 6 interim could also do that and more. 7 MR. WILSON: That's correct. 8 CHAIRWOMAN HOROVITZ: Commissioner. 9 COMMISSIONER BROCK: Madam Chair, 10 just a question I guess to our legal. 11 If they can hire and fire and you are saying 12 that they should be able to just keep things 13 afloat and not make major changes, but wouldn't 14 that be major changes, if you're hiring and 15 firing? 16 I'm just asking a question. I'm trying to 17 figure it out. That's all. 18 CHAIRWOMAN HOROVITZ: I think that reality 19 is, in business, that happens, and I think that 20 was always going to be unavoidable. 21 So you can't let certain -- and not to speak 22 to any person who is not here any longer, 23 but sometimes business requires that you need to 24 bring on additional resources. And sometimes it 25 requires that people -- and I think that's just</p>	<p>1 CHAIRWOMAN HOROVITZ: Would you like her to 2 go first or Commissioner Rogers? 3 COMMISSIONER ROGERS: I'll yield to 4 Ms. Dunn before I make my comments. 5 But you raised the question. So I was going 6 to answer the question, which you have raised. 7 But, to your point Commissioner Reyes, 8 I will yield to Ms. Dunn to provide us an update, 9 and then I will share my concerns, to answer your 10 question. 11 CHAIRWOMAN HOROVITZ: Thank you. 12 Ms. Dunn. 13 MS. DUNN: To update the board, we have made 14 an offer for a CFO. When Mr. Lohr tendered his 15 resignation officially, on May the 9th, 16 at that point, I reached out to one of our 17 contractors who does national searches, 18 Gans & Gans. 19 She sent over four candidates that all had 20 very, very good experience from other housing 21 authorities. Those initial interviews were 22 conducted on May 20th. We selected two finalists 23 that came in and did in-person reviews -- 24 one of which I conducted on Memorial Day, 25 because he had to do a flight back out.</p>
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<p>1 running a business. 2 My only comment -- my point of my comment 3 -- I think it was in the HR meeting -- was, if we 4 need to have additional resources in leadership. 5 That's the only thing that I -- I really want 6 to be clear that I think that Ms. Dunn has just 7 stepped into an incredible opportunity of work to 8 be done. 9 And I only asked the question of the group 10 if we need an additional leader to help us, 11 you know, steady the ship. And, if the answer is, 12 "No. We'll keep our course," then we continue on 13 the path of finding the permanent CEO, who, 14 again, can be anyone currently employed by JHA. 15 So that's very clear. 16 Or, do we need a few more eyes on the 17 operations? 18 Commissioner. 19 COMMISSIONER REYES: So, through the Chair, 20 given the recent changes in management, I think it 21 would make sense to have Ms. Dunn maybe give us 22 an update where we're at with that process -- 23 CHAIRWOMAN HOROVITZ: Great point. 24 COMMISSIONER REYES: -- regarding the 25 CFO and the Deputy CFO.</p>	<p>1 And the next one was conducted the second 2 day. I think that was the 28th. We selected our 3 finalist. He has accepted. He is scheduled to 4 start on July 3rd pending everything goes through 5 with his criminal background, educational checks, 6 things of that nature. So, in two weeks, 7 we were able to find a replacement. 8 Out of those candidates selected, there was 9 one candidate that did not have enough experience 10 to be CFO, but I thought would make a great 11 deputy. Well, as luck would have it, 12 that position opened, and that young lady 13 accepted, as well. 14 The young man had previous experience at the 15 Salt Lake City Housing Authority, and the young 16 lady -- I think I'm going to say this wrong. 17 So I'm going to just say, "She's coming out of 18 Oregon." Klamath I think Housing Authority. 19 But, at any rate, she, too, is scheduled to 20 begin on July 3rd, as well. So both positions 21 have been offered and tentatively filled, 22 pending contingent on a clear background check. 23 CHAIRWOMAN HOROVITZ: Excellent. Thank you. 24 Congratulations. 25 COMMISSIONER WEATHERBY: I have one.</p>

Page 53	<p>1 CHAIRWOMAN HOROVITZ: Commissioner.</p> <p>2 COMMISSIONER WEATHERBY: Through the Chair,</p> <p>3 one quick question.</p> <p>4 Does the housing authority do just a simple</p> <p>5 background check, or do they also do a criminal</p> <p>6 background check?</p> <p>7 MS. DUNN: From my understanding of the</p> <p>8 process here, it's criminal, and, in some cases</p> <p>9 depending on I think credit sometimes.</p> <p>10 Am I incorrect on that?</p> <p>11 I know some agencies run credit.</p> <p>12 MS. PARDE: So, through the Chair --</p> <p>13 so, first of all, since we are a public agency,</p> <p>14 Florida law says that we cannot automatically</p> <p>15 withhold a candidate from being offered a position</p> <p>16 solely based on their criminal background.</p> <p>17 There's a seven-year to five-year waiting list.</p> <p>18 But that is not the case in any of these</p> <p>19 management positions. That would clearly go into</p> <p>20 that.</p> <p>21 In the terms of finance, absolutely.</p> <p>22 Their credit will be run, because especially if</p> <p>23 they're -- the credit will automatically be run</p> <p>24 for anyone hired in the Finance Department.</p> <p>25 Now the standards for CFO would be much,</p>
Page 55	<p>1 there was some staggering audits that were going</p> <p>2 to be done in the upcoming months.</p> <p>3 Can you give us an update on those, as well,</p> <p>4 please?</p> <p>5 MS. DUNN: Yes. I actually met with the</p> <p>6 field office director maybe about a week ago,</p> <p>7 and she provided some support on how I needed</p> <p>8 to navigate the system in terms of submitting</p> <p>9 a waiver request from HUD to get an extension</p> <p>10 on the audit that is due June 30th.</p> <p>11 That was submitted to the field office</p> <p>12 on Friday I believe May 26th. I'm waiting to</p> <p>13 hear back from them. They had to basically</p> <p>14 kick that up to headquarters, and so hopeful</p> <p>15 that, given the attrition -- not just as far as</p> <p>16 the CFO, but the CEO, as well -- that HUD will</p> <p>17 approve that waiver request.</p> <p>18 In the meantime, I did contract with</p> <p>19 Kubas Keller effective May 17th to step</p> <p>20 outside of their originally-contracted role</p> <p>21 as the accountant to assist with the day-to-day</p> <p>22 operations, and Mr. Anthony Palmer is here with</p> <p>23 us today to present the financials for the month</p> <p>24 of May and shore up some of the things that's</p> <p>25 going on.</p>
Page 54	<p>1 much higher, because they are the ones who would</p> <p>2 have control of all of the background. You know,</p> <p>3 they're the ones who control the bank account</p> <p>4 access and obviously access to the safe and such</p> <p>5 like that.</p> <p>6 And a very thorough investigation will be</p> <p>7 done of them, to include everything, but we cannot</p> <p>8 withhold -- I mean certain laws require ...</p> <p>9 So, for example, Florida has laws, as well as</p> <p>10 the federal, under the Fair Credit Reporting Act,</p> <p>11 that we could not hold someone back just simply</p> <p>12 because they have a garnishment.</p> <p>13 And there are rules like that. So I do want</p> <p>14 to make sure that, just because someone had a</p> <p>15 negative credit history, it would depend upon the</p> <p>16 role that they were being hired for as well as the</p> <p>17 nature of what exactly that credit report</p> <p>18 revealed.</p> <p>19 COMMISSIONER REYES: Through the Chair to</p> <p>20 Ms. Dunn, in one of the last meetings --</p> <p>21 I believe it was the same HR meeting that we had</p> <p>22 -- we did talk about the fact that there was</p> <p>23 some concern regarding the CFO resigning while</p> <p>24 we're in the middle of audits.</p> <p>25 And you had some audits due in June, and then</p>
Page 56	<p>1 He's been excellent on the calls with our</p> <p>2 auditors, particularly Berman Hopkins, helping us</p> <p>3 navigate, and Berman Hopkins, as well,</p> <p>4 has been extraordinarily patient with us as we</p> <p>5 navigate this in understanding the heavy lift</p> <p>6 that's ahead of the Accounting Department right</p> <p>7 now.</p> <p>8 CHAIRWOMAN HOROVITZ: Thank you.</p> <p>9 COMMISSIONER REYES: Sorry. Through the</p> <p>10 Chair to Ms. Dunn. So we had the June deadline.</p> <p>11 What other upcoming deadlines do we have</p> <p>12 in the Finance Department?</p> <p>13 MS. DUNN: Well, with the Finance Department,</p> <p>14 everything is in cycles, and, because of the</p> <p>15 tax credits and things of that nature,</p> <p>16 the tax credit property financials and audit was</p> <p>17 not completed on time when the prior staff was</p> <p>18 here.</p> <p>19 Those things are coming up, again,</p> <p>20 and so, even though we got it done, they're on a</p> <p>21 calendar year. So we're already midyear for those</p> <p>22 particular properties.</p> <p>23 So what we should be doing right now is</p> <p>24 midyear revisions -- looking at those things --</p> <p>25 but, instead, we just submitted those audits in</p>

