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1 2 3 4 JACKSONVILLE HOUSING AUTHORITY BOARD OF COMMISSIONERS 5 HUMAN RESOURCES COMMITTEE MEETING 6 7 8 TAKEN: Friday, January 24, 2025 9 TIME: 9:00 a.m. to 10:04 a.m. 10 PLACE: Jacksonville Housing Authority 11 1300 North Broad Street 12 Jacksonville, Florida 32202 13 and via videoconference 14 15 Taken by Carol DeBee Martin, court reporter. 16 17 Carol DeBee Martin 18 Jacksonville Court Reporting, Inc. 19 1620 Bartram Road, Apt. 6111 20 Jacksonville, Florida 32207 21 (904) 465-0787 (cell) 22 debeemartin@aol.com 23 24 25	1 PROCEEDINGS 2 November 24, 2025 9:00 a.m. 3 CHAIRWOMAN REYES: All right. Good morning, 4 everyone. Happy Friday. 5 Today is January 24th, and we're here for the 6 Human Resources Committee Meeting. I am super 7 happy to see we have a full room today. Love it. 8 All right. So we'll call the meeting to 9 order at 9:00 a.m. 10 I think we were going to move, 11 "Public Comments," to the end, because I know we 12 have a lot to cover today. So I'll move, 13 "Public Comments," and, "Chairman's Comments," 14 to the end. 15 Did everybody get a chance to look at the 16 minutes from the last HR meeting? 17 (heads nodded affirmatively) 18 CHAIRWOMAN REYES: Can I get a motion to 19 approve the minutes? 20 COMMISSIONER BROCK: I make a motion. 21 CHAIRWOMAN REYES: Can I get a second? 22 COMMISSIONER WEATHERBY: I second. 23 CHAIRWOMAN REYES: Any discussion? 24 (no response) 25 CHAIRWOMAN REYES: All in favor say,
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1 APPEARANCES: 2 CHAIRWOMAN ANDREA REYES 3 COMMISSIONER HEATHER HOROVITZ 4 COMMISSIONER HARRIET BROCK 5 COMMISSIONER LISA STRANGE WEATHERBY 6 COMMISSIONER HANK ROGERS 7 COMMISSIONER CALEENA SHIRLEY 8 EVANN MORRIS 9 ANTONIO PEREZ 10 ROSLYN MIXON-PHILLIPS, Interim President/CEO 11 MAMIE DAVIS, Interim CFO 12 VICTOR FIGUEROA, COO 13 JULIE ST. CLAIR 14 DANIEL MITCHELL 15 HARRY M. "Reece" WILSON, Esquire (OGC) 16 CRYSTAL BLACKMER 17 SATONIA HART 18 VIA VIDEOCONFERENCE 19 ADINA TEODORESCU, ESQUIRE (OGC) 20 INEEDA JACOBS 21 LAILA DARBY 22 CHAD MOORE 23 NI'EL GOMES 24 LEONA MITCHELL 25 La'KENYA DORSEY ERICA THORPE KIM GREEN TRACY BRADY S. WILLIAMS --- --- --- --- ---	1 "Aye." 2 COMMISSIONER BROCK: Aye. 3 COMMISSIONER WEATHERBY: Aye. 4 COMMISSIONER ROGERS: Aye. 5 COMMISSIONER HOROVITZ: Aye. 6 COMMISSIONER SHIRLEY: Aye. 7 CHAIRWOMAN REYES: Thank you. 8 Okay. So we have our HR Manager Report. 9 Ms. Julie St. Clair. 10 Oh, I'm so sorry, Ms. St. Clair. Give me 11 1 second. Our Chair has a comment to make. 12 MS. ST. CLAIR: Okay. 13 COMMISSIONER HOROVITZ: I'm sorry. 14 Thank you. 15 Through the Chair, I just wanted to provide 16 a very exciting update that we have a fully 17 executed contract with our new CEO, Ms. Waller. 18 I'm very excited, and congratulations to the 19 entire board and everyone who was a part of that 20 process. 21 (People clapped.) 22 COMMISSIONER HOROVITZ: Ms. Cheron will be 23 reaching out to each of you to schedule some 24 one-on-one time. She's planning on being here 25 the week -- it's like the 7th. So, not next week,

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1 but the week after. 2 So be on the lookout, and, hopefully, 3 you can all find some time just to get to know her 4 better. And she'll be meeting with JHA leadership 5 while she's here, as well. She wanted me to share 6 that with you. 7 So thank you. Thank you, Chair. 8 CHAIRWOMAN REYES: To confirm, she'll be here 9 physically? 10 COMMISSIONER HOROVITZ: Yes. 11 CHAIRWOMAN REYES: Okay. Wonderful. 12 Thank you. 13 All right. Ms. St. Clair, thank you. 14 MS. ST. CLAIR: Good morning, Commissioners. 15 Is that February the 7th or March the 7th? 16 MS. MIXON-PHILLIPS: Not permanently. 17 COMMISSIONER HOROVITZ: I'm sorry. Yes. 18 Just to come, through the Chair, 19 tour neighborhoods, look at schools and meet with 20 staff and meet with the board just to start 21 getting integrated in the community. 22 MS. ST. CLAIR: Thank you. 23 Good morning, Commissioners. I would like to 24 review with you, first, the November head count. 25 In November, we had 198 employees.	1 CHAIRWOMAN REYES: Ms. St. Clair, 2 I don't mean to interrupt. This is just for 3 clarification. 4 So red means that they were terminated. 5 Green is a new hire. 6 Does that also include promotions? 7 MS. ST. CLAIR: It would not include 8 promotions. 9 CHAIRWOMAN REYES: Okay. 10 MS. ST. CLAIR: However, we do have two in 11 December, but, yes. That is correct. 12 So, in November, five new hires, three 13 voluntary resignations, no involuntary 14 resignations and one retirement. 15 Let's see. In December, we had 200 16 employees, and it was a busy month. 17 We had ten new hires, a couple of accountants, 18 one of which was returning as an Accountant II, 19 Kayle Currey, Pam Pannell. 20 We also had a housing counselor in HCV, 21 JonQuil Brooks, Antoinette Brown, clerical senior 22 in HCV. LaShonda Dowdell, which is an HC aide. 23 Dawn Gross, also a housing counselor. Let's see. 24 Paris Toins is also a housing counselor in HCV. 25 We have Renada Walker, who is a part-time
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1 For the month of November, we had five new 2 hires, which included a housing assistant in 3 scattered sites, a foreman for Blodgett and a 4 maintenance mechanic for Jax Beach Waves and then 5 also a housing coordinator for the HCV location. 6 And then we had a returning employee, 7 Kamaria Hampton, who is a housing counselor. 8 So it was five new hires. Those will be featured 9 in green on your sheets in your book. 10 We also had three voluntary resignations. 11 It was a housing counselor in HCV who sought other 12 employment. A property manager also sought other 13 employment. Exit interviewes were offered to 14 both. I don't believe they accepted. 15 MS. BLACKMER: That's correct. 16 MS. ST. CLAIR: That's correct. 17 Also, our manager of OCD declined a formal 18 interview, as well, and then we also had one 19 retirement, Anthony Snow, which I believe was a 20 foreman. 21 MR. MITCHELL: Yes. 22 MS. ST. CLAIR: Yes. Let's see. 23 And then, in December, the head count -- 24 we can switch to the December head count. 25 Thank you.	1 service coordinator at Jax Beach but with the 2 resident opportunities, and Antonia Carrasquilla, 3 the property manager at The Oaks. 4 And, in December, as well, we had two 5 promotions, Aisha Brock -- she became a full-time 6 Senior Service Coordinator with RAD -- 7 and Anquinette Evans, employment service 8 coordinator with Jobs Plus. 9 I do want to say that we had several ongoing 10 investigations that just are always -- 11 they are always going on. The most significant 12 would be two -- actually three internal 13 investigations that resulted in terminations. 14 That affected a property manager, an assistant 15 property manager and a clerical aide. 16 And I want to thank Adina for her assistance 17 in those efforts. 18 And, as far as interviewing for positions, 19 HR is still not being included in processing. 20 So, in order to combat that, we are going to go 21 back to what a past practice was, which is being 22 involved directly in the interviewing process and 23 scheduling the interviews and ensuring that we 24 collect all of the documents back. 25 It is a safeguard we need to ensure

