

2-21-25 JHA BOC HR Committee Meeting

Page 1	Page 3
1 2 3 4 JACKSONVILLE HOUSING AUTHORITY BOARD OF COMMISSIONERS 5 HUMAN RESOURCES COMMITTEE MEETING 6 7 8 TAKEN: Friday, February 21, 2025 9 TIME: 9:00 a.m. to 9:45 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 February 21, 2025 9:00 a.m. 3 CHAIRWOMAN REYES: Good morning, everyone. 4 PEOPLE: Good morning. 5 CHAIRWOMAN REYES: It is February 21st. 6 We are here for the Jacksonville Housing Authority 7 Human Resources Committee Meeting. 8 I believe we have a couple commissioners 9 still joining us, and Ms. Adina is online. 10 Do we have any public comments in the room or 11 online? 12 (no response) 13 CHAIRWOMAN REYES: Okay. Hearing none, 14 we'll go ahead and move to the approval of the 15 minutes. 16 Did everybody get a chance to look at the 17 minutes for the January HR Committee? 18 COMMISSIONER WEATHERBY: (nodded head 19 affirmatively) 20 COMMISSIONER HOROVITZ: Yes. 21 CHAIRWOMAN REYES: Can I get a motion to 22 approve the minutes? 23 COMMISSIONER WEATHERBY: So moved. 24 COMMISSIONER ROGERS: Second. 25 CHAIRWOMAN REYES: Any discussion?
Page 2	Page 4
1 APPEARANCES: 2 CHAIRWOMAN ANDREA REYES 3 COMMISSIONER HEATHER HOROVITZ 4 COMMISSIONER HARRIET BROCK 5 COMMISSIONER LISA STRANGE WEATHERBY 6 COMMISSIONER HANK ROGERS 7 EVANN MORRIS 8 ANTONIO PEREZ 9 ROSLYN MIXON-PHILLIPS, Interim President/CEO 10 MAMIE DAVIS, Interim CFO 11 VICTOR FIGUEROA, COO 12 JULIE ST. CLAIR 13 CRYSTAL BLACKMER 14 SATONIA HART 15 DIARRA WEATHERS 16 VIA VIDEOCONFERENCE 17 COMMISSIONER CALEENA SHIRLEY 18 ADINA TEODORESCU, ESQUIRE (OGC) 19 CORDELIA PARKER 20 INEEDA JACOBS 21 LAILA DARBY 22 CHAD MOORE 23 N'EL GOMES 24 LEONA MITCHELL 25 La'KENYA DORSEY GLORIA McNAIR ---	1 (no response) 2 CHAIRWOMAN REYES: All in favor? 3 COMMISSIONER ROGERS: Aye. 4 COMMISSIONER WEATHERBY: Aye. 5 CHAIRWOMAN HOROVITZ: Aye. 6 COMMISSIONER BROCK: Aye. 7 CHAIRWOMAN REYES: Okay. It passes 8 unanimously. Thank you. 9 All right. So, Ms. Julie St. Clair, 10 would you please take over and give us the 11 HR Manager Report? 12 MS. ST. CLAIR: Good morning, Commissioners. 13 CHAIRWOMAN REYES: Good morning. 14 COMMISSIONER WEATHERBY: Good morning. 15 COMMISSIONER ROGERS: Good morning. 16 MS. ST. CLAIR: So, for the January, 2025 17 report, you will recall, in December, 18 we had 198 total headcount, and, in January, 19 we have 193. There were no new hires. There were 20 two promotions, and there were two resignations 21 and three terminations. 22 And I believe, Antonio, the Headcount Report 23 is also on the slide. 24 Currently, we have 15 open positions, 25 and they are looked at. We are prioritizing in