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<p>1 April.</p> <p>2 So we were already four months behind,</p> <p>3 and Commissioner Horovitz, if you recall,</p> <p>4 they presented the budgets in January,</p> <p>5 and you made it a point -- or February I think --</p> <p>6 to say, "Hey. This doesn't need to happen again,</p> <p>7 because it was for the budget that was already</p> <p>8 started."</p> <p>9 So we should be looking at the budget right</p> <p>10 now for this agency to be presented to you,</p> <p>11 because we're on a fiscal year-end of 9-30.</p> <p>12 And so that work has to be done.</p> <p>13 So there is -- there is a lot to do in</p> <p>14 accounting right now, and I'm hoping not to</p> <p>15 burn poor Tony out. Hopefully, he's going to</p> <p>16 stay the course with us until we can on board</p> <p>17 our CFO and our Deputy CFO to get them on the</p> <p>18 ground running.</p> <p>19 CHAIRWOMAN HOROVITZ: Commissioner Weatherby,</p> <p>20 did you have a question?</p> <p>21 COMMISSIONER WEATHERBY: I'm just sitting</p> <p>22 here looking puzzled, but, yes.</p> <p>23 CHAIRWOMAN HOROVITZ: What would you like to</p> <p>24 be more clear on?</p> <p>25 COMMISSIONER WEATHERBY: Well, given</p>	<p>1 And so the Deputy CFO was only in that</p> <p>2 position, how long?</p> <p>3 MS. DUNN: I believe right at a month.</p> <p>4 COMMISSIONER ROGERS: Okay. But, how many</p> <p>5 actual days was he actually in the position?</p> <p>6 MS. DUNN: That I can't recall off the top of</p> <p>7 my head. I know we did -- he accepted a promotion</p> <p>8 late April, and his last date officially was</p> <p>9 May 30th. I think May 30th, that Thursday.</p> <p>10 COMMISSIONER WEATHERBY: Through the Chair,</p> <p>11 were there extenuating circumstances involved in</p> <p>12 that situation?</p> <p>13 MS. DUNN: Yes. He had received a job offer</p> <p>14 from another company, which would have left</p> <p>15 Mr. Lohr, at the time, as the only person in the</p> <p>16 department.</p> <p>17 And so, at that point, the Deputy CFO prior</p> <p>18 to him was terminated by Mr. Lohr, and so there</p> <p>19 was a vacant position at that point.</p> <p>20 And so, to keep him on board, we said,</p> <p>21 "Okay." We would give him that probationary</p> <p>22 period, and we did not match the salary that he</p> <p>23 was being offered. But we did make a concession,</p> <p>24 and he was satisfied with that. And he was</p> <p>25 promoted to the position.</p>
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<p>1 Ms. Dunn's comments, does this go back to the</p> <p>2 issue of, do we need to shore up the leadership?</p> <p>3 You know, she's doing two jobs. Obviously,</p> <p>4 I'm just stating the obvious.</p> <p>5 But, with everything that's going on and</p> <p>6 everything that's on her plate, do we have</p> <p>7 sufficient support at the top to do what we need</p> <p>8 to do to keep the ship running smoothly?</p> <p>9 CHAIRWOMAN HOROVITZ: Do you want to go now,</p> <p>10 Commissioner Rogers?</p> <p>11 COMMISSIONER ROGERS: Absolutely.</p> <p>12 (People laughed.)</p> <p>13 COMMISSIONER ROGERS: So I guess --</p> <p>14 and through the Chair. So I want to be clear,</p> <p>15 because -- and I can't remember if it was in</p> <p>16 HR or Finance I've been to so many meetings</p> <p>17 --</p> <p>18 (People laughed.)</p> <p>19 COMMISSIONER ROGERS: -- but I did bring up</p> <p>20 this question.</p> <p>21 So help me. Walk me through real quick,</p> <p>22 because, again, I say this all the time.</p> <p>23 And I can't speak for my fellow commissioners,</p> <p>24 but, again, to get these news alerts,</p> <p>25 is sometimes troubling.</p>	<p>1 So his performance had not yet been</p> <p>2 evaluated. So that's how new it was, because he</p> <p>3 would have an evaluation once a month for six</p> <p>4 months. And so I had not had the opportunity to</p> <p>5 evaluate his performance in the role.</p> <p>6 COMMISSIONER ROGERS: Thank you.</p> <p>7 And real quick remind me, again.</p> <p>8 You stated this a while back. We had</p> <p>9 conversations about this a while back,</p> <p>10 because you are doing -- to Commissioner</p> <p>11 Weatherby's other point -- you are doing dual</p> <p>12 roles.</p> <p>13 And so remind us, again, your support that</p> <p>14 you have to support you in your COO role at this</p> <p>15 current time, because you are doing two.</p> <p>16 And, to the Chair's point, at the end of the</p> <p>17 day, we want to make sure that this agency is</p> <p>18 running smoothly with as much support and,</p> <p>19 in my honest opinion, as many eyes on this agency</p> <p>20 to ensure that we have enough staff at the key</p> <p>21 levels.</p> <p>22 And so I am concerned at this point to ensure</p> <p>23 that, at the end of the day, we have enough</p> <p>24 support at the top.</p> <p>25 And so, can you speak to us as it relates to</p>

<p style="text-align: right;">Page 61</p> <p>1 your support and who's helping you with the role 2 of COO at this current time? 3 MS. DUNN: "The senior staff," is the short 4 answer to that question, but, specifically, 5 I cannot tell you how -- I'm getting emotional -- 6 how supportive two people on senior staff have 7 been. 8 This was not prepared. I am so sorry. 9 But Mr. Daniel Mitchell has stepped in and 10 stepped up in ways I cannot describe on the public 11 housing side, and Mr. Reynold Peterson, in terms 12 of my coaching and development in the areas of 13 development, because I was not a part of those 14 meetings. 15 So just really being patient enough to bring 16 me up to speed where I can speak intelligently to 17 some of the business practices that I was not 18 privy to before. 19 Ms. Kort Parde has been amazing, in terms of 20 just running interference, and just really just 21 assisting me in everything. 22 And, finally, Ms. Laila Darby. She has been 23 amazing, as far as, you know, stepping into a 24 role that she, herself, did not apply to be in, 25 as well.</p>	<p style="text-align: right;">Page 63</p> <p>1 I yield back, Madam Chair. 2 CHAIRWOMAN HOROVITZ: Does anyone else have 3 any questions or comments? 4 COMMISSIONER REYES: Through the Chair 5 -- 6 CHAIRWOMAN HOROVITZ: (nodded head 7 affirmatively) 8 COMMISSIONER REYES: -- so, back to our 9 question regarding whether or not we think we need 10 additional resources, given Ms. Dunn's just very 11 clear explanation of her upper management 12 positions running double duty to help her fulfill 13 her COO position, I think it would be prudent for 14 us to consider bringing in an interim at this 15 point. 16 And this is what concerns me, right -- 17 we talked about this -- was the audits from the 18 last time that we had this conversation and the 19 fact that we've had to request an extension has me 20 very worried. 21 I trust fully that -- 22 MS. DUNN: That I will say is not unusual. 23 Based on HUD's guidance, they provided me 24 -- I want to say -- nine different templates from 25 other housing authorities that were in the same</p>
<p style="text-align: right;">Page 62</p> <p>1 And I will be remiss if I did not mention 2 Ms. Cordelia Parker, and she is our Director of 3 Resident Services. And the reason why she is 4 so important is because she is so damn 5 efficient. No problem. 6 If anything is going right in this agency, 7 it is Resident Services. Under her leadership, 8 under her sound counsel, her interactions with the 9 residents -- you can't put a dollar amount to it. 10 So those folks have really just rallied. 11 They are pulling double duty in some areas to 12 assist me in those COO areas that I can't 13 necessarily get to. 14 Mr. Todd Aubuchon has been especially helpful 15 with getting out the policies that is primarily 16 embedded in the COO position, helping me make sure 17 that, you know, the HUD required policies that 18 have to be voted on before this board coming up 19 are posted correctly so that we are in compliance 20 so that these policies take effect 10-1 as they're 21 supposed to. 22 We've been more of a team I can say in the 23 last 90 days than I experienced in the 24 year-and-a-half prior, if that ... 25 COMMISSIONER ROGERS: Thank you.</p>	<p style="text-align: right;">Page 64</p> <p>1 situation, where they had unexpected turnover. 2 So it is not an unusual ask, because people 3 come and go. 4 COMMISSIONER REYES: Yeah. I would 5 absolutely take your word for that, but I think 6 you just expressed -- which is amazing. 7 I absolutely love the concept of a team. 8 I feel like, you know, that really helps the 9 culture of the business and management, to have a 10 team that's supportive. 11 But, having your upper management positions 12 running double duty, you know, for your COO 13 position so that you can kind of be the CEO and 14 help turn off all these fires that we're 15 experiencing, I think warrants a discussion 16 at least from the board. 17 MS. DUNN: I would just like to add, 18 if I may, that, regardless of what the board's 19 decision is, I will support that. 20 But I do believe, at this juncture, 21 it will be more disruptive than anything, 22 because I'm going to be honest. If I got to 23 train whoever you bring up in here, what's the 24 point? 25 Because now I have three hats. Now I have my</p>

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<p>1 COO. Now I'm training somebody that's supposed to 2 be able to step in and guide this agency, but, 3 if they are not familiar with the nuances of the 4 HUD regulations and is an actual practitioner in 5 this business, then that's going to serve as a 6 disruption, not only for me, but for the staff.</p> <p>7 CHAIRWOMAN HOROVITZ: I feel -- I'm so torn 8 on this, because I feel somewhat responsible, 9 too. Because we were here. I think we were all 10 here when we made this decision, and we were 11 triaging so many -- we were in this emergency 12 state.</p> <p>13 And I was very aware that we had so many 14 things that we had to just do so quickly, 15 and that was an uncomfortable position to be in.</p> <p>16 And I can't thank Ms. Dunn enough for 17 stepping into this role, and, to remind the board 18 and anyone who's listening to this meeting, 19 that was right when we were going through the 20 bond deal.</p> <p>21 And Vanessa stepped in and got herself 22 comfortable with that work and took on that 23 responsibility so that deal could close, 24 and that was just an incredible thing to just 25 jump into and all of the things that have had to</p>	<p>1 people at this table, because this is very, 2 very stressful. I'm sure you-all stay up night 3 worrying about this, too, and it's unfair.</p> <p>4 So we need to have some -- and maybe there is 5 no resolution today. But I only raise it, 6 because I think we need to talk about it.</p> <p>7 COMMISSIONER REYES: Yeah. I echo your 8 sentiment.</p> <p>9 Ms. Dunn, please know that this is not a 10 personal, you know, situation towards you.</p> <p>11 MS. DUNN: Yes.</p> <p>12 COMMISSIONER REYES: It's simply, having been 13 on the board as Madam Chair has stated -- 14 I've been on the board since November, 15 and it's just been, you know, back-to-back 16 putting out fires.</p> <p>17 And I feel very responsible, because, 18 you know, I came in, you know, not knowing enough 19 about the housing authority. I've learned lot. 20 You've taught me so much already. So I'm, 21 you know, eternally grateful to you.</p> <p>22 I definitely don't want to make your life more 23 difficult.</p> <p>24 So thank you for that input. That's actually 25 very helpful, but I also don't think it's fair to</p>
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<p>1 happen since while also trying to repair 2 the relationship with this agency and building 3 relationships with community partners.</p> <p>4 And I don't know, because we don't have the 5 opportunity to discuss.</p> <p>6 But, how many people are pulling at each of 7 you for engagement?</p> <p>8 And I know it's -- I get a lot of it.</p> <p>9 I know Ms. Dunn gets probably twice as much.</p> <p>10 And so I feel like, on one hand, we put a 11 Band-Aid on the ship. But we also are continuing 12 to throw water into it, because we're trying to 13 move forward.</p> <p>14 And so I don't know what the answer is. 15 I feel it's unfair to everyone who has had to 16 step into these roles to keep us moving forward. 17 I almost feel it's cruel that we've created this 18 situation, and I feel responsible for it.</p> <p>19 And I don't know the answer.</p> <p>20 And so, if the answer is taking things off 21 of Ms. Dunn's plate, I really am looking for a 22 discussion here. I really don't see how we 23 continue this way for the next six months 24 I think at the risk of losing leaders.</p> <p>25 Because the reality is I fear we'll lose</p>	<p>1 you or your upper management to spread you guys so 2 thin.</p> <p>3 And I think that's what we've been doing, 4 and we are very thankful to you. You know, 5 like I said, this is not anything personal.</p> <p>6 It's just, as a board, we have a fiduciary duty 7 to make sure that it's operating as best as it can 8 be.</p> <p>9 And I think you're right. We put a Band-Aid 10 on it from the beginning, and now we're in the 11 nitty-gritty of it where, you know, the search 12 is out. We're fully operating. Our committees 13 are running. We've created somewhat of an 14 efficiency on this board.</p> <p>15 And so, I, too, don't know what the answer 16 is, but I agree that we can't continue.</p> <p>17 And I feel like you can't continue like this 18 either. So I think this is just a conversation 19 to be had.</p> <p>20 CHAIRWOMAN HOROVITZ: Yeah.</p> <p>21 And, just before I open it up, when we say, 22 "It's not personal," I understand that statement. 23 Because, when I've been told it, I know it's 24 personal.</p> <p>25 I know, when you work late in the evening and</p>