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1 compliance in that area. We need some help, 2 as well, as far as training. Once I can kind of 3 glean where that level of understanding is, 4 maybe perhaps we can start backtracking from 5 having to be a part of it. 6 But I think it's important to gauge what our 7 level of understanding is and what's appropriate 8 and what's inappropriate and just making sure 9 that we're following compliance and guidelines. 10 So, to the ten new hires in December, 11 we had all of those folks. We also had four 12 voluntary resignations. The same foreman who was 13 hired in November was -- actually decided to walk 14 out off the job within a month's time citing, 15 during his verbal exit interview, that he can't 16 afford to fund his employment. 17 And, when we drove down with that, 18 he was not able to perform his work function as 19 a foreman because of the inability to be able to 20 get the supplies that he needed. And he would 21 have to take from petty cash -- or be reimbursed, 22 rather, from petty cash in order to perform the 23 work duties. And it became embarrassing for him. 24 I think you-all need to know that. 25 We also had a walkout, as far as a housing	1 our Senior Staff Meeting. 2 CHAIRWOMAN REYES: When is that meeting? 3 MS. ST. CLAIR: It is a standing meeting 4 on Tuesdays at 2:30. 5 CHAIRWOMAN REYES: Thank you, Ms. St. Clair. 6 Commissioner. 7 COMMISSIONER WEATHERBY: Through the Chair, 8 the folks who resigned, but don't have exit 9 interviews -- do these folks typically have 10 something in their record that would indicate that 11 they're having problems or are unhappy for 12 whatever reason? 13 MS. ST. CLAIR: Sometimes, yes, and sometimes 14 not. I think that, if they're not speaking up, 15 we don't know, and they're quietly quitting and 16 looking for other employment. 17 Others who are more verbal -- we're still 18 working with them. Sometimes working with them 19 helps them to see that perhaps this is not the 20 team that they need to be on. 21 COMMISSIONER WEATHERBY: Right. 22 MS. ST. CLAIR: We do try to engage where 23 we can, but, because the exit interviews are 24 voluntary, I know that Satonia has made a very 25 concerted effort to make sure that one gets
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1 assistant just walked out. I believe that there 2 were issues with her manager. We did not get an 3 exit interview with that person. 4 Another housing assistant at Westwood -- 5 she found other employment. She was going to 6 school for other work. And then, finally, 7 our Director of Mod Dev resigned and did not elect 8 to provide an exit interview. We had one 9 retirement from a service coordinator in 10 Resident Services due to health issues. 11 I believe, with the exception of an update on 12 the emotional intelligence, all of the senior 13 leaderships have now received their reports. 14 I really am waiting for the entire 15 Senior Leadership Team to gather around this table 16 so that we can really do a deep dive with the 17 scheduling. 18 It's been rough, but, as soon as we can do 19 that, I'm hopeful that this Tuesday we'll have 20 that ability to sit down. 21 But the good news is the senior leaders each 22 have received their own Confidential Emotional 23 Intelligence Report. They also received a group 24 report, and we're going to be looking at that more 25 closely when we're diving in on Tuesday during	1 scheduled. 2 Sometimes they get skittish. Sometimes they 3 decide, "Oh, I haven't taken my personal day yet. 4 I'm just going to leave and not fulfill that." 5 COMMISSIONER WEATHERBY: And one other 6 question. 7 The gentleman who left, because he couldn't 8 afford to fund his employment -- 9 MS. ST. CLAIR: Yes. Now, he, in all 10 transparency -- he is a foreman who came to us 11 from Palm Coast. So he was making the commute for 12 four weeks. 13 COMMISSIONER WEATHERBY: He was, what? 14 MS. ST. CLAIR: He was making the commute 15 driving from Palm Coast. He purchased a house. 16 So he knowingly accepted the position and made the 17 trip. 18 But he's a strong foreman, as far as his 19 capabilities, and it was just unfortunate that we 20 lost him due to that. 21 COMMISSIONER WEATHERBY: So, was his reason a 22 valid reason, I mean, in terms, what, 23 the out-of-pocket expenses? 24 MS. ST. CLAIR: Yes, yes. 25 COMMISSIONER WEATHERBY: It sounds like

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1 a flawed process. 2 Can you speak to that more, as far as the 3 details about the lack of resources available to 4 him? 5 Was it Lowe's? 6 MR. MITCHELL: (nodded head affirmatively) 7 MS. ST. CLAIR: It was that type of thing. 8 CHAIRWOMAN REYES: Commissioner Brock. 9 COMMISSIONER BROCK: Thank you, Madam Chair. 10 I had the same question about the gentleman that 11 Commissioner Weatherby brought up already. 12 You said that it was because of Lowe's, 13 or -- 14 MS. ST. CLAIR: The inability to go to a 15 store or stores to receive the resources to 16 perform the essential functions of his job. 17 COMMISSIONER BROCK: So I remember -- 18 I recall -- again, Madam Chair, I recall that we 19 had gotten a -- I don't know -- a complaint 20 I guess from an employee about the fact that 21 they could not get supplies from Lowe's -- 22 not Lowe's. I think it was Home Depot I believe 23 it was, and so I thought that we had got that 24 resolved. I thought. 25 MS. ST. CLAIR: Let's see.	1 been part of the hiring process, and you're going 2 back to that. 3 Can you speak more on that? 4 Because, for example, had you been part of 5 this hiring process, would that have been in 6 consideration, in terms of the commute? 7 MS. ST. CLAIR: Yes. I believe so. 8 CHAIRWOMAN REYES: Okay. 9 MS. ST. CLAIR: I believe so. Yes. 10 And it's my understanding, from past practice 11 and with the team, that HR has physically sat in 12 just to make sure we're setting the table, 13 making sure that we have the documents. 14 We've reviewed the questions. We're not asking 15 questions beyond what's being asked unless 16 they're follow-up questions, just making sure 17 that -- first of all, vetting through our system 18 to meet the minium, that they're not a family 19 member, what they are -- let's look at that still 20 and review them, if they need essential or 21 preferred. 22 And then most definitely we need to collect 23 those documents to make sure that we have a sound 24 interview process, and the documents that we have 25 and the steps that we have taken we can speak to
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1 CHAIRWOMAN REYES: And, while Ms. St. Clair 2 looks into that, I just want to be clear. 3 So the HR Report that we have asked 4 Ms. St. Clair to provide is so that the board is 5 aware of the movement, the progress, 6 the developments because of what's been going on 7 the last couple of years at the agency. 8 I definitely don't want to dive into the 9 management part of it, and so my question to 10 Ms. St. Clair is, "If this issue is in isolation, 11 have we taken a close look at it to make sure that 12 we are doing what we need to do so we don't find 13 ourselves in this position with another employee? 14 MS. ST. CLAIR: Yes, as long as it is being 15 brought to HR's attention. I also think perhaps 16 it would have not been the greatest recommendation 17 to offer someone to come probably 2 hours making a 18 2-hour commute each way. 19 I mean there are a lot of issues that could 20 have been probably prevented up front. 21 But that was his experience, and that's what we 22 have gotten. 23 CHAIRWOMAN REYES: Okay. My question might 24 be tied to that. 25 So you mentioned, earlier, that HR has not	1 so that we are in compliance. And we can defend 2 if someone were to go to EEOC with perhaps an age 3 discrimination. 4 If we don't have a record that we have 5 interviewed every single candidate asking the same 6 questions and scoring them, we can't defend 7 something like that. 8 And I think interviewees are savvy to that, 9 if they're looking like our process was very 10 haphazard. And they will take that, and they will 11 run with it. And we want to take every precaution 12 to stop that. 13 CHAIRWOMAN REYES: Okay. And, to add to 14 that, one, I absolutely am in agreement that 15 HR should be part of the hiring process. 16 It should be part of the onboarding process, 17 independently from management and executives. 18 So, when you're saying, "We're back to the 19 interview process," are you referring to because, 20 when you first started -- was it April or May -- 21 MS. ST. CLAIR: April. 22 CHAIRWOMAN REYES: -- you were not originally 23 part of the hiring process? 24 MS. ST. CLAIR: No, no. 25 CHAIRWOMAN REYES: Okay. So we're