2-21-25 JHA BOC HR Committee Meeting

Page 5	Page 7
1 terms of importance. They are listed on the 2 previous slide that Antonio had up. 3 In the month of January, the new positions 4 that were posted include a property manager 5 position, assistant property manager, 6 administrative assistant and a senior clerical 7 support aide. 8 Actually, two of our most sought-after 9 positions are the comptroller and the Deputy CFO 10 positions. We have had interviews that have 11 included five candidates. 12 We have identified potential individuals for 13 both positions at this time, and, moving forward, 14 the next steps would include second interviews. 15 As far as an emotional intelligence update, 16 the Senior Leadership Team met on the 11th of 17 February, and we took what I call, "a deep dive," 18 looking at the three highest subscales and the 19 lower subscales. 20 We had I think very good conversation 21 and interaction. There was strong engagement, 22 and so we will look to leadership to find what 23 steps we would like to take in order to move 24 forward with any type of work relative to perhaps 25 enhancing some of our areas of weakness.	1 had 15 days to respond, which was done by OGC. 2 HR has been working with United Way, 3 and there was a campaign this year, as they have 4 had in past years. I believe it's January and 5 February. 6 The last date for this year's campaign is a 7 week from today. Employees interested who would 8 like to wear jeans on Fridays for 2025 are 9 encouraged to contribute a minimum of \$52, 10 and, to date, we've collected probably more than 11 \$1800 at this point. 12 The board worklist -- HR has been charged to 13 review the minutes to support the status of each 14 of the items listed actively. We're looking at 15 those now, and we're collecting notes to support 16 the bulleted items. 17 And, finally, the Handbook Policy Manual -- 18 we're going to be working with Constangy on 19 reviewing and updating the Employee Handbook and 20 Policy Manual. 21 CHAIRWOMAN REYES: Okay. Thank you so much, 22 Julie. 23 Any questions for our HR -- 24 COMMISSIONER HOROVITZ: Thank you. 25 Through the Chair, on the Employee Handbook,
Page 6	Page 8
1 As far as annual performance reviews that 2 were due on September 30th of last year, 3 we are short about 15. We're working with our 4 Senior Leadership Team to ensure that they are 5 completed as soon as possible. 6 The compensation study that's being conducted 7 with Gallagher -- as you-all know, HR has 8 participated regularly in scheduled meetings with 9 our vendor. The last meeting was the 21st of 10 January, and, with consideration of a potential 11 funding freeze, that is the update for that study. 12 In a previous meeting -- I believe it may 13 have been governance, but, to share with the team 14 here, the number of employees who are also 15 residents, as far as Section 3, at the JHA is 16 ten. 17 As far as the union election, the election 18 ended on the 11th of February, and a Notice of 19 Election was sent to the Management Team 20 and all eligible Bargaining Unit employees. 21 And it was also posted on conspicuous boards 22 throughout the agency. 23 The ballots were counted on the 11th of 24 February, and the results yielded 80 to 1 25 in favor of a union. And the housing authority	1 you say, "working with Constangy." 2 Is that alongside OGC? 3 Like, are they supporting that work? 4 MS. ST. CLAIR: I would have to defer to 5 Ms. Phillips for any follow-up questions. 6 MS. MIXON-PHILLIPS: Yes. Adina has been 7 involved and will manage the contract with 8 Constangy. 9 COMMISSIONER HOROVITZ: Thank you. 10 MS. MIXON-PHILLIPS: Yes. And she's online. 11 I don't know if she'd like to add anything. 12 COMMISSIONER HOROVITZ: Thank you. 13 CHAIRWOMAN REYES: Anybody else for 14 questions? 15 (no response) 16 CHAIRWOMAN REYES: Okay. So I do have a 17 couple. So we don't have this report that you 18 have. I see we have the snapshot and the 19 Excel sheets on the employment, but we don't have 20 that. 21 So the five terminations -- is that the two 22 resignations and three terminations? 23 Because there is five in the actual 24 spreadsheet that say, "terminated." 25 MS. ST. CLAIR: Yes. Three terminations and

2-21-25 JHA BOC HR Committee Meeting

Page 9	Page 11
1 two resignations. Yes. 2 CHAIRWOMAN REYES: Okay. All right. 3 And only one of them did an exit interview? 4 MS. ST. CLAIR: That's correct. 5 CHAIRWOMAN REYES: Okay. The annual 6 performance reviews that were due last September 7 -- what's the delay with the 15 reviews that need 8 to be completed? 9 MS. ST. CLAIR: I'd have to defer to 10 Mr. Figueroa or Ms. Phillips. I know that HR 11 provides notice to the managers, and we provide 12 constant follow-up. 13 CHAIRWOMAN REYES: Okay. 14 MS. MIXON-PHILLIPS: If you give Mr. Figueroa 15 a list of who the outstanding ones are and their 16 managers, he can follow-up on it. 17 MS. ST. CLAIR: Very good. 18 CHAIRWOMAN REYES: Okay. That's all the 19 questions I had. 20 Anybody else? 21 MS. TEODORESCU: If I may, this is Adina 22 from OGC. 23 With respect to the elections, the union 24 elections and the follow-up, OGC will not be 25 filing a response. JHA is not challenging the	1 meeting, our goal for this board meeting was to 2 provide you guys with the preliminary draft of the 3 CEO Evaluation. You should already have a 4 physical copy of that. 5 Ms. Roslyn, I don't know. 6 Did we send one to -- 7 MS. MIXON-PHILLIPS: We did not. I can send 8 it, and you can -- 9 COURT REPORTER: Can you talk louder, 10 Ms. Phillips? 11 I'm sorry. 12 CHAIRWOMAN REYES: I was asking Ms. Phillips 13 if we had it so that we could share it in this 14 meeting. 15 MS. MIXON-PHILLIPS: No. We just received 16 it, and we will send it to you. 17 If you can, pull it up, Antonio, and put it 18 on the screen. 19 CHAIRWOMAN REYES: That is my fault. 20 I do apologize for getting it to the committee so 21 late. It's been a wild month. So I have been a 22 little preoccupied with my full-time job. 23 COMMISSIONER WEATHERBY: Where are your 24 priorities? 25 (People laughed.)
Page 10	Page 12
1 results of the election. 2 CHAIRWOMAN REYES: Thank you, Adina. 3 Okay. If nobody else has any questions 4 for Ms. St. Clair, thank you. 5 MS. ST. CLAIR: Thank you. 6 CHAIRWOMAN REYES: All right. Next on the 7 agenda is, "Old Business," the board worklist. 8 As Ms. St. Clair stated, HR has been charged 9 with reviewing minutes to update. We did provide, 10 in the January HR meeting, an update severing the 11 different tasks on the board list between the 12 HR, Governance, Finance and Resident Relations 13 Committees. 14 In terms of the HR board working list, 15 I know Ms. St. Clair is working to review the 16 minutes. There is a lot of confusion and/or 17 lack of clarity on some of the things that are on 18 there in terms of whether or not this board has 19 already made decisions on it, or decisions need to 20 be made on it. 21 So, at some point, Ms. St. Clair and I will 22 be meeting to discuss the updates on that and 23 provide the board with a much more updated HR 24 list. 25 Now, if you guys recall from our last	1 MR. PEREZ: Madam Chair, Commissioner Shirley 2 is online. 3 CHAIRWOMAN REYES: Oh, hi, Commissioner 4 Shirley. 5 Did you have any questions for Ms. St. Clair? 6 COMMISSIONER SHIRLEY: Good morning. 7 No. I had no questions. Thank you. 8 CHAIRWOMAN REYES: Okay. Can you send that 9 to Commissioner Shirley, as well, please? 10 MS. MIXON-PHILLIPS: Okay. 11 CHAIRWOMAN REYES: Because she doesn't have 12 it physically yet. 13 Okay. So, if you guys recall, right, 14 from the last meeting, what my goal was and 15 remains is to, at this meeting, provide the board 16 with a preliminary breakdown of the evaluation 17 metrics for the CEO position. 18 And so the goal today is to review it with 19 you guys, and then you will be tasked with 20 reviewing it and providing feedback to Ms. Roslyn 21 directly. And then Roslyn and I will meet to 22 update this. 23 At the next HR meeting in March, March 21st, 24 we will submit that for the board to review and 25 provide that draft then to the managers and the