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<p>1 on the weekends -- I know it's personal, and so I 2 know that comment. 3 When I hear it, it's like, "What are you 4 talking about? Like, you know, I'm missing out on 5 stuff." 6 I know it is personal, but it is not a 7 personal criticism of you. I hope that's clear. 8 MS. DUNN: It is. 9 CHAIRWOMAN HOROVITZ: Commissioner Brock, 10 or someone? 11 COMMISSIONER BROCK: Madam Chair, I wanted 12 to ask I guess our Legal Team. 13 Can we, as a board, have a discussion 14 like a private discussion? 15 CHAIRWOMAN HOROVITZ: I asked that, too. 16 No. 17 COMMISSIONER BROCK: Okay. I didn't know. 18 CHAIRWOMAN HOROVITZ: I think Mr. Reece is 19 going to step out, but you can be online. 20 MR. WILSON: I will be online on Teams. 21 CHAIRWOMAN HOROVITZ: Thank you so much. 22 MR. WILSON: Yes. 23 (Mr. Wilson left the room.) 24 COMMISSIONER ROGERS: Again, my comments 25 are very clear, and, again, I don't want to be</p>	<p>1 and I do think further discussion may be had. 2 But I'll yield to my fellow commissioners to 3 ponder this puzzling question. 4 CHAIRWOMAN HOROVITZ: We can -- I think we've 5 exhausted this part of the discussion -- just save 6 it. 7 I think we meet in two weeks for HR; is that 8 right? 9 Is that our cadence now? 10 I know we're off schedule. 11 COMMISSIONER REYES: Yes. 12 CHAIRWOMAN HOROVITZ: So, if there is no 13 other discussion now, we can just put a pin in it. 14 COMMISSIONER REYES: Through the Chair, 15 I do think it's also worth noting that, 16 in the conversations we've had in the previous 17 board meetings, we have discussed if Ms. Dunn 18 decided to apply for the COO position herself, 19 there would be some potential conflict of interest 20 with her being part of the conversations about 21 what we are looking for. 22 CHAIRWOMAN HOROVITZ: I think that we decided 23 that, because all of our conversations are public, 24 that that didn't -- that conflict didn't exist. 25 COMMISSIONER REYES: Okay, okay. I just</p>
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<p>1 on a board where we are burning staff out. 2 And we currently have an Acting CEO, who's doing 3 two roles. 4 Based on the comments I heard today, 5 many of those roles are being delegated to 6 dedicated staff members who are also doing 7 amazing work, as well. 8 And so, again, we don't want to burn staff 9 out. So I don't know what the answer is, 10 Madam Chair, as to how we address it, but, 11 at the end of the day, the reality of it is 12 we're not -- I hate to put it this way -- 13 but we're not paying those individuals to take 14 on more responsibility. 15 And so I think that, if they're taking on 16 more responsibility, they should be compensated 17 for that, and, from what I hear today, they are 18 taking on a lot. 19 And I appreciate Ms. Dunn. Ms. Dunn, 20 do know that you are appreciated. 21 And so, again, I'm just trying to figure out, 22 how do we make sure that all of the positions 23 especially at the top level are intact and we're 24 moving forward without any interruptions? 25 And I don't know the answer to that,</p>	<p>1 -- I knew that was something that we had 2 discussed. I wanted to bring that up. 3 CHAIRWOMAN HOROVITZ: Yeah. 4 COMMISSIONER ROGERS: But we are -- sorry. 5 I just want to be clear, because, again, we also 6 discussed -- correct me if I'm wrong, 7 Commissioner, but the interim or acting can't 8 apply for the permanent. 9 CHAIRWOMAN HOROVITZ: As I understand it, 10 if you were to identify an interim to come in 11 in the short term, that person maybe would 12 not apply, and we would not consider that person. 13 COMMISSIONER REYES: Correct. 14 CHAIRWOMAN HOROVITZ: So we would be talking 15 about somebody who would lead the search, 16 take on some of the more traditional CEO type, 17 you know, strategic -- you know, not operations 18 day-to-day. 19 That would be something to think about, 20 but it would not be somebody that you would bring 21 in. Because that would be an unfair advantage. 22 Yes, Commissioner. 23 COMMISSIONER REYES: One more -- 24 Commissioner Weatherby, I talk a lot. Go ahead. 25 COMMISSIONER WEATHERBY: Well, we talked</p>

<p style="text-align: right;">Page 73</p> <p>1 about being disruptive, and I don't see any way 2 -- and, you know, sometimes things get 3 disrupted. But I don't see any way to make major 4 changes without it being disruptive. 5 Now, whether, you know, the juice is worth 6 the squeeze so to speak, I think we all have to 7 decide that. I'm turning off my mike. 8 MS. DUNN: I like that, "the juice is worth 9 the squeeze." 10 (People laughed.) 11 CHAIRWOMAN HOROVITZ: Is there anymore 12 discussion? 13 COMMISSIONER ROGERS: Of course. 14 My last comment, Madam Chair, would be -- 15 and, again, to Commissioner Reyes, if this can be 16 an agenda item for the next HR, I think we have 17 thoroughly, in this discussion, kind of exhausted 18 it and are at a stalemate at this current time. 19 And so, if it can be on the HR Committee's 20 agenda for further discussion and possible 21 recommendation for closure so we can bring this 22 to a resolution, I'll agree and appreciate 23 that, Madam Chair and Commissioner Reyes, 24 if that can be done. 25 CHAIRWOMAN HOROVITZ: Thank you.</p>	<p style="text-align: right;">Page 75</p> <p>1 know the whole history of it. So I have to do a 2 little more research. 3 Okay. So we'll just table that, Kort. 4 If you would, add that to the agenda, please. 5 CHAIRWOMAN HOROVITZ: I think that this is 6 really all I hoped would come of this agenda item 7 is that we have an open discussion about where 8 everyone's feeling. We certainly want to 9 highlight how much we appreciate the staff. 10 I can't -- I just know how hard it is, 11 and I know everyone here really cares. And I know 12 it's probably impacting people's personal lives 13 and health, and I appreciate that. 14 My worry is to the other comments around 15 burning people out. I think that's real, 16 and that's a physical and emotional experience. 17 Because I think we've all been there in our 18 careers. 19 I also worry, because -- like I think about, 20 like if you go away for work, right, and you leave 21 the kids at home. Everything is fine if no one 22 gets sick, and, you know, there's not a hurricane. 23 But we're in a situation where we are not 24 sailing smoothly. We're doing the best that we 25 can, but we have a lot that needs to be fixed very</p>
<p style="text-align: right;">Page 74</p> <p>1 COMMISSIONER REYES: I just have one more 2 thought. This is just -- 3 CHAIRWOMAN HOROVITZ: No. It's okay. 4 Stop apologizing. Thank you for the engagement. 5 COMMISSIONER REYES: -- through Madam Chair 6 to Ms. Dunn, you stated something very important 7 about having to train someone and having to wear 8 three hats, and I completely get that. 9 You know, when I lost my office 10 administrator, I know exactly how that feels. 11 My question to you is, would you be more 12 receptive if we were to introduce maybe someone 13 that has had experience with HUD and/or like a 14 former CEO? 15 I don't know the full extensive history of 16 Jacksonville, except for the past like eight 17 years, but I know we've had multiple CEOs, 18 if that's something to consider. 19 MS. DUNN: Based on what we've been putting 20 together for our 30th Anniversary Celebration, 21 we have three. Two of which I don't think would 22 be interested. So ... 23 (People laughed.) 24 COMMISSIONER REYES: I just wanted to throw 25 that out there as like a thought. Again, I don't</p>	<p style="text-align: right;">Page 76</p> <p>1 quickly. 2 And I worry that we're continuing to get off 3 course, and so I'm just very aware of that. 4 And it's just very much on my mind. So nothing 5 else. No action -- just wanted to have a 6 discussion. 7 So thank you-all for -- 8 COMMISSIONER ROGERS: Madam Chair, I will say 9 this, Madam Chair, because I think -- because we 10 have to be -- we have to recognize that we -- 11 this board saw this coming. 12 Ms. Carol can pull the minutes where, 13 in one of the meetings, we brought this up. 14 I made the recommendation or I at least put on 15 the table, if nothing else, "What about an 16 Interim COO --" and that was not, of course, 17 accepted, which is fine "-- to ensure that we have 18 enough individuals in the right positions?" 19 And so, again, it's something that we have 20 to look at regardless, because, again, you take 21 a look at my previous comments, the recommendation 22 I made many, many months ago was, "Hey, in order 23 to provide support, can we do an Interim COO?" 24 And I can't remember if, at the time, 25 we didn't have no one to do that or what the</p>

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<p>1 recommendation was. I think the recommendation 2 was that you would do both, and so we left it 3 there. 4 And so, in hindsight, we find ourself now 5 here. So ... 6 CHAIRWOMAN HOROVITZ: And I think that's 7 fair. I think that it's a learning experience, 8 but action or inaction we at this table are 9 responsible for the outcome. 10 COMMISSIONER ROGERS: Absolutely. 11 CHAIRWOMAN HOROVITZ: And so now we have to 12 have a conversation, and this is what we're doing 13 today. 14 And we have to have another conversation 15 about, "Now, what is the next action?" 16 Because the next decision that we make needs 17 to be for the good of the agency, and so we can't 18 just not make decisions. And I think that's where 19 we are right now, and we need to think through 20 it. 21 And I just call on everyone to just take this 22 conversation home, think about it, and maybe we 23 can have a more robust conversation next time. 24 Commissioner Weatherby. 25 COMMISSIONER WEATHERBY: Never mind.</p>	<p>1 to approve JHA-21, -22 and -23? 2 COMMISSIONER ROGERS: I make a motion. 3 COMMISSIONER BROCK: (inaudible) 4 CHAIRWOMAN HOROVITZ: Is there any 5 discussion? 6 COURT REPORTER: Who did the second? 7 CHAIRWOMAN HOROVITZ: Commissioner Brock. 8 COURT REPORTER: Who made the motion? 9 CHAIRWOMAN HOROVITZ: Commissioner Rogers. 10 COURT REPORTER: Thank you. 11 COMMISSIONER REYES: So I think it makes 12 sense to discuss them together. 13 But, just really quickly, because, again, 14 I'm very new -- -21, the one from Westwood 15 Property Insurance, has a surplus lines tax -- 16 I'm sorry -- -21 has the surplus lines tax, 17 which is like 4.94 percent. I didn't see that 18 for Brentwood or the public housing properties. 19 MS. DUNN: Westwood is, for lack of a better 20 words -- I don't want to say, "privately owned," 21 but it's not a subsidized properly. 22 COMMISSIONER REYES: Okay. 23 MS. DUNN: It's naturally affordable. 24 So that is the property that we just purchased. 25 So there is no subsidy tied to that property.</p>
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<p>1 I think that was just answered. 2 CHAIRWOMAN HOROVITZ: Okay. Thank you, 3 everyone. 4 So we'll go back to the resolutions. 5 I believe that would be Ms. Dunn. 6 Can you please present the resolutions? 7 MS. DUNN: Yes. If it pleases the Chair, 8 I would like to present them together, 9 because they're all insurance matters. 10 CHAIRWOMAN HOROVITZ: I thought you were 11 going to say, "Because they're all boring." 12 (People laughed.) 13 MS. DUNN: Pretty much. 14 CHAIRWOMAN HOROVITZ: Yes. Okay. 15 That's fine. Thank you. 16 MS. DUNN: So Resolutions -21, -22 and -23 17 are for the Florida Public Housing Authority 18 Self-Insurance Fund for properties for Westwood, 19 Brentwood and all of our public housing sites. 20 If the board would be so well pleased to 21 approve these so that we can remit payments so 22 that we do not have a lapse of coverage. 23 As soon as you sign off on these today, 24 we will be remitting payment tomorrow. 25 CHAIRWOMAN HOROVITZ: So, can I get a motion</p>	<p>1 COMMISSIONER REYES: Okay. That makes 2 sense. Thank you. That's it. 3 CHAIRWOMAN HOROVITZ: Were there any other 4 questions? 5 COMMISSIONER WEATHERBY: Just one quick 6 question. 7 CHAIRWOMAN HOROVITZ: Yes, please. 8 COMMISSIONER WEATHERBY: I sensed a little 9 bit of urgency in your voice about remitting 10 payment. 11 MS. DUNN: Yes. 12 COMMISSIONER WEATHERBY: I trust that we're 13 running on a hard deadline? 14 MS. DUNN: Yes. This was an agenda item for 15 the month of May's board meeting. So we had 16 planned to pay this before the end of May, 17 but I talked to our insurance rep last week and 18 assured him that we had this meeting on Monday and 19 that we would be able to remit payment. 20 COMMISSIONER WEATHERBY: Thank you. 21 CHAIRWOMAN HOROVITZ: Commissioner Reyes. 22 COMMISSIONER REYES: Why didn't we vote on it 23 last time? 24 It was on the agenda, you stated? 25 MS. DUNN: The meeting was canceled.</p>