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1 implementing the policy to make sure HR is 2 involved from the very beginning. 3 That's wonderful. 4 MS. ST. CLAIR: Thank you. 5 COMMISSIONER REYES: Thank you. 6 Madam Chair. 7 COMMISSIONER HOROVITZ: Yes. Thank you. 8 Through the Chair, I think that we're really too 9 far in the operations right now with this 10 discussion. 11 Out of respect to Mr. Figueroa, 12 over operations, and, also, Ms. Davis, 13 over finance, I think that these kinds of comments 14 need to live with those teams. 15 And I think that it's just kind of unfair to 16 their leadership that we're talking about some of 17 these issues, in my opinion. 18 And I also just wanted to make a comment, 19 that I don't think that we should discriminate 20 against somebody's willingness to drive an hour to 21 get to work. I know a lot of us drive a lot 22 to get to things, but that's it. 23 CHAIRWOMAN REYES: Commissioner Weatherby. 24 COMMISSIONER WEATHERBY: Point well taken, 25 but, if we have something happening that is	1 And I echo, but I won't repeat what 2 Commissioner Weatherby has already stated. 3 So I echo her comments. 4 But I do want to go to this record, 5 just for clarification purposes, so that 6 I'm clear. 7 As it relates to Ms. Taylor, is she the 8 property manager at Victory Pointe? 9 Is this an error in this report? 10 MS. ST. CLAIR: Yes, sir. 11 COMMISSIONER ROGERS: Is that an error? 12 MS. ST. CLAIR: Yes. 13 COMMISSIONER ROGERS: Okay. 14 MS. ST. CLAIR: She was transferred, 15 and that was not corrected before this one was 16 issued. It's a moving fluid report. 17 COMMISSIONER ROGERS: Thank you. 18 CHAIRWOMAN REYES: I'll just make one final 19 comment. I would agree that, you know, 20 this might be more in the weeds than we should be, 21 more in the operations than we should be, 22 but I think we are also dealing with a 23 transitioning board, a transitioning agency and an 24 agency that has had a lot of employment issues in 25 the recent years.
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1 impacting the performance of our employees, 2 I guess the appropriate supervisors need to be 3 involved. But I think we also need to know about 4 it. 5 COMMISSIONER HOROVITZ: Oh, yes. 6 COMMISSIONER WEATHERBY: You can't fix it if 7 you don't know. 8 COMMISSIONER HOROVITZ: Absolutely. 9 Through the Chair, it's something that we've 10 been talking about for a while. 11 Ms. Davis has been working on reconciling all 12 of that, and I think that -- I would hope that our 13 COO is aware of somebody going into petty cash to 14 pay for supplies. 15 And, if they're not aware of it, 16 this is certainly not the space to be finding that 17 out for the first time. 18 So I would just encourage our leadership to 19 be coordinating and communicating a little bit 20 better so it's not coming to this board in this 21 setting for the first time, and allow our leaders 22 to do their jobs. 23 CHAIRWOMAN REYES: Commissioner Rogers. 24 COMMISSIONER ROGERS: Thank you, Madam 25 Chair.	1 And, given the fact that we have not had an 2 HR manager for many of those years and we are just 3 now bringing on a new HR manager to deal with the 4 discrepancies and issues that the agency has had 5 on multiple levels, I do think it's important for 6 us to remain informed on things like this. 7 We have a conversation about it so we're 8 aware, and the board is making it very loud and 9 clear that we're understanding that these issues 10 are happening on the employment levels. 11 We're aware, and we're also asking more of 12 management and the executives at the agency to do 13 better. 14 And I think that's a conversation that we 15 need to have, especially, with Mr. Figueroa being 16 so wonderful and so hands-on. I think it's 17 important for us to have this conversation. 18 So, normally, I would agree that we are very 19 much in the weeds and in the operations, 20 but I think these kinds of conversations have to 21 be important for right now until we are fully 22 transitioned, until we have a CEO that finds 23 stability, until the board feels like the agency 24 is stable. 25 Because we haven't been there, as long as

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1 I've been on the board, which has only been a 2 year, and, as the HR Chair, I'm okay with having 3 these conversations. 4 And I know it's uncomfortable, but, you know, 5 thank you, Ms. St. Clair, for bringing that up to 6 us. 7 COMMISSIONER HOROVITZ: I'm sorry. 8 CHAIRWOMAN REYES: Yes, yes. 9 COMMISSIONER HOROVITZ: And I do agree, 10 through the Chair, being in the operations is 11 something -- 12 CHAIRWOMAN REYES: We don't do. 13 COMMISSIONER HOROVITZ: -- no, no, no. 14 I understand why we have been and why we continue 15 to be. 16 I just encourage our leadership to be 17 coordinating and making sure that they're trying 18 to address it before it bubbles up to the board 19 and that we're not just learning about all these 20 things for the first time in this room. 21 CHAIRWOMAN REYES: Okay. Thank you. 22 Any further comments before I move on? 23 (no response) 24 CHAIRWOMAN REYES: Okay. Thank you. 25 So next on the agenda is, "HR Open Contracts	1 anything about the culture study. 2 And so I had Ms. St. Clair look into that, 3 and, as it turns out, this board voted for a 4 resolution that included the compensation study 5 with culture, if you guys recall. 6 I think Commissioner Rogers might have been 7 the one that seconded that. We passed the 8 resolution with the understanding that a portion 9 of that study would include the culture. 10 This was in April, if I am not mistaken, 11 Ms. St. Clair. The resolution was -- I think we 12 voted on it in either April or May. 13 MS. ST. CLAIR: I believe it was May. 14 CHAIRWOMAN REYES: Yes. 15 MS. ST. CLAIR: May 15th. And the resolution 16 did include, "assess the organizational culture 17 and overall employee satisfaction through 18 anonymous surveys." 19 That was the extent of it. 20 CHAIRWOMAN REYES: Correct. 21 So, when we left this room, that information 22 was not transferred to the compensation company 23 that's doing the work right now. 24 So Ms. St. Clair has reached out to the 25 compensation study company, and they are willing
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1 Status Update." 2 So, is this Ms. Roslyn or Ms. St. Clair who 3 will provide an update where we are with the 4 Gallagher study? 5 MS. ST. CLAIR: We have regularly met with 6 Gallagher. We are getting very close. 7 It's still in progress. We're responding to them 8 and providing information to them. It's still 9 in progress. 10 CHAIRWOMAN REYES: Okay. Thank you. 11 And I think I'm excited about having that 12 readily available for our new CEO when she's ready 13 to analyze that. 14 So I will share with the board -- 15 so I committed last meeting that I'm committed to 16 meeting with Ms. Roslyn and Ms. St. Clair about 17 the worklist, and we're going to get to that in 18 a minute. 19 And, in that conversation, we actually ended 20 up meeting. So Ms. St. Clair, myself and 21 Mr. Figueroa met. It was a wonderful meeting 22 where we discussed a lot of different things. 23 But I have not heard anything about the 24 culture. We were talking about the compensation 25 study. We did an RFP for it, but I had not heard	1 to do it. But I believe there's going to be an 2 additional fee associated to that, and they are 3 also asking what the board would like to provide, 4 in terms of culture. 5 I have drafted a preliminary table for that, 6 but I do have to bring it to the board. 7 Because I was very upset to hear this, that we had 8 passed a resolution for that, and that was not 9 properly transferred or communicated to the 10 company. 11 Yes, Madam Chair. 12 COMMISSIONER HOROVITZ: Yes. 13 Through the Chair, how did that happen? 14 CHAIRWOMAN REYES: My understanding is we 15 voted on it, and there was an initial employee, 16 who is no longer with the agency, that transferred 17 that communication, and it was not properly 18 explained. 19 COMMISSIONER HOROVITZ: I recall the 20 resolution and the RFP including all of that. 21 So, did that not happen that way? 22 CHAIRWOMAN REYES: So that was my objection. 23 I reviewed the RFP for that company that we -- 24 and I think you and I -- 25 COMMISSIONER HOROVITZ: Yes.