2-21-25 JHA BOC HR Committee Meeting

Page 13	Page 15
1 Executive Team, where they will then do the same 2 thing that we are doing and provide the board with 3 a final draft where we will come back here 4 April 25th, at the HR Committee Meeting, 5 and, as a board, finalize the CEO Evaluation in 6 its final formatting. 7 The idea is, by May 23rd, to have the final 8 draft as we committed to a 90-day submission from 9 the date of hiring our new CEO. That was what we 10 committed to, and this plan would put us in that 11 position. 12 Commissioner Brock. 13 COMMISSIONER BROCK: Good morning. 14 CHAIRWOMAN REYES: Good morning. 15 COMMISSIONER BROCK: Madam Chair, I just had 16 a question. I was going to wait for you to 17 finish. I just had a question on how soon do you 18 want us to collaborate with Ms. Phillips? 19 CHAIRWOMAN REYES: Yes. So it would be 20 ideal probably in two weeks to have your answer 21 submitted to her, because her and I have to 22 meet before our next HR meeting. 23 COMMISSIONER BROCK: Thank you. 24 CHAIRWOMAN REYES: Yes. Thank you. 25 Thank you for that question.	1 and then I failed to recognize that's what that 2 trigger was for. 3 Okay. So, yes. The tools that I used to 4 come up with this ... 5 So let me back up. This preliminary 6 CEO Evaluation, right, is based on the information 7 that this board has identified as important for 8 our new CEO. 9 I used the ideal candidate portfolio that the 10 HR Subcommittee created during the interview 11 process. We used the interview questions that we 12 asked all the candidates that we interviewed. 13 The board was given a survey, and the results 14 of that survey were also used in this. 15 And then Ms. Cheron actually shared a sample CEO as 16 well as Mr. Figueroa. 17 And, actually, a very special thanks to 18 Mr. Figueroa who made himself very available to 19 help me review this and work on this. 20 So, based on those five things, we created 21 this "five-layer," if you will, "metrics 22 proposal." 23 The first being, "Leadership & Strategic 24 Vision." The second being, "Financial Management 25 & Operational Stability." The third being,
Page 14	Page 16
1 Okay. So now that we have that up on the 2 screen, we'll go ahead and evaluate and just kind 3 of review it. So the information that I used was 4 ... 5 Yes, Commissioner Rogers. 6 COMMISSIONER ROGERS: Real quick, Madam 7 Chair. So that we're in proper protocol real 8 quick I'm going to make a motion for Commissioner 9 Shirley to participate -- 10 CHAIRWOMAN REYES: Oh, yes. 11 COMMISSIONER ROGERS: -- and be able to vote 12 if you take a vote or anything like that. 13 So, at this current time, I make a motion for 14 her participation. 15 CHAIRWOMAN REYES: Thank you. 16 Do I have a second? 17 COMMISSIONER HOROVITZ: I'll second. 18 CHAIRWOMAN REYES: Any discussions? 19 (no response) 20 CHAIRWOMAN REYES: All in favor? 21 COMMISSIONER BROCK: Aye. 22 COMMISSIONER WEATHERBY: Aye. 23 COMMISSIONER HOROVITZ: Aye. 24 CHAIRWOMAN REYES: Thank you. 25 Thank you, Antonio. You did tell me,	1 "Affordable Housing Expansion & Portfolio 2 Management." The fourth being, "Organizational 3 Leadership & Staff Development." The fifth being, 4 Community & Public Relations." 5 And, as you'll see in each one of them, 6 there's about three very specific focus points, 7 and, under each one of those three, are actual 8 identifiable, tangible tasks to be completed. 9 And so, again, this is all just very 10 preliminary, and the goal here is to use what we 11 have identified as important and urgent and 12 necessary, you know, based on our hiring process 13 for the CEO. 14 There is going to be two additional layers, 15 and then the board will make a final decision on 16 the third layer of reviews. 17 So this is not final. I'm sure there are 18 things on here that probably are redundant or will 19 not make sense, and so we're going to leave the 20 actual experts to that, in the next phase, 21 which is the managers and the Executive Committee. 22 Okay? 23 So, do we have any questions on here? 24 I know you're just looking at it now. 25 So, again, I do apologize for that delay in