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<p>1 COMMISSIONER REYES: Oh. 2 MS. DUNN: It was rescheduled. 3 COMMISSIONER REYES: So many meetings. 4 CHAIRWOMAN HOROVITZ: And, speaking of 5 meetings, I know we have had all this change 6 in finance. I look forward to our Finance 7 Committee getting back into swing. I think it's 8 important. 9 All of these should be coming through 10 finance, and I understand that hasn't been 11 possible. But I look forward to that, 12 and that's no one's -- just making a comment. 13 COMMISSIONER WEATHERBY: I think with new 14 staff coming on, that will -- 15 CHAIRWOMAN HOROVITZ: Absolutely. Yeah. 16 Were there any other questions about these 17 three? 18 (shook heads negatively) 19 CHAIRWOMAN HOROVITZ: Commissioner Brock? 20 COMMISSIONER BROCK: No. I have another 21 question. It's not about these three. 22 CHAIRWOMAN HOROVITZ: Okay. Great. 23 Then I'll -- 24 COMMISSIONER REYES: Sorry. Again, 25 Madam Chair through Ms. Dunn, did you do like a</p>	<p>1 stepped up. Ms. Crystal, our compensation and 2 benefits analyst, has been -- since she runs our 3 checks, she's been assisting in that check run 4 process, as well. 5 So -- and, just for clarity, Commissioner 6 Rogers, she is being compensated for that -- 7 COMMISSIONER ROGERS: Duly noted. 8 (People laughed.) 9 MS. DUNN: -- with out-of-class pay. 10 CHAIRWOMAN HOROVITZ: Okay. Before we go 11 on to the next item, Commissioner Brock, 12 you had something that was not there. 13 COMMISSIONER BROCK: Yes. As a matter of 14 fact, it's about what we're talking about now. 15 CHAIRWOMAN HOROVITZ: Okay. 16 COMMISSIONER BROCK: I was wondering about 17 our other vendors. 18 Is our vendors being paid on time since 19 we've had so many disruptions? 20 MS. DUNN: We've had some hiccups along the 21 way. 22 COMMISSIONER BROCK: Okay. 23 MS. DUNN: And we've been straightening 24 them out, because there were bank accounts 25 that I did not have access to that I had to gain</p>
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<p>1 comparison of the previous year and how much 2 it had gone up, or was it the same amount? 3 I mean, considering everything that has gone 4 on -- 5 MS. DUNN: I did not. I did not. 6 COMMISSIONER REYES: -- okay. 7 MS. DUNN: My natural assumption is, 8 because this is a self-insured property that 9 it's probably cheaper than any commercial ... 10 COMMISSIONER REYES: Okay. Thank you. 11 CHAIRWOMAN HOROVITZ: All right. If there is 12 no other discussion, all in favor? 13 COMMISSIONER BROCK: Aye. 14 COMMISSIONER WEATHERBY: Aye. 15 COMMISSIONER REYES: Aye. 16 COMMISSIONER ROGERS: Aye. 17 CHAIRWOMAN HOROVITZ: Okay. 18 MS. DUNN: Thank you. 19 CHAIRWOMAN HOROVITZ: I have a practical 20 question while we're there. 21 With no current CFO, who is responsible for 22 payment? 23 Is it Kubas Keller? 24 MS. DUNN: Well, actually, the accounting 25 stuff -- we have really -- they have really</p>	<p>1 access to, administrative rights I had to obtain, 2 things of that nature. 3 So there has been some hiccups, 4 but we've been working them out and dealing with 5 them as they come. 6 COMMISSIONER BROCK: I just don't want our 7 name to be out there that we ain't paying our 8 bills. Yeah. 9 CHAIRWOMAN HOROVITZ: Good point. Thank you. 10 COMMISSIONER BROCK: Yeah. 11 COMMISSIONER REYES: And, to follow up on 12 that, Ms. Dunn, what account is this that, 13 as Acting CEO, you didn't have access to? 14 MS. DUNN: I was not on the TD Bank's 15 account, and so I had to have been named an 16 administrator to be able to login and get access 17 to approve payments being remitted. 18 So, since I was -- even as the COO, 19 that wouldn't have been anything I would have been 20 doing in my day-to-day functions. 21 COMMISSIONER REYES: Do you now have access 22 to all the accounts that you're supposed to have 23 access to? 24 MS. DUNN: With the exception of one, 25 because it requires board approval. And so that</p>

<p style="text-align: right;">Page 85</p> <p>1 was going to be presented at the next finance 2 meeting, but I met with the Seacoast 3 representative on Friday to get that paperwork 4 signed. 5 COMMISSIONER REYES: Thank you. 6 CHAIRWOMAN HOROVITZ: Thank you. 7 Okay. So we'll move on to the financial 8 overview. 9 Vanessa, can you please introduce him? 10 MS. DUNN: Yes. This is Mr. Anthony Palmer. 11 He is representing Kubas Keller. He will be 12 on-site with us for the next three weeks (sic) 13 assisting our staff in accounting with day-to-day 14 and some training that's needed, as well, 15 back there. 16 So happy to have him here, and he'll be 17 preparing the financial statements until our help 18 -- until help arrives -- well, he is help. 19 Help has arrived. 20 CHAIRWOMAN HOROVITZ: Three weeks? 21 Thank you. 22 MR. PALMER: And I think that we'll also be 23 helping in July, as well. 24 MS. DUNN: Correct. Yes. So he'll be 25 providing support through August.</p>	<p style="text-align: right;">Page 87</p> <p>1 -- quote/unquote -- "should be." 2 We usually don't see that big of a difference 3 between what you're budgeting and what your actual 4 costs are. 5 There is a little bit of change in the 6 Housing Choice Voucher setup there. What I wanted 7 to do was to show to you that there are really 8 two pools of money through the voucher program. 9 There is the admin fee bucket, and then there is 10 the HAP bucket. And they are treated as two 11 separate distinct funds and sources of money. 12 So, in total, the voucher program, 13 according to the financials, is losing 2.2 million 14 dollars. That shouldn't be anything to worry 15 about, in some cases, because that usually means 16 that we would have a surplus from the previous 17 year, that they're not funding us this much this 18 year so that they can reduce what our surplus is 19 on hand. 20 And then, on the admin fee side, right now 21 we're making about \$704,000, which, again, 22 seems to be a little bit high, and, again, 23 even with that, I'd like to also take a look at 24 some of those numbers and scrub through it and 25 see, "Is everything recorded? Is everything</p>
<p style="text-align: right;">Page 86</p> <p>1 CHAIRWOMAN HOROVITZ: Thank you, 2 and thank you for being here. 3 MR. PALMER: Are there -- I hesitate to ask 4 this, but are there any other questions before we 5 get started on the financial stuff? 6 (no response) 7 MR. PALMER: Okay. So these are figures as 8 of April through April, and, as you can see for 9 the Central Office Cost Center, we're fairly 10 much on target making a small profit there in 11 operating income of \$230,000. 12 Public housing, as well, seems to be -- 13 our revenue is a little bit higher than where we 14 should be. I would like to -- again, I haven't 15 really reviewed a lot of the detail within these 16 numbers. These were just printed from what is in 17 the system as of a week ago. 18 So I do think that there is some scrubbing 19 that needs to happen to just validate these 20 amounts. So, when I saw that, that raised a red 21 flag to me, that, "Hey, why is this so much higher 22 than where we should be from a revenue 23 standpoint?" 24 And, at the same point, in expenses, 25 we seem to be a little bit lower than where we</p>	<p style="text-align: right;">Page 88</p> <p>1 recorded where it needs to be, et cetera?" 2 When you look at the percentages, right, 3 actual versus where your target was supposed to 4 be, you can see both revenue and expenses are 5 much lower than where the target should be. 6 So, again, that would be something that 7 I would also like to get some more detail on, 8 to see why it's so far off on that. 9 CHAIRWOMAN HOROVITZ: And you're only 10 comparing to budget, right, not comparing to last 11 year? 12 MR. PALMER: That is correct. 13 CHAIRWOMAN HOROVITZ: All right. 14 MR. PALMER: This is just to the budget. 15 I didn't compare the budget. So I don't know what 16 -- 17 CHAIRWOMAN HOROVITZ: Right. 18 So that variance is probably because you 19 don't -- you didn't find it well, right? 20 MR. PALMER: Very possible. 21 CHAIRWOMAN HOROVITZ: It probably would be 22 worthwhile -- not giving you advice -- if we look 23 at what actuals were. 24 But that might also not be an important or 25 useful use of your time, if we've got leadership</p>