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1 CHAIRWOMAN REYES: -- and Commissioner Brock 2 were involved. 3 We selected the company that we thought was 4 best, but there was no language on culture. 5 So that was my modification to the goal -- 6 COMMISSIONER HOROVITZ: Yes. 7 CHAIRWOMAN REYES: -- as long as it evaluates 8 a portion of culture. And I think, like I said 9 -- I think Commissioner Rogers or Commissioner 10 Brock seconded that. 11 So that was the understanding. 12 COMMISSIONER HOROVITZ: Yes. 13 CHAIRWOMAN REYES: And then we walked away, 14 and, because we've been so busy with the CEO 15 search, that was never discussed. We haven't 16 looked into it. Honestly, it has not been 17 necessarily a priority, because they've also been 18 working on the compensation part of it. 19 So I said, you know, "I keep hearing, 20 'compensation,' but I don't hear anything about 21 the culture part of it." 22 And it turns out it's because they don't have 23 that in their agreement. 24 MS. MIXON-PHILLIPS: Based on what we have 25 found in reviewing it, when the staff reviewed it,	1 employee satisfaction through anonymous surveys," 2 but, in the actual contract, it was omitted. 3 CHAIRWOMAN REYES: Okay. 4 MS. ST. CLAIR: And I think Gallagher is 5 waiting on a more defined, more clarified scope of 6 what we're looking for, and he'll have an 7 immediate quote for us. 8 CHAIRWOMAN REYES: Okay. So then, 9 if it was not in the contract, but it was in the 10 RFP, then that's not -- my understanding was that 11 it wasn't communicated to them after the 12 resolution. 13 MS. ST. CLAIR: Yes. He sounded very 14 surprised. 15 CHAIRWOMAN REYES: Okay. So, if it's in the 16 RFP, then that's what the board voted on. 17 COMMISSIONER ROGERS: Correct. 18 CHAIRWOMAN REYES: It is my understanding 19 that there should not be an additional assessment 20 -- or cost. 21 COMMISSIONER HOROVITZ: Yes. Sorry. 22 Through the Chair, so, one, on the comment, 23 I would like to understand the scope. 24 This is their job. They should be defining 25 what the culture study looks like. They are the
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1 it was not included in the RFP. So, therefore, 2 it was not included in the contract. 3 So, from the board's action back in May, 4 I wasn't here. But what it appears is that it 5 never got into the RFP, even though the board took 6 the action for it to be included. 7 CHAIRWOMAN REYES: So my question originally 8 was, "How do we reconcile what the board asked for 9 versus what we received?" 10 But it appears that it was an internal 11 miscommunication from a previous employee. 12 COMMISSIONER HOROVITZ: Yes. Through the 13 Chair, I just recall that it was one of the 14 reasons why we selected this particular company, 15 because they could do both. 16 CHAIRWOMAN REYES: Right. 17 COMMISSIONER HOROVITZ: Are they still 18 qualified to do both? 19 And, how much more are we talking? 20 CHAIRWOMAN REYES: Ms. St. Clair, do you have 21 a quote on that? 22 MS. ST. CLAIR: I don't have a quote yet. 23 But I just wanted to make sure that the resolution 24 and the RFP did include that language, 25 "to assess the organizational culture and overall	1 experts. 2 I would kick this to OGC and to Mr. Weathers, 3 in procurement, to push back on them. Like I feel 4 like this is a little outrageous. 5 CHAIRWOMAN REYES: Uh-huh. 6 COMMISSIONER HOROVITZ: Okay. 7 CHAIRWOMAN REYES: I would agree with that, 8 Madam Chair. 9 So, again, I am prepared to provide what 10 I think would be a really great baseline for 11 a culture study, but I feel like that would make 12 more sense for OGC to first start and then see 13 what they're willing to offer of if they're going 14 to offer. 15 COMMISSIONER HOROVITZ: Right. But, also 16 -- sorry. 17 Through the Chair, out of respect of your 18 time, why should you have to do that? 19 They should be providing us a baseline for 20 what a culture study looks like. 21 CHAIRWOMAN REYES: But, again, I'm very 22 invested in this culture study. 23 COMMISSIONER HOROVITZ: I know, and we've 24 talked about it extensively. 25 CHAIRWOMAN REYES: I know. I know.

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Page 29 1 COMMISSIONER HOROVITZ: And I can tell 2 you're containing yourself, but I want you to get 3 mad. 4 (People laughed.) 5 CHAIRWOMAN REYES: Oh, I was mad. I was mad. 6 Ask Ms. Phillips. 7 COMMISSIONER HOROVITZ: Yes. 8 CHAIRWOMAN REYES: Okay. So I think that's 9 probably the best stopping point for that is have 10 OGC review that. 11 And then, will you be able to provide us a 12 report -- 13 MR. WILSON: Sure -- 14 CHAIRWOMAN REYES: -- for the next 15 HR meeting? 16 Is that something viable, or -- 17 MR. WILSON: -- sure. I think so. If we get 18 the RFP, can I get with you and determine, 19 you know, what the costs are, next steps and how 20 we want to respond to the vendor. 21 CHAIRWOMAN REYES: And I would like to have 22 that for the next HR meeting or at least for the 23 next board meeting, please. 24 MR. WILSON: Okay. 25 COMMISSIONER HOROVITZ: I'm sorry.	Page 31 1 multi compensation and the culture study. 2 I think the vendor has indicated that they're 3 willing to do so, but, as Ms. St. Clair said, 4 they were surprised. Because they didn't see that 5 language embedded in the RFP, initially, 6 but they're willing to do it. 7 As I understand it, they're working right now 8 to provide what the cost -- ancillary cost -- 9 would be to create a culture study and do it. 10 So the short answer is the vendor is willing 11 to do the culture part of it. I would have to 12 dig deeper to see where the gap was, in terms of 13 what was initially communicated as the scope of 14 work, which is referred to procurement with the 15 expectation it was. 16 But it appears, like you said, somewhere in 17 that transition, from when it was passed on the 18 board resolution to the development of the RFQ, 19 that was lost in translation to the vendor of what 20 the expectation was. 21 CHAIRWOMAN REYES: So, Mr. Weathers, 22 to that point, I just want to be very clear that, 23 from February, when I became the HR Chair, 24 one of the first things that I asked of this board 25 is to do a culture study, and then we started
Page 30 1 Through the Chair, I remember when we awarded 2 this contract, and I think it's normal practice 3 that we then have a meeting. And maybe this is to 4 Mr. Weathers. 5 Was there no discussion about this with them 6 after the contract was awarded? 7 Like are they honestly surprised, 8 or are they just saying they're surprised? 9 MR. WEATHERS: Okay. So -- 10 COMMISSIONER HOROVITZ: Good morning. 11 MR. WEATHERS: -- first of all, just to 12 kind of clarify the time and having started myself 13 the 1st of May, I was not involved in the initial 14 discussion regarding what was expected of the 15 vendor and the development and the RFP and the 16 RFQ. 17 So, apparently, it looks, as you stated, 18 Chair, that the -- it wasn't explicitly or perhaps 19 clearly communicated to the vendor during the RFP 20 process that the culture component was expected 21 along with the compensation study. 22 So I believe the contract was awarded. 23 If I recall, actually, members of the board 24 were on the Evaluation Committee. So the vendor, 25 themselves, is fully capable to conduct a	Page 32 1 having conversations about compensation. 2 Those two things have gone hand in hand 3 in every HR Committee that we've had. 4 We've never put one apart from the other. 5 As a business owner, like one of the things 6 that I take pride in is taking care of my 7 employees, and I think a lot of this is that is 8 usually their number one priority. 9 And, given where the agency has been for a 10 couple of years, that was a super important part 11 of like my goal as HR Chair. So I promise you, 12 at all the HR Committee Meetings, culture and 13 compensation go hand in hand together. 14 Why it didn't make it to the RFP or why it 15 didn't make it to the contract I am not sure, 16 and that's what I think we're going to have to 17 figure out with OGC on that. But I can, with 18 absolute certainty, say that culture was discussed 19 in every HR meeting. 20 MR. WEATHERS: And I understand that, 21 and, to Madam Horovitz's point, part of the 22 standard process, in the procurement process, 23 is, after a bid has been won by a particular 24 vendor and it's been vetted and we're going 25 through the process, we do, in fact,