2-21-25 JHA BOC HR Committee Meeting

Page 17	Page 19
1 getting that to you faster, but this is the only 2 really talking point on this agenda. So we have 3 a good amount of time to review it. 4 I did work with Mr. Figueroa. He did tell 5 me some of the requirements that are mandatory 6 under HUD. So, if you see percentages or month 7 marks, those are actually identified as, 8 "mandatory." 9 MS. MIXON-PHILLIPS: Do you want to read for 10 the (inaudible)? 11 CHAIRWOMAN REYES: Yes, we can. I wanted to 12 see -- 13 COURT REPORTER: I'm sorry. I didn't hear 14 what she said. 15 CHAIRWOMAN REYES: If I wanted to read it. 16 COURT REPORTER: Oh, thank you. 17 CHAIRWOMAN REYES: Okay. So we can dive in. 18 So under, "Leadership & Strategic Vision," 19 the three main points are, "Develop and Implement 20 Strategic Vision," "Culture & Change Management," 21 "Community & Stakeholder Engagement." 22 Under, "Develop and Implement Strategic 23 Vision," we have, "Establish a clear and 24 actionable 3-5 year Strategic Plan with measurable 25 goals," "Conduct a SWOT Analysis within the first	1 metrics. 2 "1. Maintain a clean audit report 3 (no significant findings)." 4 "2. Ensure at least 4 - 8 months of operating 5 reserves at all times. (HUD requires a minimum of 6 4)." 7 "3. Reduce organizational financial waste by 8 at least 5% annually." 9 Under the second point, "Program Efficiency 10 & Compliance." 11 The three metrics there are, "1. Achieve 12 and maintain SEMAP score of 90+." 13 "2. Achieve and maintain PHAS score of 90+." 14 "3. Ensure Full 100% compliance with HUD and 15 state regulatory requirements." 16 The third point under that metric is, 17 "Revenue Growth & Funding Acquisition ..." 18 "Secure at least two new grants annually for 19 agency development." 20 "2. Increase JHA revenue by 5% year-over-year 21 through innovative funding strategies." 22 "3. Expand partnerships for affordable 23 housing development." 24 COMMISSIONER WEATHERBY: I have a question, 25 please.
Page 18	Page 20
1 six months," "Ensure alignment of JHA programs and 2 initiatives with strategic objectives." 3 Under, "Culture & Change Management --" 4 "Successfully address internal toxic culture, 5 including employee morale and confidence in 6 leadership," "Implement systems for staff 7 accountability, transparency and ethics 8 compliance," "Drive a high-performance culture 9 based on measurable metrics and results." 10 Under, "Community & Stakeholder Engagement 11 ..." "Build and strengthen relationships with city 12 officials, business leaders and housing partners," 13 "Host at least two community engagement events per 14 year to enhance public trust and transparency," 15 "Improve JHA's public relations and achieve a 16 favorable public perception score (measured by 17 stakeholder surveys)." 18 Now you'll see, right, this first one, 19 "Leadership & Strategic Vision," is a lot more 20 general. We break down those a lot more in the 21 following ones. 22 Number Two, the second important metric is, 23 "Financial Management & Operational Stability." 24 So the first one is, "Fiscal Health & Compliance," 25 and, under that topic point, are three measurable	1 CHAIRWOMAN REYES: Yes, ma'am. 2 COMMISSIONER WEATHERBY: On the, 3 "Increase JHA revenue by 5% year-over-year through 4 innovative funding strategies ..." aren't we going 5 to need a lot more than 5% of innovative funding 6 strategies? 7 CHAIRWOMAN REYES: Wonderful. I would love 8 that input when you submit it to Ms. Roslyn. 9 (People laughed.) 10 CHAIRWOMAN REYES: Yes. So, again, 11 you guys have to remember, right, no housing 12 experience here. This is based on just research 13 and what we've been working on. 14 So I absolutely am going to ask that each 15 person provide Ms. Roslyn their input based on 16 what's on here. 17 COMMISSIONER WEATHERBY: I was just thinking 18 more of the atmosphere of cuts. It's very 19 uncertain. 20 CHAIRWOMAN REYES: Yes. 21 COMMISSIONER WEATHERBY: So maybe we need 22 90% of innovative funding strategies. 23 MS. MIXON-PHILLIPS: We have a need to 24 diversify the portfolio is really what we're 25 looking for, because the dependence of federal