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<p>1 coming into finance.</p> <p>2 We need to -- just let me just say this.</p> <p>3 We just need to budget better.</p> <p>4 That's not for you.</p> <p>5 MR. PALMER: Yeah.</p> <p>6 I mean, you know, I'll be honest with you.</p> <p>7 Every housing authority needs to budget better,</p> <p>8 right?</p> <p>9 It's one of those things that is often just</p> <p>10 kind of overlooked.</p> <p>11 It's like, "Okay. Let me just throw a bunch</p> <p>12 of numbers on the piece of paper, and we'll see</p> <p>13 where they stick."</p> <p>14 CHAIRWOMAN HOROVITZ: Yeah. Just for the</p> <p>15 team -- and I know this is not for you --</p> <p>16 we need to start budgeting in the next month</p> <p>17 or two.</p> <p>18 Like, when we do planning at my organization</p> <p>19 and everywhere, where it's months and months and</p> <p>20 months, a number of iterations, and it needs to</p> <p>21 start more early so it can be more accurate.</p> <p>22 MR. PALMER: Yeah. And that's certainly</p> <p>23 something that I can work on and/or help the</p> <p>24 new CFO on.</p> <p>25 CHAIRWOMAN HOROVITZ: Thank you.</p>	<p>1 that we need to do, again --" as you said before,</p> <p>2 "-- to keep the ship afloat."</p> <p>3 Paying our bills. "Are we cashing our</p> <p>4 checks? Are we drawing down our subsidy?</p> <p>5 And, at the same time, are we recording all of</p> <p>6 those things in the books, which hadn't been done</p> <p>7 on a consistent basis in the past?"</p> <p>8 A lot of times stuff wasn't done until</p> <p>9 somebody actually got a bank statement in the</p> <p>10 mail.</p> <p>11 Okay?</p> <p>12 And sometimes that didn't happen until or</p> <p>13 two or three months after they got the bank</p> <p>14 statement.</p> <p>15 So, while I look at these numbers and I want</p> <p>16 to think they're good, I don't know that I have</p> <p>17 100-percent confidence in any of those numbers up</p> <p>18 there.</p> <p>19 Okay?</p> <p>20 And that's not to say that they're wrong.</p> <p>21 They might not be, but, if I had to sign off on an</p> <p>22 audit, you ain't getting my signature on them.</p> <p>23 All right?</p> <p>24 So, you know, we're working on it. You know,</p> <p>25 I told the staff this morning, right, "It's not</p>
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<p>1 MS. DUNN: And you'll be working on the</p> <p>2 audit.</p> <p>3 MR. PALMER: I know.</p> <p>4 CHAIRWOMAN HOROVITZ: I guess, what are the</p> <p>5 highlights then?</p> <p>6 What's important for us to hear in this</p> <p>7 meeting right now?</p> <p>8 MR. PALMER: You want to know?</p> <p>9 So, in my experience so far, we're behind.</p> <p>10 Okay. We're behind in a lot of things. There are</p> <p>11 entries for April and May that just haven't been</p> <p>12 recorded.</p> <p>13 There are bank recs that aren't done.</p> <p>14 There is obviously now, with the departure of the</p> <p>15 CFO Deputy and whatever the third position was --</p> <p>16 you know, there's nobody leading the team over</p> <p>17 there.</p> <p>18 So now you have five or six staff</p> <p>19 accountants -- Accountant I and IIs -- whatever</p> <p>20 their titles are -- who, you know, are doing the</p> <p>21 best they can to get by.</p> <p>22 And I met with them this morning, and I said,</p> <p>23 "Look. You know, that is the Number Two thing.</p> <p>24 "The first thing is the audit. The second thing</p> <p>25 is making sure day by day we are doing the things</p>	<p>1 something that gets finished tomorrow or next week</p> <p>2 or next month."</p> <p>3 There's a lot of stuff that they need to also</p> <p>4 still be -- in my opinion, that they still need to</p> <p>5 be trained on. I don't feel like the previous</p> <p>6 regime really helped them along the way.</p> <p>7 They gave them this piece and that piece,</p> <p>8 but they didn't tell them about this piece or</p> <p>9 that piece and how that corresponds to what's on</p> <p>10 the trial balances.</p> <p>11 So it was very haphazard before. You know,</p> <p>12 I definitely brought it up to the prior CEO,</p> <p>13 and, you know, nothing had been done for a long</p> <p>14 time.</p> <p>15 But I'm not here to trample on anybody.</p> <p>16 The fact of the matter is -- is that there is</p> <p>17 definitely a lot of work that needs to happen over</p> <p>18 there, and, hopefully, I can get us moving along</p> <p>19 that path and, you know, just get better numbers.</p> <p>20 The thing I told them is, "You know,</p> <p>21 it's accounting. It is always fixable."</p> <p>22 Okay?</p> <p>23 I have walked into better situations,</p> <p>24 and I have walked into worse situations.</p> <p>25 And it's fixable, because we have third-party</p>

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<p>1 documentation.</p> <p>2 Right?</p> <p>3 We have bank statements. We have loan</p> <p>4 statements. We have invoices from clients or</p> <p>5 vendors that say, "This is what you owe us,"</p> <p>6 and all that good stuff.</p> <p>7 The biggest thing over there is procedures.</p> <p>8 There is not a procedure for turning on the</p> <p>9 computer.</p> <p>10 Right?</p> <p>11 I mean there are no procedures. There is</p> <p>12 nothing that says, "You do this. Then you do</p> <p>13 this, and you do that. And then you do this."</p> <p>14 It's just do whatever you kind of want to do</p> <p>15 and hopefully get to the answer. So that is</p> <p>16 another area that needs to be -- and I think you</p> <p>17 guys have started to address procedures as an</p> <p>18 agency.</p> <p>19 I don't know how much it's been addressed so</p> <p>20 far in accounting, but it was a free-for-all.</p> <p>21 And, unfortunately, a lot of the free-for-all</p> <p>22 ended up being done by Dennis, and he didn't</p> <p>23 convey a lot of that information to the staff.</p> <p>24 I mean I've been -- you know, I go to</p> <p>25 40 different housing authorities across the</p>	<p>1 So I'll speak loudly.</p> <p>2 CHAIRWOMAN HOROVITZ: Do you think that we</p> <p>3 need to --</p> <p>4 (Commissioner Rogers was handed another</p> <p>5 microphone.)</p> <p>6 COMMISSIONER ROGERS: I'm good.</p> <p>7 And I guess, Madam Chair, this question is</p> <p>8 probably to you or to Commissioner Reyes or</p> <p>9 somebody --</p> <p>10 (People laughed.)</p> <p>11 COMMISSIONER ROGERS: -- I don't know --</p> <p>12 are we in the right posture right now?</p> <p>13 COMMISSIONER BROCK: Unh-unh.</p> <p>14 COMMISSIONER ROGERS: And the reason why</p> <p>15 I ask that question -- and walk with me.</p> <p>16 Don't get weary. I'm weary at listening to this,</p> <p>17 but I guess hearing this and hearing that we're</p> <p>18 getting ready to bring in a CFO where there is</p> <p>19 so many issues going on, do we fix the ship in</p> <p>20 this interim instead of bringing someone in with</p> <p>21 chaos?</p> <p>22 I'm not -- based on what I'm hearing,</p> <p>23 we got to fix it first, and we're bringing someone</p> <p>24 in to -- I guess I got several questions to</p> <p>25 Ms. Dunn.</p>
<p>Page 94</p> <p>1 country a year. I couldn't tell you the last time</p> <p>2 I saw a CFO make journal entries into the general</p> <p>3 ledger.</p> <p>4 And I'm not talking about one or two or,</p> <p>5 you know, maybe something that was over everybody</p> <p>6 else's head. I'm talking about recording</p> <p>7 operating subsidy and its JV done by the CFO.</p> <p>8 A lot of things just didn't make sense.</p> <p>9 So, you know, I'm trying not to upset the</p> <p>10 apple cart and make things too crazy right away.</p> <p>11 I'm just trying to weather the storm and make</p> <p>12 sure we're paying the people that need to get</p> <p>13 paid, make sure we have enough money to pay</p> <p>14 checks and pay our employees and make sure things</p> <p>15 are getting posted to the right funds.</p> <p>16 You guys have different buckets of money that</p> <p>17 come from different sources, and commingling</p> <p>18 those funds is a big, big no-no. And we've got to</p> <p>19 transfer some money to correct some of those</p> <p>20 things.</p> <p>21 Some of those things were not happening on a</p> <p>22 consistent basis.</p> <p>23 CHAIRWOMAN HOROVITZ: Thank you.</p> <p>24 Commissioner Rogers.</p> <p>25 COMMISSIONER ROGERS: My mike is not working.</p>	<p>Page 96</p> <p>1 And I guess my questions to then Ms. Dunn ...</p> <p>2 I don't think these things like me today</p> <p>3 (referred to microphone).</p> <p>4 COMMISSIONER WEATHERBY: Mine is flashing</p> <p>5 red and green.</p> <p>6 CHAIRWOMAN HOROVITZ: I think the battery is</p> <p>7 low then.</p> <p>8 MS. MORRIS: We just replaced them.</p> <p>9 COMMISSIONER ROGERS: The person that we're</p> <p>10 bringing in -- their experience level, and are</p> <p>11 they a sitting CFO?</p> <p>12 Or are they -- I guess I'm --</p> <p>13 MS. DUNN: He's a current CFO where he is.</p> <p>14 COMMISSIONER ROGERS: And he's leaving</p> <p>15 because of, what, to come here?</p> <p>16 MS. DUNN: It's Florida. He's in Utah.</p> <p>17 COMMISSIONER ROGERS: I am just asking.</p> <p>18 (People laughed.)</p> <p>19 COMMISSIONER BROCK: That's a good question.</p> <p>20 COMMISSIONER ROGERS: No. I'm just curious.</p> <p>21 MS. DUNN: No. He would like to relocate.</p> <p>22 COMMISSIONER ROGERS: Okay.</p> <p>23 MS. DUNN: But, to your -- I just want you</p> <p>24 to know that every candidate that was interviewed</p> <p>25 is fully aware of the situation coming into this</p>

Page 97	<p>1 agency.</p> <p>2 COMMISSIONER ROGERS: Okay.</p> <p>3 MS. DUNN: There was no glossing over what</p> <p>4 was going on in this agency, and, in fact,</p> <p>5 we held a Teams meeting with him and the staff</p> <p>6 so that they can answer -- he can ask --</p> <p>7 answer questions from them and interact to</p> <p>8 determine what is happening.</p> <p>9 I did not want anyone to come into a</p> <p>10 situation under the guise of Jacksonville Housing</p> <p>11 Authority is a high performer -- because we are on</p> <p>12 paper -- and walk through this door and find what</p> <p>13 you -- in complete transparency, I've been calling</p> <p>14 it the C & C Factory. Chaos and confusion --</p> <p>15 walk into a situation where there is utter chaos</p> <p>16 and confusion within a department and not have</p> <p>17 been told after you've relocated across the</p> <p>18 country that this is, in fact, what you were</p> <p>19 walking into.</p> <p>20 He knows that we have outstanding bank</p> <p>21 reconciliations. He knows that we're in the</p> <p>22 middle of an audit. He knows that the audits were</p> <p>23 behind. He knows that the board has been,</p> <p>24 as I told him, asking for transparency for months</p> <p>25 and not necessarily receiving that transparency.</p>	Page 99	<p>1 for me, I know -- or I feel like I know that</p> <p>2 nothing nefarious is going on in terms of our</p> <p>3 financials.</p> <p>4 I don't believe we have any theft on some</p> <p>5 grand scale where somebody has transferred</p> <p>6 hundreds and thousands of dollars out of our</p> <p>7 accounts. That kind of stuff was not happening.</p> <p>8 What was not happening is just like the</p> <p>9 day-to-day work, where you had someone in a</p> <p>10 leadership role taking on the role of an</p> <p>11 Accountant II, where it was just not being</p> <p>12 delegated, and staff was not being properly</p> <p>13 trained. That was what was happening.</p> <p>14 And the other part that I shared with the</p> <p>15 HUD rep was that I believe -- and this has been a</p> <p>16 conversation we've been having across the industry</p> <p>17 -- that the way the housing authority is doing</p> <p>18 business now has outpaced the skill set of a lot</p> <p>19 of the CFOs.</p> <p>20 This is no longer traditional public housing</p> <p>21 where you book low-income public housing.</p> <p>22 You receive your subsidy. You get your HCV.</p> <p>23 You book your subsidy.</p> <p>24 We are now in the land of tax credits,</p> <p>25 RAD deals, affordable housing, and a lot of these</p>
Page 98	<p>1 I have been completely upfront with what is</p> <p>2 happening within the Finance Department,</p> <p>3 and, if I may, I would like to offer --</p> <p>4 I know this is uncomfortable. I know it is</p> <p>5 unsettling to hear what's happening in finance</p> <p>6 -- but those that have been on the board a</p> <p>7 little bit longer honestly shouldn't be surprised.</p> <p>8 Because it has been bubbling under the surface for</p> <p>9 a while.</p> <p>10 And, if I may, we are in what I consider,</p> <p>11 "the storming phase."</p> <p>12 Maya Angelou said it best, "Every storm runs</p> <p>13 out of rain."</p> <p>14 It's not going to be like this always,</p> <p>15 and I believe bringing in someone with the</p> <p>16 expertise that can work alongside Tony while he's</p> <p>17 here would be better than trying to fix it and</p> <p>18 then bring somebody on board.</p> <p>19 If they're working from the ground up and can</p> <p>20 prove their work, if you will, then this board</p> <p>21 will know that they have that KSA to lead that</p> <p>22 department, because you know what that department</p> <p>23 was like when they walked through the door.</p> <p>24 And so, for me, like Tony said, I've seen</p> <p>25 worse, and this isn't worse. Because, at least</p>	Page 100	<p>1 CFOs do not possess the necessary skill set to</p> <p>2 navigate those waters. And what you end up having</p> <p>3 is somebody that's in over their head.</p> <p>4 COMMISSIONER ROGERS: So, may I follow up.</p> <p>5 CHAIRWOMAN HOROVITZ: (nodded head</p> <p>6 affirmatively)</p> <p>7 COMMISSIONER ROGERS: So the person we're</p> <p>8 bringing in -- you're confident that this person</p> <p>9 can fulfill the role with all that we have going</p> <p>10 on.</p> <p>11 MS. DUNN: He checks the boxes.</p> <p>12 COMMISSIONER ROGERS: Great. And so,</p> <p>13 through the Chair, I want to be clear leaving out</p> <p>14 of here with hearing as it relates to vendors,</p> <p>15 landlords, all that -- we are up to date with the</p> <p>16 creditors, and everybody is paid?</p> <p>17 However that works. I don't want to have a</p> <p>18 news story that Jacksonville Housing Authority is</p> <p>19 not making payments to vendors and landlords and</p> <p>20 all the other people that we have.</p> <p>21 So, can we -- I want to leave out of here at</p> <p>22 least with some type of assurance that we're at</p> <p>23 least up to date on that so nothing will come up</p> <p>24 with our creditors.</p> <p>25 MR. PALMER: Do you want that, or ...</p>