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1 have a transition or, "handoff meeting," 2 if you will, from a vendor to whoever the internal 3 customer is who requested the service. 4 In this case, it would be Human Resources. 5 We sit down, and say, "Hey, Company XYZ, 6 congratulations. You won the contract. 7 You've won an award. You've been evaluated. 8 Now you're transitioning from the procurement 9 process to you actually interfacing with the end 10 user on a day-to-day basis." 11 And that meeting was held, and, actually, 12 because I was brand new to the agency, 13 this was actually one of the RFPs that I'd even 14 heard of. 15 I know personally I referred to the 16 entire project as, "The culture and compensation 17 study." 18 So the vendor, even though they may not 19 necessarily be part and parcel of the RFQ that we 20 put in there, did, at some point, have some kind 21 of verbal communication about the expectation that 22 this was a culture and compensation study. 23 So I would be interested if there was any 24 follow-up with that vendor, to be sitting in on 25 those meetings, just as a reminder to the vendor	1 So this really bothers me, but I think that 2 we've got a plan. 3 CHAIRWOMAN REYES: And, to follow-up to that 4 question, Madam Chair, is this something that 5 could have been avoided if we would have had 6 counsel present in that transition meeting? 7 Is it normal for or is it abnormal for the 8 agency to have an attorney in that transition 9 meeting after the RFP? 10 MR. WEATHERS: Yes. 11 CHAIRWOMAN REYES: It is normal? 12 MR. WEATHERS: It is abnormal. 13 CHAIRWOMAN REYES: Oh, it's abnormal. Okay. 14 All right. I'm just curious. 15 MR. WILSON: Yes. 16 CHAIRWOMAN REYES: Commissioner Brock. 17 COMMISSIONER BROCK: Madam Chair to our 18 Board Chair, I ditto what she said, because -- 19 and -- and I know this is really kind of 20 disturbing to me. 21 I know -- I hear what you're saying, 22 Madam Chair, when you started this, but we started 23 this a while -- I mean longer than that. 24 Because it came up when we were doing 25 negotiations.
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1 that, "We did talk about these things." 2 This is my understanding. This award has 3 been awarded now for several months, and there 4 should have been some ongoing dialogue. 5 So I find it a little curious myself as to why 6 this came up, at this point in time, when the plan 7 has been in place for several months now, 8 to develop a culture and compensation study. 9 And the culture hadn't been addressed until 10 recently. 11 CHAIRWOMAN REYES: I appreciate your time. 12 Thank you. 13 COMMISSIONER HOROVITZ: I'm sorry. 14 Through the Chair, just one more comment, 15 because I was looking up at my matrix for how 16 I scored these vendors. 17 And I actually put the comment, 18 "Proposal seems to have clear understanding of the 19 project." 20 I feel like we have to push, because we would 21 have graded the estimate for the cost based on the 22 whole project. And so they may have artificially 23 scored higher, because they were a lower cost, 24 which is unfair to the other vendors who would 25 have fully understood the project.	1 And so it really bothers me, and I know that 2 our Board Chair would remember there was something 3 like this here that happened to us one time before 4 in a situation with a vendor. 5 And, just like she's saying, I don't have my 6 papers in front of me, how I scored this company, 7 but I do know I did score this company based on 8 what we had put together. 9 And it is disturbing, and so I just wanted to 10 put that on record. 11 CHAIRWOMAN REYES: All right. If there is no 12 final comments, I'll move on to the next item. 13 (no response) 14 CHAIRWOMAN REYES: All right. So, 15 discussing, "Old Business," I'm going to go rapid 16 fire through this, because we did meet. 17 And what our Working List Committee did 18 together was organized the 34-item worklist that 19 the HR Committee has been building since I became 20 Chair in February of last year. 21 And we separated HR, governance, finance, 22 Resident Relations. So, for governance, 23 I know that you guys already met last week. 24 I'm sorry I was not able to make it to that 25 meeting.

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1 But we're transferring to you a couple of the 2 items on there, and we'll provide the steps and 3 make recommendations for you in terms of the 4 steps. 5 We have, "Establishment of clear boundaries 6 with respect to what a Commissioner can and cannot 7 do outside of Board and Committee Meetings." 8 We're looking into the Bylaws Revision 9 and board transition and onboarding process. 10 "Board's level of fiduciary responsibility 11 and liability, 'in terms of our liability, how is 12 it assessed what we absolutely need to know for 13 our own protection?" 14 So there is four things on there that really 15 got transferred to you. We were originally going 16 to have a Governance Committee back in August or 17 September, but that was basically void. 18 So, really, to your committee, we transferred 19 four of those things. 20 Okay? 21 COMMISSIONER SHIRLEY: Okay. 22 CHAIRWOMAN REYES: For finance, 23 we transferred two things on there, 24 "Third-party financial consultants," 25 and, (paraphrased), "Legal Services Report	1 CEO Phillips did present these items during the 2 Governance Committee Meeting as we filled out our 3 worklist for the committee. 4 These items will be at the top of the list as 5 they have been a part of your list, and we don't 6 want to get them bogged down with our things. 7 So this will be at the top of the list, 8 as we did get other items to add to it, 9 but these, you know, will be the ones we start 10 with. 11 CHAIRWOMAN REYES: Okay. Thank you so much 12 for making that a priority. 13 So, finally, Resident Relations -- we moved 14 one item on there, which was the survey for the 15 residents. We've been talking about that in terms 16 of all the different surveys that we're doing. 17 We're trying to get a really good 18 understanding of where, not just our management is 19 at and our employees and our everyday hardworking 20 individuals, but also our residents, 21 our constituents who we serve, and the reason why 22 we do this work for the people who are, you know, 23 with the most need in the community. 24 So that survey I think belongs to your 25 committee, and, whether or not, you know,
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1 from former Acting CEO, Ms. Dunn (legal counsel 2 service contract/engagement letter, scope of 3 services, and amount paid." 4 There were no notes on this working list. 5 So a lot of these things I had to ask Ms. Julie to 6 go back to the minutes to figure out like what 7 exactly we were trying to either accomplish or 8 what was the purpose of putting this on the 9 worklist. 10 A lot of times -- and I'll just be very 11 honest with you -- between February and like May, 12 when we started finalizing the CEO conversations, 13 there was a lot of miscellaneous stuff that kept 14 coming up, in terms of the administration, 15 in terms of management, and so a lot of that made 16 it to this worklist. 17 So some of it is ongoing, and some of it 18 will be void. 19 Commissioner Shirley, sorry. I moved on to 20 governance. I apologize. 21 COMMISSIONER SHIRLEY: That's okay. 22 I know you're trying to get through this quickly, 23 and I just have a quick comment, through the 24 Chair. Thank you. 25 Yes. I just want you to know that	1 we need to do another national search firm and 2 RFP, that will be for you to decide. 3 All right. So, in terms of HR, we divided 4 everything into three sections, "CEO Issues," 5 "Internal HR Issues," and, "Administrative Legal 6 Issues." 7 Number One was, "CEO Search." 8 So, "Hoo-hoo." 9 That was completed on January 14th, 2025, 10 which is like the number one on top of our list. 11 The next thing is, "Template for evaluation 12 for CEO to meet terms goals." 13 So this is actually going to be the 14 HR Committee's next priority. So I guess we 15 have to update the start ... 16 Well, do we know when the start date is going 17 to be, or is that finalized yet? 18 COMMISSIONER HOROVITZ: Yes. Through the 19 Chair -- and I apologize, because I didn't provide 20 this update. 21 Ms. Waller was able to relax the clause in 22 her current contract that required her to give 23 90 days and was able to be willing to start 24 April 14th, but, because of our payroll cycle, 25 she'll have to start the next week. So her first