2-21-25 JHA BOC HR Committee Meeting

Page 21	Page 23
1 funding going forward is an unknown. 2 CHAIRWOMAN REYES: So we did add that 3 under, "Affordable Housing ..." No. III(A)(4), 4 "Expand affordable housing options through 5 public-private partnerships via alternative 6 funding streams." 7 So there is that component, but absolutely. 8 Okay. So going to, "Affordable Housing 9 Expansion ..." so there are three main points 10 there. 11 "Housing Portfolio Growth & 12 Modernization." 13 "1. Improve Housing Choice Voucher (HCV) 14 leasing rates to exceed 95% utilization." 15 "2. Improve Veteran Affairs Housing --" 16 I think I spelled that wrong, didn't I? 17 COMMISSIONER HOROVITZ: It's VASH, right? 18 CHAIRWOMAN REYES: Yes. 19 "-- VASH leasing rates to exceed 82% 20 utilization," which is HUD's recommendation, 21 but I know Mr. Figueroa has some ideas about that, 22 as well, since there seems to be a national 23 kind of issue with this specific one. 24 "3. Oversee the modernization of existing 25 properties and ensure all units meet quality	1 MR. PEREZ: Madam Chair, Commissioner Shirley 2 had her hand raised. 3 CHAIRWOMAN REYES: Oh, yes. 4 Commissioner Shirley, you have a question? 5 COMMISSIONER SHIRLEY: Yes. On the last 6 budget item around the affordable housing 7 conversation, do we have a point of contact that 8 we meet with, or can we establish a point of 9 contact, whether it be in the mayor's office or in 10 the Neighborhoods Department to have an ongoing 11 discussion regarding the ability to maybe access 12 some of the city funding around affordable housing 13 housing? 14 Or, how we can be collaborative in some of 15 the efforts? 16 I know the mayor has a very robust charge 17 as it relates to affordable housing, 18 and our connectivity may help check the box on 19 that side, as well as it's a need that we have. 20 I just wasn't sure if we've already 21 established that or if that's something that 22 we're looking to establish. 23 MS. MIXON-PHILLIPS: If I could, through the 24 Chair -- 25 CHAIRWOMAN REYES: Yes.
Page 22	Page 24
1 standards." 2 Again, I know we've been working a lot with 3 our property managers on a lot of this. 4 And, "4. Expand affordable housing options 5 through public-private partnerships via 6 alternative funding streams." 7 The second point there is, "Resident Services 8 & Quality of Life Improvements." 9 "1. Enhance resident satisfaction scores 10 through surveys." 11 "2 --" 12 And, you know, one of the things, right, 13 Commissioner Brock, we have you working on in 14 Resident Relations is that survey. 15 COMMISSIONER BROCK: (nodded head 16 affirmatively) 17 CHAIRWOMAN REYES: "2. Implement at least two 18 new support programs for resident employment and 19 self-sufficiency." 20 So I know we have a lot of different 21 programs. The idea here is like we're focusing 22 maybe on properties in different areas of the 23 community on specific programming. 24 "3. Increase resident participation in 25 housing and financial literacy workshops."	1 MS. MIXON-PHILLIPS: -- it's an ongoing 2 relationship building that we're having. 3 Just in the last week-and-a-half, we've had two 4 meetings with the Neighborhoods Department 5 on various topics and looking at ways in which we 6 can collaborate more, and so that is an ongoing 7 item. 8 And, as soon as our new CEO arrives, 9 we will be introducing her into that process and 10 engaging her with the Neighborhoods Department. 11 I think, as the board knows, Commissioner 12 Horovitz and I have been meeting with City 13 Councilmembers, as well, looking to update them 14 on the current status of the housing authority, 15 as well as helping to make connections and 16 building relationships with them, as well. 17 In the mayor's office and the City Council, 18 we are making those efforts. 19 CHAIRWOMAN REYES: Yes. Thank you for that. 20 And I do know that Joshua Hicks, who is the 21 current Director of the Affordable Housing for 22 the City of Jacksonville, would be very interested 23 in that conversation. 24 MS. MIXON-PHILLIPS: He was involved. 25 He came here to meet with us, and we were at