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<p>1 Go ahead.</p> <p>2 MS. DUNN: We're working through the HAP</p> <p>3 checks right now. We did receive notice from the</p> <p>4 bank that there was a glitch in the remittance.</p> <p>5 So we are working through that right now where</p> <p>6 we have about \$8,000,000 that we're trying to</p> <p>7 push through.</p> <p>8 MR. PALMER: So one of the issues with that</p> <p>9 is just, again, with the prior regime keeping a</p> <p>10 lot of that information close to the vest and not</p> <p>11 sharing it with others, we're getting some emails,</p> <p>12 over the last week or so about, "Hey. I was</p> <p>13 talking to Dennis about this. This payment hasn't</p> <p>14 been made."</p> <p>15 You know, so we're now doing our due</p> <p>16 diligence to make sure, "Are we supposed to pay</p> <p>17 this? Is this the right amount, et cetera?"</p> <p>18 And some checks are being processed as we</p> <p>19 speak to cover that. So everything that we know</p> <p>20 that's in-house that is approved and good to be</p> <p>21 paid is either getting paid or in the process of</p> <p>22 getting paid.</p> <p>23 If there is something else out there,</p> <p>24 I don't know.</p> <p>25 I hope to get a better idea on what is out</p>	<p>1 But then my other question, Madam Chair,</p> <p>2 is to Ms. Dunn.</p> <p>3 Ms. Dunn, the people that you have chosen to</p> <p>4 come here at the Jacksonville Housing --</p> <p>5 I hear you say that, "They check off all the</p> <p>6 boxes."</p> <p>7 Are they coming from large housing</p> <p>8 authorities or medium-sized or small?</p> <p>9 Do you know what size those housing</p> <p>10 authorities are?</p> <p>11 MS. DUNN: Salt Lake City Housing Authority</p> <p>12 is considered large.</p> <p>13 COMMISSIONER BROCK: Okay.</p> <p>14 MS. DUNN: And the housing authority that the</p> <p>15 young lady is coming from is consolidated</p> <p>16 government. So it's city, as well.</p> <p>17 So she has a little experience with the setup</p> <p>18 that we have here. I'm not sure of the size of</p> <p>19 the agency, but she's the Number Two role.</p> <p>20 But what I will say about a large housing</p> <p>21 authority versus a small housing authority is</p> <p>22 folks that tend to come from smaller housing</p> <p>23 authorities tend to know how to do all of it.</p> <p>24 CHAIRWOMAN HOROVITZ: Yes. They have to wear</p> <p>25 multiple hats.</p>
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<p>1 there and what isn't out there. You know,</p> <p>2 you've lost the three top people in that</p> <p>3 department.</p> <p>4 So they're taking a lot of information,</p> <p>5 to some degree, with them, and now we're just</p> <p>6 sitting here going, "Okay. What's going on?</p> <p>7 Who do we owe? What do we owe," trying to review</p> <p>8 whatever we can to make sure that we can make</p> <p>9 payments.</p> <p>10 MS. DUNN: Yes.</p> <p>11 MR. PALMER: And there's no reason why we</p> <p>12 should miss payments. It's not a matter of us</p> <p>13 not having cash to make those payments.</p> <p>14 We've just got to make sure that we do our</p> <p>15 due diligence before we just go ahead and pay</p> <p>16 somebody.</p> <p>17 CHAIRWOMAN HOROVITZ: Commissioner Brock,</p> <p>18 did you have a question or comment?</p> <p>19 COMMISSIONER BROCK: Well, yes, Madam Chair.</p> <p>20 Thank you.</p> <p>21 Just to echo what I had said earlier and then</p> <p>22 what Commissioner Rogers just said, that was one</p> <p>23 of my concerns, that our vendors are getting paid,</p> <p>24 and, you know, we're doing what we supposed to do</p> <p>25 for them.</p>	<p>1 MS. DUNN: So, when they come from large</p> <p>2 agencies, it's usually a more difficult fit,</p> <p>3 because they are only used to doing the one thing.</p> <p>4 But housing is housing across the spectrum,</p> <p>5 in terms of the regulations anyway.</p> <p>6 CHAIRWOMAN HOROVITZ: All right. I'm sorry.</p> <p>7 COMMISSIONER BROCK: Thank you, Ms. Dunn.</p> <p>8 Thank you.</p> <p>9 CHAIRWOMAN HOROVITZ: Sorry.</p> <p>10 Did you have a question?</p> <p>11 COMMISSIONER REYES: I have a couple,</p> <p>12 if that's okay.</p> <p>13 CHAIRWOMAN HOROVITZ: Yeah, yeah, yeah.</p> <p>14 COMMISSIONER REYES: Through the Chair to</p> <p>15 Ms. Dunn.</p> <p>16 Mr. Palmer, I heard you say we have one to</p> <p>17 two staff accountants?</p> <p>18 Or, how many accountants do we have?</p> <p>19 MS. DUNN: He was saying, "Accountant I,"</p> <p>20 "Accountant II."</p> <p>21 That's their titles.</p> <p>22 MR. PALMER: That is their titles.</p> <p>23 COMMISSIONER REYES: Okay.</p> <p>24 MS. DUNN: Yeah. But there's six of them</p> <p>25 back there.</p>

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<p>1 MR. PALMER: Five. 2 Six? 3 MS. DUNN: Five. 4 MR. PALMER: Five. 5 MS. DUNN: Five. Okay. Thanks. 6 COMMISSIONER REYES: And, is that enough 7 for what we -- 8 MS. DUNN: We have one vacancy. 9 COMMISSIONER REYES: Okay. And so, are we 10 looking for -- 11 MS. DUNN: That should have been posted. 12 MS. PARDE: It shall be posted this 13 afternoon. 14 COMMISSIONER REYES: Okay. And, is six 15 enough for us right now, or do we need to consider 16 -- 17 MS. DUNN: I think six is enough if the work 18 is managed and they've been given appropriate 19 direction. Six should be more than enough. 20 COMMISSIONER REYES: Okay. And then my other 21 question was to Mr. Palmer. 22 So you stated before that you had brought up 23 the mess that we have in our finance to the 24 previous CEO. 25 When was that?</p>	<p>1 board, because Mr. Palmer is saying that, 2 you know, the CEO had it but did not -- 3 we don't know what happened to that report from 4 April, 2023. 5 CHAIRWOMAN HOROVITZ: It's not that we've 6 lost it. I've seen it, but it wasn't implemented. 7 COMMISSIONER REYES: Okay. All right. 8 So it was presented to the board? 9 CHAIRWOMAN HOROVITZ: It was not presented to 10 the board. No. I had happened to have seen it. 11 COMMISSIONER REYES: Okay, okay. So I guess, 12 you know, this conversation -- and thank you, 13 Ms. Dunn, for recognizing that this is a very 14 uncomfortable conversation that we're having about 15 our Finance Department. Obviously, it's very 16 necessary. 17 But, as a board, how do we make sure that 18 this doesn't happen, again? 19 Because it seems like this has been a 20 long-standing issue. 21 CHAIRWOMAN HOROVITZ: Yes. 22 Commissioner Weatherby, I saw your hand. 23 CHAIRWOMAN HOROVITZ: I think that we do -- 24 and I want to be so careful not to criticize 25 our former CEO.</p>
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<p>1 MR. PALMER: So, when we were originally 2 brought out here by Mr. Alexander, that was 3 April of '23, and that was to do an assessment 4 of the department. 5 And we most likely -- I guess it was probably 6 either late April or beginning of May where we 7 furnished a report to him, and what he did with 8 that I don't know. 9 And then I believe it was just maybe a year 10 ago -- you know, a year after that, April this 11 time when I came out and did a very similar 12 assessment report that I provided to Ms. Dunn, 13 that had a lot of the same issues that were 14 identified. 15 CHAIRWOMAN HOROVITZ: And, since I know 16 you'll ask, one of the recommendations was 17 changing the leadership structure, that the 18 department was top-heavy. 19 And so it was really great feedback, 20 and it probably would have been great to adopt. 21 So it's the situation we find ourselves in. 22 So, thank you. 23 COMMISSIONER REYES: And then, just one more 24 follow-up, Madam Chair. 25 So this is more of a conversation for the</p>	<p>1 But, just being on this board for a little 2 while now, I think we do a great job of 3 identifying experts to support us, but we don't 4 historically do a great job following the advice. 5 So I think that's our opportunity as the 6 board to help identify the weaknesses and push to 7 make sure the work is done. So I think that can 8 be how we can make a positive change. 9 Commissioner Weatherby. 10 COMMISSIONER WEATHERBY: I just want to say 11 I feel particularly good about what we're hearing, 12 because, given my background -- and I know some of 13 you have similar backgrounds -- I've been really 14 worried about what was going on in the Finance 15 Department. 16 And so I feel very good that someone who has 17 already done an assessment that wasn't implemented 18 under the prior regime is now putting the 19 magnifying glass to what should have been done 20 before but is being done now. 21 And, to answer the question in terms of, 22 "Do we fix it and bring someone in," I would see 23 that as being a continuum, that what you're doing 24 right now, you know, should continue robustly. 25 And then I'm sure there will be some transition</p>