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1 day will be April 21st. 2 Did I say that right? 3 MS. MIXON-PHILLIPS: Yes. 4 CHAIRWOMAN REYES: It was a 90-day? 5 COMMISSIONER HOROVITZ: It was a 90-day 6 commitment to her current organization. 7 CHAIRWOMAN REYES: Which is April 15th, 8 right? 9 COMMISSIONER HOROVITZ: Right. So she could 10 have started April 14th, but we were told that, 11 because of our payroll, she needed to start the 12 next week. 13 CHAIRWOMAN REYES: I thought in the meeting 14 we had it was March 15th. She said that she -- 15 MS. MIXON-PHILLIPS: (inaudible) 16 COURT REPORTER: I can't hear you. 17 I'm sorry. 18 MS. MIXON-PHILLIPS: I'm sorry. 19 I'm looking. I don't know exactly where that 20 came from, but I know I started in the middle of a 21 payroll. And that should not be an issue. 22 COMMISSIONER HOROVITZ: That's what I was 23 told. She was willing to start the week prior. 24 Is it possible to amend that now, 25 Reece?	1 CHAIRWOMAN REYES: Okay. Thank you. 2 And the reason why I asked -- I'm sorry -- 3 Madam Chair, is because part of the evaluation, 4 right, was the commitment that we made was that we 5 would have that no later than 90 days -- 6 the evaluation, goals and commitments -- 7 no more than 90 days after the CEO's start date. 8 And so, when we were originally having 9 conversations, we talked about June 1st. 10 So I kind of stayed with that, but I just want to 11 make sure we're close to that. 12 COMMISSIONER HOROVITZ: Uh-huh. 13 CHAIRWOMAN REYES: So Ms. Waller has offered 14 an evaluation template that she's used. 15 Mr. Figueroa has offered an evaluation template 16 that he's used. Stan, with our national search 17 firm, has also offered a proposal, if we're 18 interested in that. 19 But I think, with the HR Committee, 20 I would like to review Ms. Waller's and 21 Mr. Figueroa's evaluations first, just to see what 22 that looks like. 23 The goal is then going to be staggered to 24 have every HR Committee to have met certain 25 things.
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1 MR. WILSON: Sure. Absolutely. If she's 2 willing to work on April 14th instead of 3 April 21st, that could be amended if it's not 4 going to interfere with the payroll cycle. 5 CHAIRWOMAN REYES: I apologize. I don't 6 have my minutes in front of me, but I thought she 7 was going to try to relax the 90-day requirement 8 so that it wouldn't be April 15th, but March 15th. 9 Is that not ... 10 COMMISSIONER WEATHERBY: Yes. That's right. 11 COMMISSIONER ROGERS: Yes. 12 COMMISSIONER BROCK: (nodded head 13 affirmatively) 14 CHAIRWOMAN REYES: When we interviewed her, 15 it was January 14th. The 15th would have been 16 the start of the 90 days to April 15th. 17 That's 90 days. She was able to relax it, 18 and she did say this. She was going to try to 19 relax it so she could start 60 days in, 20 which would be March 15th. 21 Is that ... 22 COMMISSIONER WEATHERBY: That's exactly 23 right. 24 COMMISSIONER HOROVITZ: I will send her a 25 note.	1 So today's meeting is just an initial 2 conversation regarding the transition and 3 preparation that we've lined up for us. 4 By the next HR meeting, we're going to 5 provide the board the bullet points and get your 6 input, in terms of what absolutely needs to be on 7 there. 8 Once we've solidified a guideline, 9 by the March HR meeting, we're going to have a 10 draft of the metrics and goals and get input from 11 the Executive Committee and the managers at the 12 top levels of the agency -- get their input and 13 have them provide some feedback. 14 And then, by April 25th, the HR meeting in 15 April, we'll have a draft of the metrics and goals 16 and get input from the board. 17 So you're going to have input from the 18 very beginning, just ideally, what we definitely 19 want on there, and then have the Executive 20 Committee and the managers solidify that, 21 and then we'll do a final input from the board. 22 So that, by the May HR meeting, end of May, 23 we have something close, a draft, and then provide 24 that to OGC to finalize it. 25 So that's kind of the plan for the

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1 evaluation. 2 Does that sound good to everyone? 3 (heads nodded affirmatively) 4 CHAIRWOMAN REYES: My questions were -- 5 because this came up when I went to the board is, 6 would it be appropriate to have Ms. Waller's 7 feedback in the process? 8 Even though we can have her feedback, 9 her recommendation would not be mandatory. 10 It's just -- you know, it would be feedback. 11 So I wanted to present that to the board just 12 so that we have that conversation. 13 Obviously, she could be listening, 14 but do we want to allow or welcome feedback? 15 I'll open it up to you guys. 16 Commissioner Brock. 17 COMMISSIONER BROCK: I don't know, 18 because I don't know if she -- we have given her 19 some feedback. I don't know if she would be able 20 to give us the feedback based on our housing 21 authority or based on what she's done, you know, 22 in other housing authorities. 23 And maybe there might be little things -- 24 I don't -- I'm not sure. I'm not sure. 25 CHAIRWOMAN REYES: Ms. Phillips.	1 statements where appropriate." 2 And we have a couple sections on that. 3 Speaking with Mr. Figueroa, he had mentioned that 4 Camden Housing Authority was previously named as 5 one of the most transparent agencies. 6 So we'll be working with him on how we 7 can get that wording and also part of the 8 conversation in terms of goals and metrics with 9 our CEO. 10 Okay. I'm sorry. Finally, the 11 CEO Succession Plan. So, after we do this 12 evaluation, I really want to focus on the culture 13 study -- that's a big thing -- and the 14 compensation study, obviously. 15 And then probably the CEO Succession Plan, 16 and the compensation and culture study would be, 17 you know, hand in hand, in terms of hiring for the 18 next steps for the HR Committee. 19 After those CEO issues, then we've gone into 20 internal HR issues -- a lot of which is going to 21 be ongoing. 22 As we heard with Ms. St. Clair today, 23 right, "We just have ongoing issues that we're 24 trying to rectify," and having the board be aware 25 of that is important.
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1 MS. MIXON-PHILLIPS: If I could share, 2 through the Chair, typically, in my experience, 3 when you're creating goals and evaluation tools, 4 you would want to have that input, because you 5 want clarity as to what the expectations are when 6 the evaluation is actually performed. 7 And so, as you said, it would not be 8 mandatory, but, certainly, being a part of the 9 process would maybe help in the end result once 10 you get to the final evaluation. 11 CHAIRWOMAN REYES: Commissioner. 12 COMMISSIONER HOROVITZ: Yes. Through the 13 Chair, I agree with Ms. Phillips, and I also 14 think, because it's a little unconventional that 15 she's coming here already and then kind of 16 committing to performance after the fact, 17 I don't see any harm in letting her be a part of 18 it. 19 And we certainly don't need to accept any of 20 her feedback, but I think it's nice to include 21 her. 22 CHAIRWOMAN REYES: Wonderful. 23 Okay. And then the third CEO issue that we 24 have is the, "CEO's obligation to email Board of 25 all, 'newsworthy,' including the following	1 I've asked for the working list, 2 the organizational chart and the administrative 3 organizational chart to be standing items on the 4 HR Committee so we're constantly having 5 conversations, and the board is constantly being 6 updated about it. 7 The survey, the JHA Management Survey -- 8 as you heard, we're still working on that. 9 The employee compensation and culture study -- 10 we're working on that. The administrative 11 positions at JHA, Secretary versus HR manager ... 12 So a lot of these things we have discussed, 13 and I think to, Commissioner Shirley, it's going 14 to play a lot with some of that governance because 15 of bylaws. 16 A lot of these conversations kept coming up 17 because of the discrepancies in our bylaws, 18 which I know there has been some resolution, 19 but I don't think it's really fair. So I'm 20 looking forward to seeing what the Governance 21 Committee will do for that. 22 And so Ms. St. Clair will be looking into 23 the minutes to make sure we have exactly what was 24 the resolution of that so I can update this 25 worklist for you.