2-21-25 JHA BOC HR Committee Meeting

Page 25	Page 27
1 a meeting day before yesterday I think or one day 2 this week. 3 MR. FIGUEROA: Yes. 4 CHAIRWOMAN REYES: Thank you, Commissioner 5 Shirley for that question. 6 COMMISSIONER SHIRLEY: Through the Chair, 7 thank you. 8 COMMISSIONER WEATHERBY: Madam Chair -- 9 CHAIRWOMAN REYES: Yes, Commissioner 10 Weatherby. 11 COMMISSIONER WEATHERBY: -- he and I also 12 had a separate -- Joshua and I had a separate 13 conversation just at an event, and I did kind of 14 raised the point. I wasn't aware of the meetings, 15 but I did raise the point about more 16 collaboration. 17 Because I always kind of feel like I don't 18 really know, you know. It's like the right hand 19 is not knowing what the left hand is doing. 20 CHAIRWOMAN REYES: Correct. 21 COMMISSIONER WEATHERBY: And I think now more 22 than ever the synergies that we can build are 23 really important. 24 CHAIRWOMAN REYES: And, to your point, 25 Commissioner Weatherby, thank you for that.	1 out of that with not a negative perception, 2 but maybe we have the perception of not being a 3 team player. 4 And we're still rebuilding that, and so, 5 hopefully, moving forward, the more we have these 6 meetings, the more we continue to do good work, 7 people will think, "Oh, JHA is not here." 8 They need to be a part of this conversation." 9 CHAIRWOMAN REYES: Yes. 10 COMMISSIONER ROGERS: I agree. 11 COMMISSIONER WEATHERBY: Just one final 12 comment, if I may. 13 CHAIRWOMAN REYES: Yes. 14 COMMISSIONER WEATHERBY: Joshua was very much 15 excited about having us, in a meeting, show that, 16 but he was very enthusiastic about the 17 collaboration. And he's pretty terrific. 18 So I feel pretty good about that. 19 CHAIRWOMAN REYES: Yes. Wonderful. 20 I'm excited. I'm excited to see it. 21 So, to the extent that you can add that 22 kind of feedback into these points, that would be 23 great. Thank you. 24 Where were we? 25 "Organizational Leadership & Staff
Page 26	Page 28
1 I do think it would be important that, 2 once we have our CEO, once she's organized and 3 stabilized, I think it would be great to invite 4 people to come and speak at our committee 5 meetings. 6 I think that would be really helpful to the 7 community and to the board, because, to your 8 point, like we don't know what's happening. 9 And you guys are meeting, right, which is 10 great, and we're very excited for that. 11 But I think it's also good for the public to see 12 them coming to us and us going to them. I think 13 that would be a really good exchange of synergy. 14 COMMISSIONER WEATHERBY: All right. 15 COMMISSIONER HOROVITZ: Through the Chair -- 16 CHAIRWOMAN REYES: Yes. 17 COMMISSIONER SHIRLEY: Thank you. 18 COMMISSIONER HOROVITZ: -- to Commissioner 19 Weatherby's point, it's one of the things that we 20 are mentioning in all of these meetings with 21 City Council, that, when conversations around 22 affordable housing are coming up, we need people 23 to think of the JHA. 24 JHA should be at the table when we're talking 25 about housing, and I think that we're still coming	1 Development." 2 Now you know I went extra hard on this one. 3 So it's divided into three ... "Workforce 4 Stability & Development," "Culture Improvement 5 & Development," and, "Ethical & Transparent 6 Leadership." 7 So, under the first one, "Workforce Stability 8 & Development," there are three points. 9 "Reduce employee turnover by at least 15% in the 10 first year and track retention improvements 11 annually," "Conduct at least one staff training 12 per quarter to build capacity," "Implement 13 mandatory leadership and team-building training 14 for all managers and supervisors within the first 15 year." 16 Under, "Culture Improvement & Development," 17 "Establish a zero-tolerance policy for workplace 18 harassment, retaliation, and unethical behavior, 19 with clear accountability mechanisms," 20 "Develop a confidential employee reporting system 21 for workplace concerns, ensuring prompt and fair 22 resolution," "Create an Employee Recognition & 23 Wellness Program that fosters a supportive 24 environment, with at least two major recognition 25 events annually."

2-21-25 JHA BOC HR Committee Meeting

Page 29	Page 31
1 I think this board has decided multiple 2 times -- and I think Commissioner Rogers, right, 3 has expressed this, right, but we have great 4 employees at the agency. We have employees that 5 have been here a very long time. 6 You know, Commissioner Brock, you're always 7 going hard for them, and so I think we need to do 8 a better job of recognizing and playing into 9 people's strengths. 10 And maybe we just haven't had the bandwidth 11 to do that, but I'd like to see this as something 12 that we're doing very intentionally -- 13 is to reward people when they're doing great work, 14 recognize them for their developments, 15 their growth, their performance. I think that 16 would be really great to do that at least once or 17 twice a year. 18 And next is, "Ethical & Transparent 19 Leadership." 20 "1. Establish and oversee an Employee 21 Satisfaction & Workplace Climate Survey, with at 22 least 70% positive feedback within two years." 23 So, as you guys know, we're currently 24 working on that, and that's our starting point. 25 But, from there, we're going to improve that	1 communication within the agency for our 2 constituents, and so, you know, what that looks 3 like ... we'll, you know create that as a metric. 4 But I think we definitely need to improve our 5 communication strategies, especially with our more 6 vulnerable elderly population. 7 "Stakeholder & Political Engagement," is the 8 second on there, and there are two. 9 "Conduct bi-annual meetings with key city 10 officials to secure additional funding and 11 support --" so kind of what you're already talking 12 about, Commissioner Weatherby, right there and the 13 work that you guys are already doing with City 14 Council. 15 "Strengthen relationships with local 16 nonprofits, businesses, and advocacy groups to 17 enhance service delivery." 18 As we have to start looking around for more 19 diverse ways of getting funding streams, 20 I think there is so much synergy and collaboration 21 that we could do with nonprofits. 22 Northeast Florida has so many nonprofit 23 organizations that we really could, you know, 24 meet the community a lot more if we worked a lot 25 more with these local nonprofits. So I'd like
Page 30	Page 32
1 survey, improve that questionnaire, and the idea 2 is that we're getting better responses within that 3 two-year mark. 4 "2. Ensure all staff and board members 5 complete annual ethics and compliance training, 6 including HUD Lead the Way Tool." 7 Mr. Figueroa has talked very highly about 8 the HUD Lead the Way Tool. So I'd like to see 9 that implemented for us. 10 And then, "Foster a workplace of transparency, 11 inclusivity, and diversity." 12 Next is, "Community & Public Relations." 13 There are two points there. "Public Image & 14 Marketing," and, "Develop and implement a JHA 15 marketing and branding strategy." 16 You know, I think we have had some reports 17 out there, lots of articles out there, especially 18 in the last two years, and so I think maybe we 19 could do something about improving that and show 20 the community and the public all the great work 21 that we're doing internally. 22 "Increase public awareness and positive media 23 coverage by at least 20%," "Improve JHA's onlince 24 presence and resident communication strategies." 25 I know we have been talking a lot about	1 to see that work, as well. 2 So this is just the preliminary list. 3 Like I said, I'm sure there is a lot that needs to 4 get approved, but these are the things that, 5 based on the ideal candidate, our interview 6 questions, the survey, the responses that the 7 board provided to Stan, when we were looking for 8 our CEO of what was important to each of us, 9 right, in terms of what needed to be addressed and 10 then the feedback that I got from Mr. Figueroa and 11 Ms. Cheron is kind of how we got here. 12 So anything you that guys ... okay. Yes. 13 Questions? 14 Comments? 15 Commissioner Horovitz. 16 COMMISSIONER HOROVITZ: Thank you. 17 Through the Chair, two quick things. 18 Do we have this? 19 So the idea is you want us to mark this up. 20 CHAIRWOMAN REYES: Correct. Yes. 21 COMMISSIONER HOROVITZ: Do we have a -- 22 CHAIRWOMAN REYES: She will email it to you. 23 COMMISSIONER HOROVITZ: -- great. Perfect. 24 CHAIRWOMAN REYES: I was having formatting 25 problems this morning, and I don't know what's