<p style="text-align: right;">Page 109</p> <p>1 time.</p> <p>2 MS. DUNN: Right.</p> <p>3 MR. PALMER: I'm not going to be able to fix</p> <p>4 all of the problems by July 3rd.</p> <p>5 COMMISSIONER WEATHERBY: Right, right.</p> <p>6 Exactly. Well, that's what I'm saying.</p> <p>7 MR. PALMER: Whoever comes in July 3rd is</p> <p>8 going to pick up some of that responsibility.</p> <p>9 I'm good, but I'm --</p> <p>10 (People laughed.)</p> <p>11 COMMISSIONER WEATHERBY: You know, we've got</p> <p>12 the proper -- he checks all the boxes.</p> <p>13 So I assume the proper expertise is coming in.</p> <p>14 But, in the meantime, you're working on it,</p> <p>15 and I'm sure there will be some transition work</p> <p>16 when those folks come in.</p> <p>17 MR. PALMER: Absolutely. That's why I'll</p> <p>18 be here in July, at some point, again.</p> <p>19 My schedule and vacation and the 4th of July</p> <p>20 kind of messes things up. So I can't be here</p> <p>21 July 3rd.</p> <p>22 Who starts a job July 3rd?</p> <p>23 But, you know, certainly, we will still be</p> <p>24 around with Teams meetings and phone calls.</p> <p>25 COMMISSIONER WEATHERBY: Okay.</p>	<p style="text-align: right;">Page 111</p> <p>1 COMMISSIONER WEATHERBY: I agree with that,</p> <p>2 and I've already made a note of it for the next</p> <p>3 meeting.</p> <p>4 CHAIRWOMAN HOROVITZ: Yeah. And I know Reece</p> <p>5 is online I think.</p> <p>6 Reece, are you there?</p> <p>7 And we can get an answer to this if he's not.</p> <p>8 MR. WILSON: I'm here.</p> <p>9 Can you hear me?</p> <p>10 CHAIRWOMAN HOROVITZ: Yeah. Thanks.</p> <p>11 I do feel like, just given the state of --</p> <p>12 this is like kind of extraordinary circumstances.</p> <p>13 I understand that the CEO is our only employee,</p> <p>14 but I do feel like it's appropriate, at least</p> <p>15 in the short term, that we're more engaged.</p> <p>16 So, unless, Reece, there is a prohibition to</p> <p>17 it, if Commissioner Weatherby, as Finance Chair,</p> <p>18 has a closer relationship with our new CFO,</p> <p>19 I am very supportive in the same way that</p> <p>20 you're engaging with HR.</p> <p>21 Is that appropriate or allowed?</p> <p>22 MR. WILSON: That's appropriate.</p> <p>23 CHAIRWOMAN HOROVITZ: Okay. So, please.</p> <p>24 Thank you.</p> <p>25 All right. So thank you so much.</p>
<p style="text-align: right;">Page 110</p> <p>1 CHAIRWOMAN HOROVITZ: All right.</p> <p>2 I acknowledge the time. I can go over.</p> <p>3 How is the board feeling on time?</p> <p>4 I realize we started at 3:00.</p> <p>5 COMMISSIONER REYES: I'm okay.</p> <p>6 CHAIRWOMAN HOROVITZ: We'll go a little</p> <p>7 bit longer.</p> <p>8 Does anyone have any other questions?</p> <p>9 I want to say, "Thank you. Thank you."</p> <p>10 I don't really see the point in going through</p> <p>11 the pages here.</p> <p>12 Does anyone have anymore questions?</p> <p>13 COMMISSIONER REYES: Yeah, not a question,</p> <p>14 but a suggestion.</p> <p>15 CHAIRWOMAN HOROVITZ: Sure.</p> <p>16 COMMISSIONER REYES: And this is,</p> <p>17 Madam Chair, to Commissioner Weatherby.</p> <p>18 Would it make sense for once that CFO comes</p> <p>19 in -- I know that the board only has authority</p> <p>20 over the CEO -- but, just like we are asking</p> <p>21 the HR Manager to provide us a 30-day report every</p> <p>22 30 days for the upcoming months -- would it make</p> <p>23 sense to have the new CFO provide a 30-day report</p> <p>24 so that's kind of a standing part of your agenda</p> <p>25 for your Finance Committee?</p>	<p style="text-align: right;">Page 112</p> <p>1 MR. PALMER: Thank you.</p> <p>2 CHAIRWOMAN HOROVITZ: So, if there is no more</p> <p>3 questions on this section, we can forward</p> <p>4 questions, and we'll briefly run through the</p> <p>5 committee reports.</p> <p>6 So I'm first. The only thing I think</p> <p>7 is worth mentioning here kind of in the same</p> <p>8 conversation on acquisition -- we had limited</p> <p>9 the CSG engagement to just focus on Franklin Arms.</p> <p>10 And, although we've had instances where it</p> <p>11 would make sense to have a broader engagement with</p> <p>12 that group, as we're looking at things, I do think</p> <p>13 that it's important that we have the CFO come in</p> <p>14 and decide where are the gaps and if that person</p> <p>15 recognizes that we need finance support.</p> <p>16 So I say that, even though I know I'm</p> <p>17 creating a conflict for us, that we should allow</p> <p>18 the CFO to determine what kind of financial</p> <p>19 support they need.</p> <p>20 Does anybody have any feelings on that?</p> <p>21 Or the alternative would be, in our next</p> <p>22 finance meeting, expanding the scope of the</p> <p>23 CSG work, but I'm hesitant to make any decisions</p> <p>24 about how we run our Finance Department right</p> <p>25 now.</p>

<p style="text-align: right;">Page 113</p> <p>1 Is that fair?</p> <p>2 COMMISSIONER BROCK: Yes.</p> <p>3 COMMISSIONER WEATHERBY: I mean I would</p> <p>4 think it's primarily the purview of the CEO,</p> <p>5 but we certainly have oversight responsibilities</p> <p>6 to, you know, have a discussion and confer with.</p> <p>7 MS. DUNN: Now, just so you're aware,</p> <p>8 based on our last conversation, the RFP process</p> <p>9 has started. They started gathering. It's not</p> <p>10 been posted, but they did start gathering the</p> <p>11 scope of obtaining financial services based on the</p> <p>12 last directive from the board to me regarding</p> <p>13 this.</p> <p>14 CHAIRWOMAN HOROVITZ: I agree with that.</p> <p>15 Yeah.</p> <p>16 MS. DUNN: Okay.</p> <p>17 CHAIRWOMAN HOROVITZ: And, just for the</p> <p>18 board's background, the person who had been in the</p> <p>19 Deputy CFO's role -- not this last time --</p> <p>20 Michael Edgar was brought on, from my</p> <p>21 understanding, because he had financial modeling</p> <p>22 experience in deals.</p> <p>23 So he was meant to be a resource in that</p> <p>24 area and then reduce any outside third-party costs</p> <p>25 we have for someone doing that work.</p>	<p style="text-align: right;">Page 115</p> <p>1 calculating the inflation factor for the PHAs</p> <p>2 across the country -- us included.</p> <p>3 And so we received some shortfall funding,</p> <p>4 but it wasn't enough to cover, you know,</p> <p>5 the gap.</p> <p>6 Do we know yet what our budget authority is?</p> <p>7 MS. DUNN: Yes.</p> <p>8 For the Housing Choice Voucher Program,</p> <p>9 we received that update. I know it seems so</p> <p>10 weird, because we're talking about April stuff</p> <p>11 and it's June.</p> <p>12 But May 9th we received the update,</p> <p>13 which will be in this upcoming board report,</p> <p>14 that Section 8 is being funded around \$86,000,000.</p> <p>15 So it has increased.</p> <p>16 However, it has not increased to the point</p> <p>17 where we feel really comfortable pulling families</p> <p>18 or applicants off the waiting list.</p> <p>19 We kind of want to see how the numbers jive</p> <p>20 out before we start bringing families off that</p> <p>21 waiting list.</p> <p>22 COMMISSIONER WEATHERBY: Okay. The other</p> <p>23 concern was that we had to go into HUD reserves to</p> <p>24 cover the balances, and that the reserve is</p> <p>25 getting low very quickly.</p>
<p style="text-align: right;">Page 114</p> <p>1 What ended up happening was we engaged a</p> <p>2 tremendous amount of hours with a third party,</p> <p>3 and so that just created, not only the salary,</p> <p>4 but then the expense of this third party.</p> <p>5 So we -- I don't know if anyone --</p> <p>6 if you-all recall instructing Ms. Dunn to have an</p> <p>7 RFP for financial services. I think that work</p> <p>8 still needs to continue, because we have a</p> <p>9 complicated, you know, financial --</p> <p>10 MS. DUNN: Portfolio.</p> <p>11 CHAIRWOMAN HOROVITZ: -- absolutely.</p> <p>12 So I'm not saying we should --</p> <p>13 MS. DUNN: Okay --</p> <p>14 CHAIRWOMAN HOROVITZ: -- necessarily make a</p> <p>15 decision, but I think we keep that ship moving</p> <p>16 that way.</p> <p>17 MS. DUNN: -- got it.</p> <p>18 CHAIRWOMAN HOROVITZ: Any comments on that?</p> <p>19 (no response)</p> <p>20 CHAIRWOMAN HOROVITZ: Okay. Great.</p> <p>21 Commissioner Weatherby.</p> <p>22 COMMISSIONER WEATHERBY: I think, in the last</p> <p>23 Finance Committee Meeting, our major issue was</p> <p>24 that we were spending more than we were bringing</p> <p>25 in, and part of that issue was that HUD was</p>	<p style="text-align: right;">Page 116</p> <p>1 So it sounds like we're on track to sort of</p> <p>2 --</p> <p>3 MS. DUNN: Yes. And they've sent us several</p> <p>4 funding notices where they are covering those</p> <p>5 months where we were short.</p> <p>6 So I got to get with Mr. Palmer so that we</p> <p>7 can get the new models so that that could be</p> <p>8 included for the May financials.</p> <p>9 COMMISSIONER WEATHERBY: Okay. Because I</p> <p>10 think we said that an average over three months</p> <p>11 was spending about 7- to \$8,000,000, but bringing</p> <p>12 in about 6.7 million on average.</p> <p>13 MS. DUNN: That's correct.</p> <p>14 COMMISSIONER WEATHERBY: And we were looking</p> <p>15 at implementing some sequestration from similar to</p> <p>16 what was done in 2013, which I only know what</p> <p>17 I've read about that.</p> <p>18 So I'm hoping that we are not going to have</p> <p>19 to do that.</p> <p>20 MS. DUNN: It doesn't look like it.</p> <p>21 COMMISSIONER WEATHERBY: That's very</p> <p>22 important.</p> <p>23 CHAIRWOMAN HOROVITZ: Thank you. Excellent.</p> <p>24 Commissioner Reyes, HR?</p> <p>25 COMMISSIONER REYES: We had a lot.</p>