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1 So that's, "Post-Board Meeting Protocols." 2 "Procedure for how complaints are brought to 3 the Board's attention." 4 I know we had, in OIG training, that our 5 Chair, Ms. Horovitz provided for the board -- 6 we did have a training, didn't we have, 7 for recordkeeping and all that? 8 We had training. 9 COMMISSIONER HOROVITZ: I don't recall that. 10 CHAIRWOMAN REYES: You asked the board if we 11 wanted to train; is that what it was? 12 COMMISSIONER HOROVITZ: Yes. We looked to 13 schedule a board training. This was a few months 14 ago, but I don't believe it ever got scheduled. 15 COMMISSIONER WEATHERBY: I thought we did. 16 CHAIRWOMAN REYES: I thought we had an 17 online presentation, did we not? 18 So Ms. St. Clair is looking into the minutes 19 for that. 20 COMMISSIONER HOROVITZ: Thank you. 21 CHAIRWOMAN REYES: Procedure for 22 recordkeeping, employee policy for ongoing 23 investigations -- so these are all things 24 that weren't very clear where we left off, 25 because, again, we were managing so many different	1 grant writer on board. Her name is WayShawn. 2 She works for the Resident Services Department. 3 So we're looking into other HUD and federal 4 opportunities and nonfederal opportunities 5 that we could look into and apply for other 6 grants. 7 CHAIRWOMAN REYES: Thank you. 8 "Develop more objective senior management 9 performance reviews utilizing anonymous peer 10 reviews." So we need this one. 11 We're going to need to start, eventually. 12 We talked about doing 360 reviews with our 13 upper management. 14 "Tuition Reimbursement Policy with 15 Commitment," and, "Hazard Pay Memorandums --" 16 those are things that I know we addressed. 17 But I'm having Ms. St. Clair look into the 18 minutes to see when it was finalized and what was 19 the final conclusion. So I can provide that at 20 the next meeting. 21 And then the third part of the working list 22 for HR is administrative legal issues. We have 23 three in there, "In-house Legal Counsel," 24 "Third-Party Financial Consultants," 25 and, "Background Screening Hiring Requirements for
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1 things, particularly the CEO search. 2 So I'm going to have Ms. St. Clair help me 3 update that. 4 The HR Manager Report is also going to be a 5 standing request, as I stated before, right, 6 given where we're at in the transition with the 7 new CEO. I want our CEO to know exactly what's 8 going on on the HR levels. 9 Employee exit interviews, as you heard 10 Ms. St. Clair say, right, it's a voluntary 11 process, and so she'll be providing those reports, 12 in terms of her HR Report. 13 We have also, "Grant writing opportunities." 14 That was completed I believe ... 15 Victor, do you want to give us an update on 16 that? 17 I think we have Deputy Resident RS Director, 18 right? 19 MR. FIGUEROA: I am sorry. I can't hear 20 you. 21 CHAIRWOMAN REYES: For the, "Grant writing 22 opportunities," we wanted to look into that. 23 I believe we currently have a Deputy Resident 24 RS Director that's doing this? 25 MR. FIGUEROA: Yes. So we do have a	1 CFO, Deputy CFO and Recruitment." 2 And so those are, you know, ongoing things 3 that we're working on, as well. So, by the next 4 board meeting, in addition to having the bullets 5 for the evaluation for the CEO, I will also 6 provide an updated list with, "Completion," 7 "Ongoing," for just the HR Committee since we've 8 transferred out the other committee topics. 9 Does that sound good for everyone? 10 (heads nodded affirmatively) 11 CHAIRWOMAN REYES: I know I rushed through 12 that. So, if you have any questions -- 13 Ms. St. Clair. 14 MS. ST. CLAIR: With respect to the tuition 15 reimbursement, there was a policy that was 16 written, and it was tabled. 17 I spoke to Adina about that, and I believe, 18 Commissioner Rogers, you had input or feedback 19 that you wanted to provide. And I believe that 20 had been tabled since perhaps June. 21 COMMISSIONER ROGERS: Yes. 22 MS. ST. CLAIR: Very good. That's the 23 minutes that we located. 24 CHAIRWOMAN REYES: Okay. Wonderful. 25 Commissioner, hold on.

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1 Commissioner Brock. 2 MS. HOROVITZ: I'm so sorry. 3 COMMISSIONER BROCK: No. It's fine. 4 Madam Chair, I want to be in the right 5 posture. I know I did wrong when we were doing 6 the CEO interview, and I said something out of 7 order. 8 But I was just curious on where we going to 9 look at doing just the -- for the staff -- 10 just the -- I can't think off the top of my head 11 -- the cost of living and their buyback. 12 I was just curious. 13 Was this the meeting that we would bring that 14 up, or do we have to wait to bring it to the 15 overall board? 16 COMMISSIONER HOROVITZ: Are we still voting? 17 I think we're still voting, right? 18 MS. MIXON-PHILLIPS: I am sorry. I was 19 talking to Reece. 20 Are we -- 21 COMMISSIONER HOROVITZ: I think that unions 22 are still -- the voting is still open, right? 23 I don't think we want to talk about pay or 24 cost of living. 25 MS. MIXON-PHILLIPS: Yes. I was going to	1 Okay. Yes, Commissioner Brock -- 2 I mean Commissioner Horovitz. Sorry. I saw her. 3 COMMISSIONER HOROVITZ: Sorry. Just one more 4 point, and, not to belabor this point just because 5 I signed a resolution with the understanding that 6 we were also doing culture, but I found that 7 resolution. 8 And it is clearly titled, "For Compensation, 9 Pay Equity and Culture Study." 10 And then also, looking at the RFP, 11 it's very clearly noted that culture would be a 12 part of it. So, on our side, that was very 13 clearly outlined. 14 So I can send all of that to you, if it would 15 be helpful, when we're having conversations. 16 MR. WILSON: Yes. 17 CHAIRWOMAN REYES: Thank you for that. 18 Commissioner Rogers, did you have a question? 19 COMMISSIONER ROGERS: I did not. 20 COMMISSIONER BROCK: Oh, I thought you did 21 when you had your hand -- 22 CHAIRWOMAN REYES: No, no. Commissioner 23 Brock pointed at you. 24 (People laughed.) 25 COMMISSIONER BROCK: -- I'm sorry.
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1 suggest that. Adina is on the line, and she may 2 want to speak to that. 3 CHAIRWOMAN REYES: Ms. Adina. 4 MS. TEODORESCU: I am sorry. It took me 5 forever to unmute myself. 6 Union elections are ongoing, and we shouldn't 7 discuss pay raises during collective bargaining. 8 If you know it's -- I think that the union would 9 be certified and collective bargaining is 10 imminent, and we should not be discussing pay 11 raises at this time. 12 CHAIRWOMAN REYES: Furthermore, we don't have 13 a report yet. So we can't really speak to that. 14 COMMISSIONER BROCK: Okay. Well, correct me 15 if I'm wrong. 16 So the cost of living is not a pay raise, 17 is it? 18 MS. TEODORESCU: There is a cost of living 19 adjustment of pay in government. There is only 20 whatever collective bargaining agrees to, 21 and, for employees who are not members of the 22 union, it's whatever the organization may decide 23 based on its budget. 24 CHAIRWOMAN REYES: I definitely don't want to 25 interfere with any ongoing conversations.	1 CHAIRWOMAN REYES: We're going to move on, 2 because I know we have another meeting. 3 And I want to be respectful to that. 4 COMMISSIONER ROGERS: I do have a question to 5 OGC who's on the line, because, did you say, 6 "The election -- the union election is ongoing"? 7 I guess I need clarification to what, 8 "ongoing," means. 9 When does it end? 10 MS. TEODORESCU: It will end on February 11 11th. 12 COMMISSIONER ROGERS: And, to Commissioner 13 Brock's point, when I joined this board, 14 one of the conversations -- or the first 15 resolution I think that came before us was the 16 COLA. And I think that's what Commissioner Brock 17 is alluding to. 18 COMMISSIONER BROCK: Yes. Thank you. 19 COMMISSIONER ROGERS: But that did come 20 before this board. Actually, I think that was my 21 first meeting that we had to vote on that, 22 but it was with the union and the bargaining 23 agreement. 24 So, with that, I'll wait until the election 25 is concluded before we bring that back I guess.