2-21-25 JHA BOC HR Committee Meeting

Page 33	Page 35
1 happening with my computer. But it wasn't 2 working. So I had to email this. So that's why 3 it looks a little funky. 4 COMMISSIONER HOROVITZ: Got it. Okay. 5 This is great, and thank you for taking such a big 6 first step. I think that some of them are great, 7 as far as smart goals, specific, measurable and 8 timebound, but I think some of them aren't. 9 And I think that it's hard for someone to 10 work towards a goal that's now -- you know, 11 doesn't have those characteristics. 12 One comment because we just were talking 13 about the political funding. I know, in our 14 conversations with the City Council, 15 everyone is like, "We don't have any money." 16 I think that we want to set our CEO up for 17 success by maybe making it about securing 18 resources and support or something that's not tied 19 to dollars. 20 Because there is so much value in other 21 things outside of money, and I wouldn't want to 22 kind of handcuff her by saying, "You have to get 23 money from these relationships," when there is 24 so much more that can be gained than just 25 financial, if that makes sense.	1 COMMISSIONER BROCK: Commissioner Shirley's 2 hand is up. 3 CHAIRWOMAN REYES: Commissioner Shirley, 4 I think you had your hand up first. 5 COMMISSIONER SHIRLEY: No, I did not. 6 CHAIRWOMAN REYES: Oh, okay. 7 COMMISSIONER BROCK: Okay. Madam Chair, 8 my question is -- I think this work that you've 9 done on this here is super great. 10 But, when we do submit and we do get our 11 final draft, right, are you going to be tracking 12 it? 13 So that, when we do do the evaluation for our 14 CEO, we will know like, for instance, what goals 15 that she did achieve or what goals she's working 16 on. I was just wondering. 17 Are we going to track it somehow or another? 18 Are we going to track these goals once we 19 submit them to our new CEO? 20 CHAIRWOMAN REYES: So this will actually be 21 part of her evaluation, right? 22 COMMISSIONER BROCK: Right. 23 CHAIRWOMAN REYES: So, when we evaluate her 24 with Ms. Roslyn or I guess with the Executive 25 Team, we will be looking at what has been
Page 34	Page 36
1 CHAIRWOMAN REYES: Yes. Absolutely. 2 So remember, in the very beginning, I stated, 3 "This is just a preliminary list. The idea is 4 that every single person -- and I think it's 5 important that each of us take the time to add 6 what we think is important based on our 7 committees, based on our experience, based on our 8 perspective so that Roslyn and I can sit down 9 together and kind of re-edit this and restructure 10 it. 11 Because what you guys provide as feedback is 12 what we are going to give to leadership and 13 management, and then they're going to expand 14 on those talking points. They're going to expand 15 on those metrics, because they're the ones doing 16 the work. They're the ones that are in it and are 17 in the thick of it and will have much more 18 specific and concise metrics for us. 19 COMMISSIONER HOROVITZ: When is this due? 20 CHAIRWOMAN REYES: So I would request that 21 you guys submit this in two weeks to Ms. Roslyn, 22 and that way I can meet with her before our next 23 HR meeting. And that way, by the next HR meeting, 24 we have a final list to provide to management. 25 Yes, Commissioner Brock.	1 accomplished. 2 COMMISSIONER BROCK: Right. Okay, okay. 3 That's what I wanted to know. I didn't want us 4 to be, you know, doing it, and then we get the 5 evaluation sheet to do the evaluation and we know 6 no information on what was achieved based on this 7 hard work that we have put together. 8 Like I say, this is super great what you did 9 this morning. Thank you so much. 10 CHAIRWOMAN REYES: Yes. No problem. Yes. 11 I think that's a great question. I personally 12 have not thought about how we're going to evaluate 13 that yet, but right now we're just establishing 14 the metrics that the board thinks are important 15 for our new CEO. 16 Once this is approved, we'll have a 17 conversation about how to track that, 18 and that's separate. Yes. 19 COMMISSIONER BROCK: Okay. 20 CHAIRWOMAN REYES: Commissioner Weatherby. 21 COMMISSIONER WEATHERBY: I just want to say 22 I think this is just such a great start, 23 and it's clear that a lot of work went into this. 24 I think it's just one more step that we're taking 25 to make improvements just across the board for the