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<p>1 The RFPs for the CEO and the compensation culture 2 studies were already sent out, and we'll be having 3 that as a standing item on the HR agenda and 4 now the general board agenda.</p> <p>5 We did discuss having the HR Manager provide 6 30-day updates for the foreseeable future just 7 given all of the changes.</p> <p>8 I've asked Kort to provide a poll for the 9 board availability, and Kort sent one. But it was 10 only with the hour for full days.</p> <p>11 I don't know if everybody got to fill that 12 out. It was only for the full day, not for hours. 13 So I've asked her to resend it with like actual 14 hours, because you had mentioned, Commissioner 15 Rogers, sometimes lunch is not available to you. 16 So we put that in there, as well.</p> <p>17 We requested a survey of counsel, 18 which I believe Ms. Dunn is working on, 19 just to see where our money is going regarding all 20 of the counsels and had the conversation about 21 Ms. Hodges and confirmed that all JHA contracts 22 are going to Reece for review.</p> <p>23 And we also discussed keeping Ms. Carol to do 24 the minutes while we also discussed Ms. Dunn 25 finding the appropriate manner to utilize the</p>	<p>1 ago now. I was out of town. So it's probably 2 been two weeks. He's evaluating the requests to 3 have Ms. Hodges come. So I'm waiting to hear 4 how that would look.</p> <p>5 COMMISSIONER REYES: So, do you still want -- 6 Madam Chair, do you still want Ms. Vanessa to 7 provide that report?</p> <p>8 CHAIRWOMAN HOROVITZ: I think it's important. 9 I have a very outdated version of it that looks at 10 the different providers, but I think it's 11 important to see.</p> <p>12 COMMISSIONER REYES: Okay. 13 CHAIRWOMAN HOROVITZ: Thank you. 14 And then Commissioner Brock.</p> <p>15 COMMISSIONER BROCK: Yes. So Resident 16 Relations -- we're getting ready to do our 17 formal Resident Relations Meeting in the 18 boardroom.</p> <p>19 I wanted to ask the commissioners if they 20 were available on the 14th, because Commissioner 21 Weatherby is going to do her meeting on the 14th. 22 And I was thinking, to keep from bringing y'all 23 back out on the 28th, that we would schedule it 24 for the 14th, if it was okay with everyone. 25 COMMISSIONER WEATHERBY: It works for me.</p>
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<p>1 Manager of Admin Affairs, Ms. Fitzgerald, 2 for the post-board meeting tasks.</p> <p>3 That was part of the conversation we had, 4 right?</p> <p>5 We made the recommendation, and then just 6 updating a couple of the topics for the Governance 7 Committee, the bylaws to Resident Relations 8 monthly meetings and the liability for fiduciary 9 duty exposure.</p> <p>10 Thank you.</p> <p>11 CHAIRWOMAN HOROVITZ: And, just a follow-up 12 on the comment you made about Ms. Hodges, 13 I did have an opportunity to meet with 14 Michael Fackler, who is I believe with the 15 Office of General Counsel.</p> <p>16 And, just so the board is aware, how that -- 17 if an agency has a legal need, it's appropriate -- 18 and, Reece, correct me. I'm doing a terrible job 19 anyway, but don't put it out -- to reach out to 20 the Office of General Counsel.</p> <p>21 So like, if we needed to bring in bond 22 counsel, which we've had to do to -- so to speak 23 with the leadership of the Office of General 24 Counsel on what our legal needs are.</p> <p>25 So I had that meeting with him a couple weeks</p>	<p>1 COMMISSIONER REYES: I'll be in a conference 2 in Chicago.</p> <p>3 COMMISSIONER BROCK: Okay, okay. Well, we'll 4 do it on the 28th, if that's okay.</p> <p>5 Commissioner Rogers, is the 28th -- 6 I know you did respond and said that the 28th was 7 good for you.</p> <p>8 COMMISSIONER ROGERS: I did respond. I did. 9 COMMISSIONER BROCK: So we'll just go ahead 10 and schedule it for the 28th.</p> <p>11 Is there a preference time for you, 12 Commissioner Rogers, since you're my Cochair?</p> <p>13 COMMISSIONER ROGERS: Thank you, Commissioner 14 Brock. I currently am available that day. 15 So I can't recall what time I sent back, 16 but anytime should work for me at this current 17 time.</p> <p>18 COMMISSIONER BROCK: Okay, okay. 19 So, is morning better for y'all? 20 (nodded heads affirmatively)</p> <p>21 COMMISSIONER BROCK: Okay. So everybody said 22 morning. 23 What, 9:30? Ten o'clock? 24 CHAIRWOMAN HOROVITZ: Earlier is better for 25 me.</p>

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<p>1 COMMISSIONER REYES: Yeah. Say 9:00?</p> <p>2 COMMISSIONER BROCK: Okay. So, what,</p> <p>3 9:30? 9:00?</p> <p>4 CHAIRWOMAN HOROVITZ: 9:00 is good.</p> <p>5 COMMISSIONER BROCK: Is 9:00 good?</p> <p>6 (nodded heads affirmatively)</p> <p>7 COMMISSIONER BROCK: Okay. Nine o'clock the</p> <p>8 28th, and we'll do our first formal Resident</p> <p>9 Relations Meeting in our boardroom.</p> <p>10 CHAIRWOMAN HOROVITZ: Excellent. Thank you.</p> <p>11 COMMISSIONER BROCK: Thank you.</p> <p>12 CHAIRWOMAN HOROVITZ: Is there anything else?</p> <p>13 COMMISSIONER BROCK: No, ma'am.</p> <p>14 CHAIRWOMAN HOROVITZ: Excellent. All right.</p> <p>15 CEO's Report.</p> <p>16 MS. DUNN: Mine will be very brief, because</p> <p>17 I think I've covered a lot. So I just want to</p> <p>18 end on a good note.</p> <p>19 The Jacksonville Housing Authority was named</p> <p>20 an Outstanding Community Partner for the Year</p> <p>21 from the Florida Literacy Coalition, Incorporated.</p> <p>22 Ms. Cordelia Parker and her team went and</p> <p>23 accepted the award.</p> <p>24 (People clapped.)</p> <p>25 MS. DUNN: So the ship isn't sinking yet.</p>	<p>1 Terrace, again.</p> <p>2 MS. DUNN: Uh-huh.</p> <p>3 COMMISSIONER ROGERS: That grade --</p> <p>4 if you can, kindly explain what's happening to</p> <p>5 turn over those turnaround times -- what the</p> <p>6 agency is doing in those two areas.</p> <p>7 MS. DUNN: Okay. For Jax Beach, on Page 19,</p> <p>8 at The Waves, they have a turnaround time of about</p> <p>9 32 days and 27 days respectively. The reason for</p> <p>10 that is they have ongoing staff issues where they</p> <p>11 had a maintenance mechanic that had to take FMLA.</p> <p>12 So they've been having to use temps, and so that</p> <p>13 is the reason for the accumulation of days on</p> <p>14 that unit -- on those units.</p> <p>15 Lindsey Terrace -- the short answer is,</p> <p>16 "We don't manage those directly."</p> <p>17 It's been an ongoing issue. I don't want to</p> <p>18 sound -- I hope you don't think I'm being</p> <p>19 sarcastic, but this is actually an improvement</p> <p>20 over the 100 days that they usually are.</p> <p>21 So there has been engagement where we've been</p> <p>22 meeting with their COO -- he flies in quarterly</p> <p>23 from Houston -- where we are discussing how to get</p> <p>24 these scores up.</p> <p>25 One of the things that we have had to</p>
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<p>1 We're still out here doing things that are</p> <p>2 positive in the community.</p> <p>3 MS. PARDE: What about the Department of</p> <p>4 Labor?</p> <p>5 MS. DUNN: Oh, Department of Labor.</p> <p>6 I'm sorry. Thank you.</p> <p>7 We had an audit. It came out great.</p> <p>8 No findings.</p> <p>9 So shout out to Kort and HR for that.</p> <p>10 CHAIRWOMAN HOROVITZ: Thank you.</p> <p>11 COMMISSIONER REYES: Thank you.</p> <p>12 CHAIRWOMAN HOROVITZ: Is there anything</p> <p>13 else, Ms. Dunn?</p> <p>14 MS. DUNN: That's it.</p> <p>15 CHAIRWOMAN HOROVITZ: Great.</p> <p>16 Yes.</p> <p>17 COMMISSIONER ROGERS: Sorry. If I can ask a</p> <p>18 couple questions as it relates to the President's</p> <p>19 Report just for clarification --</p> <p>20 CHAIRWOMAN HOROVITZ: Oh, sure.</p> <p>21 COMMISSIONER ROGERS: -- if I may.</p> <p>22 On Page 19, the turnaround time grade of,</p> <p>23 "F --" if you can, explain what we're doing to</p> <p>24 improve that.</p> <p>25 And, on Page 20, I guess this is Lindsey</p>	<p>1 convince them of is that they have to do regular</p> <p>2 inspections of their units and be present,</p> <p>3 and they are now buying into that.</p> <p>4 So it's been some work getting the buy-in,</p> <p>5 but it's starting to slowly but surely pay off.</p> <p>6 Because this time last year I know they were</p> <p>7 probably around 97 days.</p> <p>8 COMMISSIONER ROGERS: My last and final</p> <p>9 question -- and this is on Page 2, and I don't</p> <p>10 know who can answer this.</p> <p>11 But the Department of Housing and Urban</p> <p>12 Development conflict of interest with a</p> <p>13 commissioner resolved on April the 12th?</p> <p>14 MS. DUNN: There was a commissioner that was</p> <p>15 appointed who was found to have a conflict of</p> <p>16 interest.</p> <p>17 HUD sent back the letter saying so. We have</p> <p>18 a certain amount of time to resolve that conflict,</p> <p>19 and I sent over the letter showing proof along</p> <p>20 with an attachment. And it meant they were</p> <p>21 satisfied, and so that matter was closed out.</p> <p>22 COMMISSIONER ROGERS: Thank you.</p> <p>23 CHAIRWOMAN HOROVITZ: I know that was very</p> <p>24 stressful.</p> <p>25 MS. DUNN: Yes.</p>

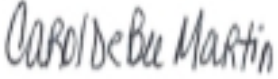
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1 COMMISSIONER ROGERS: Madam Chair, I will
 2 yield back. I don't have any further questions on
 3 the report.
 4 CHAIRWOMAN HOROVITZ: Thank you.
 5 Are there any other questions? Comments?
 6 COMMISSIONER BROCK: Just one, Madam Chair,
 7 one comment to Commissioner Rogers.
 8 As Ms. Dunn said, that Lindsey Terrace
 9 property -- we have worked with that property for
 10 a long time now trying to get it under --
 11 and the residents out there, our residents out
 12 there -- we -- through Resident Service, we have
 13 done a lot of things trying to build the moral of
 14 our residents out there and all of that.
 15 I mean really. We really have stepped up
 16 trying to get that under control at Lindsey
 17 Terrace, because that's not our property.
 18 COMMISSIONER ROGERS: So, is there --
 19 I mean, sorry.
 20 Is there like no penalty?
 21 I mean it looks bad.
 22 So, what's the repercussions if they don't
 23 improve?
 24 Nothing?
 25 MS. DUNN: Nothing.

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1 COMMISSIONER BROCK: Nothing.
 2 MS. DUNN: They lose subsidy for every day
 3 that that unit is vacant, and, honestly,
 4 a family isn't housed on average for that amount
 5 of time that those units are vacant is what that
 6 reflects.
 7 So, on the JHA side, we have a vacant
 8 turnaround of about 9.3 days. So it takes
 9 us nine days from start to finish to move someone
 10 in and move someone out. They take 50.
 11 COMMISSIONER ROGERS: All right. Thank you.
 12 CHAIRWOMAN HOROVITZ: All right. In closing
 13 -- and thank you--all for staying a little late --
 14 I can't thank everyone in this room enough.
 15 My fellow commissioners, I know this is a
 16 journey, an emotional journey, and I'm grateful to
 17 have you sitting next to me.
 18 Ms. Dunn, Senior Staff, thank you--all very
 19 much, and everyone who's helped get us to this
 20 point.
 21 If there is nothing else, we're adjourned.
 22 (Whereupon, the proceedings in the
 23 above-titled cause concluded at 5:08 p.m.)
 24 ---
 25

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1 CERTIFICATE
 2 STATE OF FLORIDA)
 3 COUNTY OF DUVAL)
 4 I, Carol DeBee Martin, Certified Court
 5 Reporter and Notary Public, certify that I was
 6 authorized to and did stenographically report
 7 to the best of my ability the foregoing proceedings
 8 and that the transcript is a true and complete record
 9 of my stenographic notes.
 10 Dated this 16th day of June, 2024.
 11
 12 
 13
 14 Carol DeBee Martin
 15 Notary Public State of Florida
 16 My Commission: HH 038064
 17 Expires: 12-29-2024
 18
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 21
 22
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