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1 CHAIRWOMAN REYES: And I think we just have 2 to be very mindful of the fact that there are a 3 lot of moving pieces to it. 4 We have the union. We have a new 5 transitioning CEO. We have these studies taking 6 place that's going to give a lot of data to our 7 CEO so that they can then determine what's maybe 8 the best policies moving forward. 9 Our job as a board is to get that 10 information and make sure that we're, you know, 11 efficiently getting that information to them. 12 All right. Thank you. So that finishes the 13 Board Working List. 14 The JHA Organization Chart -- I didn't see 15 it attached. I know that we're kind of in 16 transition. 17 Oh, we have it up there. Okay. 18 So, Ms. St. Clair, do you want to present 19 on that? 20 We have 2 minutes left. 21 (People laughed.) 22 COMMISSIONER WEATHERBY: No rush. 23 MS. ST. CLAIR: Quickly, Ms. Crystal Blackmer 24 is the guru behind maintaining this, and, 25 of course, it's ever-changing. But it is	1 (no response) 2 CHAIRWOMAN REYES: Any public comments 3 online? 4 (no response) 5 CHAIRWOMAN REYES: Okay. And my comment, 6 as Chairman, is I'm very excited. 7 Oh, Ms. Roslyn, did you have a comment? 8 MS. MIXON-PHILLIPS: Thank you, Madam 9 Chairwoman. 10 I just wanted to acknowledge and thank the 11 staff that's here in the room. As you know, 12 we've been experiencing really unseasonable 13 weather here in Florida, like across the nation. 14 This building -- our heating and 15 air conditioning units are outdated, and we have 16 looked at the replacement of them, which is quite 17 a big ticket. 18 If that's a decision that's made, it would 19 come back to this board. I want to just publicly 20 state that the senior staff has been working, 21 over the last several weeks, to address the 22 situation, which is why you see these portable 23 units that we have in here making this particular 24 room right now comfortable for us to be able to 25 have these meetings in it.
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1 maintained -- last night very late -- 2 so that something would be available today for 3 us to review. 4 And I think, once we have our new CEO, 5 it will then transition, because, currently, 6 I'm now reporting to Mr. Figueroa and probably 7 will transition back to the CEO. So this is just 8 a preliminary and ongoing ... 9 CHAIRWOMAN REYES: So, Ms. St. Clair, 10 as a follow-up to that, we had previously received 11 other charts. 12 Are these updated from those charts, 13 or are we creating new charts? 14 MS. ST. CLAIR: These are updated from those 15 charts that you received previously. 16 CHAIRWOMAN REYES: Okay. Thank you. 17 All right. Oh, I went out of line. 18 "New Business," "CEO Evaluation." 19 So I already gave the dates that we'll be 20 working on that. If Ms. Carol wants to add those 21 dates onto the CEO Evaluation, that works. 22 COURT REPORTER'S NOTE: Refer to Page 43, 23 Line 13 through Page 45, Line 1. 24 CHAIRWOMAN REYES: Okay. Any public comments 25 in the room?	1 But the overall building -- we've been 2 looking at options of how we can get it to where 3 it is an environment that is good for our 4 employees. 5 And, because of the weather the last 6 two days, yesterday we did make the decision to 7 allow our staff here in this building to leave 8 early. And we only have a skeleton crew here 9 today, because, in some areas of the building, 10 the temperature was in the 40s. 11 COMMISSIONER HOROVITZ: Wow. 12 MS. MIXON-PHILLIPS: So we needed to address 13 that. We've been talking with vendors. 14 Danny has been leading that with Mr. Figueroa 15 trying to make sure that we have the best option 16 that we can. We also are looking at our 17 COOP, which is the continuity of operation. 18 Generally, that's for things like hurricanes 19 or fires or mass destruction and that kind of 20 thing, but one of things is we're working with our 21 Technology Department. Because we need to replace 22 some of our laptops throughout the organization. 23 We are looking at making those upgrades, 24 but then keeping the other laptops in the event 25 that we do have to deploy work from home because

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Page 61 1 of any situation as a part of our continuity of 2 operation. 3 Right now we don't have any laptops 4 available to our staff to allow them to work from 5 home, and so I just wanted to make sure that 6 you are aware. 7 I did make the Chairwoman aware, and I think 8 I made the HR Committee Chair aware, as well, 9 that we were taking those actions in the best 10 interest of our employees. 11 So we do, as I said, have exempt employees, 12 a skeleton crew of employees, that are here so 13 that we are still operational, but, for the 14 majority of our staff in this building, we had to 15 make some adjustments. 16 COMMISSIONER HOROVITZ: Thank you. 17 CHAIRWOMAN REYES: Thank you for that update 18 and for doing that. 19 Commissioner Horovitz, did you have a 20 question? 21 COMMISSIONER HOROVITZ: No. I'm sorry. 22 CHAIRWOMAN REYES: Commissioner Weatherby. 23 COMMISSIONER WEATHERBY: Through the Chair, 24 that was a really good call. We've got to take 25 care of our employees.	Page 63 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 4th day of February, 2025. 11 12  13 14 Carol DeBee Martin 15 Notary Public State of Florida 16 My Commission: HH 588635 17 Expires: 12-29-2025 18 19 20 21 22 23 24 25
Page 62 1 CHAIRWOMAN REYES: And I'll just close out 2 with this comment that it is January 24th, 2025, 3 and I just recall being here in January, 2024 in 4 very different circumstances, very different 5 energy, you know, a very lean board. 6 And so I am just very excited. This is a 7 working board. This is a brilliant board, 8 and I'm really excited about working and moving 9 this agency forward. 10 I also am very excited about Mr. Figueroa. 11 I've spoken with him on multiple occasions. 12 Ms. Phillips and Ms. St. Clair, I think we 13 are in a really, really good position that we have 14 not been in in a while. So I'm excited to move 15 this agency forward. 16 Thank you so much. Adjourned at 10:04. 17 COMMISSIONER HOROVITZ: Thanks for all you 18 do. 19 (Whereupon, the proceedings in the 20 above-titled cause concluded at 10:04 a.m.) 21 --- 22 23 24 25	