2-21-25 JHA BOC HR Committee Meeting

Page 37	Page 39
1 authority, and, of course, you know, our residents 2 are the main beneficiaries. So I'm just really 3 excited to see it. Thank you. 4 COMMISSIONER HOROVITZ: Yes. Thank you. 5 CHAIRWOMAN REYES: Okay. Ms. Roslyn. 6 MS. MIXON-PHILLIPS: Just one last comment 7 that kind of follows up on an earlier comment is 8 that, as a part of the overall goals as we do 9 understand the need for diversification and to 10 look at other sources and streams of revenue, 11 the other thing that I would hope that we don't 12 forget is self-sufficiency and trying to identify 13 ways in which to support the residents in moving 14 towards self-sufficiency. 15 COMMISSIONER HOROVITZ: Agree. 16 CHAIRWOMAN REYES: Yes. 17 MS. MIXON-PHILLIPS: At one time, the agency 18 actually had licensed social workers as a part 19 in our Resident Services, and, increasingly, 20 we observed things that appeared to -- that may be 21 related to mental health and those kind of things, 22 which we are no longer able to address in the same 23 way that we could when we had social workers on 24 staff. 25 But, being able to partner with outside	1 And, if nobody has any other additional 2 questions -- this is not voting. So we'll just -- 3 the assignment here is everybody submit your 4 feedback to Ms. Roslyn. 5 She will email you the document. 6 You'll provide your feedback, and then her and 7 I will meet -- maybe with Mr. Figueroa, as well, 8 right -- and we'll discuss the results, 9 your input, your feedback. 10 And we'll make a prettier more finalized 11 version and present that at the next meeting, 12 and then we'll kind of all approve of it. 13 And then we'll send it off to the managers. 14 They'll do that for a month, and then they'll come 15 back to the board. 16 The board will then do one final review, 17 one final draft, and then, boom. It should be 18 ready to go by the May HR meeting. 19 Okay? 20 COMMISSIONER WEATHERBY: I'm sorry. 21 I do have one final question. 22 Do we know when our new CEO is going to be 23 visiting the area? 24 MS. MIXON-PHILLIPS: She actually has been 25 here to look at housing. She came two weeks ago
Page 38	Page 40
1 agencies that can work with us in that area, 2 along with other programs that can help towards 3 self-sufficiency, we're doing a really good 4 job with those residents who are currently 5 participating in our self-sufficiency programs. 6 But, even expanding upon that, I think will 7 be key as we go forward and look at the 8 environment in which we're currently -- 9 CHAIRWOMAN REYES: I love that you said that, 10 because it is under, "III(B)(2)," "Implement at 11 least two new support programs for resident 12 employment and self-sufficiency." 13 So, to your point, yes. 100 percent. 14 And then, you know, give us some input on what 15 that looks like for you -- what you think are the 16 biggest needs. 17 Anybody else have any comments or questions? 18 COMMISSIONER ROGERS: No. 19 CHAIRWOMAN REYES: Okay. Then that completes 20 our New Business. 21 I do not have any comments. I want to thank 22 -- again, Mr. Figueroa was instrumental. 23 I was calling him late at night and early 24 mornings. So thank you very much, Mr. Figueroa. 25 I'm very excited.	1 now I think. She is very, very excited. 2 I pretty much went through all of the areas. 3 She has a close friend who was raised here in 4 Jacksonville who accompanied her along with a 5 family member, and she is eager to be here and 6 making plans. 7 COMMISSIONER WEATHERBY: I'm ready. 8 COMMISSIONER HOROVITZ: Through the Chair, 9 quickly. I apologize. I think I let the board 10 believe that she would have time to meet with you 11 that last time, and so that's my bad. 12 (People laughed.) 13 COMMISSIONER HOROVITZ: I'm just so excited. 14 And she did call and apologize. She really 15 just wanted to focus on finding a home, 16 which is obviously a priority, to get her family 17 settled. 18 And she wanted me to let you-all know she'll 19 find that time when she's here next time. 20 So I apologize. 21 CHAIRWOMAN REYES: Thank you. 22 Okay. This has never happened. Meeting 23 adjourned 15 minutes before. 24 (Whereupon, the proceedings in the 25 above-titled cause concluded at 9:45 a.m.)

2-21-25 JHA BOC HR Committee Meeting

Page 41

CERTIFICATE

STATE OF FLORIDA)

COUNTY OF DUVAL)

I, Carol DeBee Martin, Certified Court
Reporter and Notary Public, certify that I was
authorized to and did stenographically report
to the best of my ability the foregoing proceedings
and that the transcript is a true and complete record
of my stenographic notes.

Dated this 4th day of March, 2025.



Carol DeBee Martin

Notary Public State of Florida

My Commission: HH 588635

Expires: 12-29-2028