

3-28-25 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, March 28, 2025 9 TIME: 9:03 a.m. to 10:08 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 March 28, 2025 9:03 a.m. 3 CHAIRWOMAN REYES: Good morning, everyone. 4 PEOPLE: Good morning. 5 CHAIRWOMAN REYES: Happy Friday. 6 We are here today for the Jacksonville 7 Housing Authority Human Rights -- 8 (People laughed.) 9 CHAIRWOMAN REYES: -- sorry -- 10 the HR Committee Meeting, the Human Resources 11 Committee Meeting. 12 (inaudible crosstalk in the gallery) 13 CHAIRWOMAN REYES: I apologize. 14 COMMISSIONER BROCK: Yes, ma'am. 15 CHAIRWOMAN REYES: So we're going to go ahead 16 and call the meeting to order. 17 Okay. So I am having a problem connecting to 18 the Internet. I apologize. 19 (Mr. Williams handed Commissioner Brock 20 another microphone.) 21 COMMISSIONER BROCK: Thank you. 22 CHAIRWOMAN REYES: Before we get started, 23 we do have Commissioner Shirley (sic) and 24 Commissioner Rogers online. 25 Can I please get a motion --
Page 2	Page 4
1 APPEARANCES: 2 CHAIRWOMAN ANDREA REYES 3 COMMISSIONER HARRIET BROCK 4 COMMISSIONER LISA STRANGE WEATHERBY 5 EVANN MORRIS 6 BRANDON WILLIAMS 7 ROSLYN MIXON-PHILLIPS, Interim President/CEO 8 MAMIE DAVIS, Interim CFO 9 VICTOR FIGUEROA, COO 10 ELAINE SPENCER 11 JULIE ST. CLAIR 12 SATONIA HART 13 DIARRA WEATHERS 14 HARRY M. "Reece" WILSON, IV, ESQ. (OGC) 15 SHUNTHENIA "Shaun" BROWN 16 DANIEL MITCHELL 17 VIA VIDEOCONFERENCE 18 COMMISSIONER HEATHER HOROVITZ 19 COMMISSIONER HANK ROGERS 20 CRYSTAL BLACKMER 21 INEEDA JACOBS 22 LAILA DARBY 23 LEONA MITCHELL 24 TAE 25 ANTHONY "Tony" PALMER (Kubas Keller) DORIAN WILKES SHEINTARA WILLIAMS JENNIFER MAHONEY EVEADA FINKLEA --- 25	1 MS. MIXON-PHILLIPS: Commissioner Horovitz is 2 online. 3 CHAIRWOMAN REYES: -- oh, I'm sorry. 4 I'm sorry. Commissioner Horovitz is also online. 5 I apologize. 6 MS. MORRIS: Commissioner Shirley is not. 7 CHAIRWOMAN REYES: Okay. So let me rephrase 8 that. I see Madam Chair Horovitz and Commissioner 9 Rogers online. 10 Can I get a motion to allow them to 11 participate in the committee meeting? 12 COMMISSIONER BROCK: Yes. 13 COMMISSIONER WEATHERBY: Second. 14 CHAIRWOMAN REYES: Thank you. 15 Okay. Any public comments? 16 We'll start with any public comments online. 17 MS. MORRIS: No. 18 CHAIRWOMAN REYES: Hearing none, any public 19 comments in the room? 20 (no response) 21 CHAIRWOMAN REYES: Hearing none, wonderful. 22 Okay. We have the minutes from the February 23 meeting. 24 Did everybody have a chance to look at those? 25 COMMISSIONER BROCK: Yes.

3-28-25 JHA BOC HR Committee Meeting

Page 5	Page 7
1 CHAIRWOMAN REYES: Okay. Can I get a motion 2 to approve the minutes? 3 COMMISSIONER BROCK: I make a motion. 4 COMMISSIONER WEATHERBY: Second. 5 CHAIRWOMAN REYES: Thank you. 6 Any discussion? 7 (no response) 8 CHAIRWOMAN REYES: All right. So thank you. 9 Sorry. "HR Manager Report --" this is 10 Ms. St. Clair. 11 MS. ST. CLAIR: Yes. Good morning, 12 Commissioners. 13 COMMISSIONER BROCK: Good morning. 14 CHAIRWOMAN REYES: Good morning. 15 MS. ST. CLAIR: As far as the February head 16 count, we closed out the month with 192 employees, 17 and we were able to bring on a computer 18 technician, who is with us here today, 19 Mr. Brandon. So he started on February the 5th. 20 We also had two retirements that took place 21 in February, and, although no promotions in the 22 month of March, we were able to extend two offers, 23 one to our comptroller and one to a Community 24 Ambassador for Jobs Plus. 25 CHAIRWOMAN REYES: Ms. St. Clair, hold on	1 MS. MIXON-PHILLIPS: Unh-unh. It's not going 2 to do it. 3 MS. MORRIS: Nobody can hear. So it's 4 definitely on this end. 5 MR. WILLIAMS: Usually, you can hear with 6 that. 7 MS. MORRIS: Oh, no. That's because Antonio 8 has his -- I can't log in twice. 9 MR. WILLIAMS: Okay. 10 MS. MORRIS: So I don't have it here. 11 So I can't tell. 12 MS. MIXON-PHILLIPS: I'm logging in now. 13 MS. MORRIS: I don't know what the problem 14 is. So we should be good now. 15 CHAIRWOMAN REYES: Can somebody indicate -- 16 can you hear us online with the comment on the 17 chat? 18 MS. MORRIS: Sorry about that, guys. 19 COMMISSIONER BROCK: Ask Mr. Rogers if he can 20 hear now. 21 COMMISSIONER ROGERS: We can hear you, 22 Madam Chair. 23 CHAIRWOMAN REYES: Thank you. 24 Should I start over? 25 (heads nodded)
Page 6	Page 8
1 1 second, please. It looks like we're having -- 2 MS. MIXON-PHILLIPS: People online are 3 indicating that they can't hear. 4 CHAIRWOMAN REYES: -- they can't hear online. 5 MS. MIXON-PHILLIPS: They're saying they 6 can't hear anything at all. 7 MS. MORRIS: They can't hear anything at 8 all? 9 Oh, great. Let's start this off. 10 MS. ST. CLAIR: Shall I repeat? 11 CHAIRWOMAN REYES: Please hold. 12 Where is the waiting music? 13 MS. MIXON-PHILLIPS: Would you ask, 14 Madam Chair, if they can hear now? 15 CHAIRWOMAN REYES: Oh, can everybody hear us 16 now -- 17 COMMISSIONER BROCK: Online. 18 CHAIRWOMAN REYES: -- online? 19 (no response) 20 CHAIRWOMAN REYES: Can somebody indicate on 21 the chat maybe if they can hear us online? 22 (no response) 23 COMMISSIONER WEATHERBY: Apparently not. 24 CHAIRWOMAN REYES: Maybe we can turn it off 25 and turn it back on.	1 CHAIRWOMAN REYES: All right. So, from the 2 beginning, I'll call the meeting to order. 3 I do see Madam Chair Horovitz and Commissioner 4 Rogers online. 5 Can I please get a motion to allow them to 6 participate? 7 COMMISSIONER BROCK: I make a motion, 8 Madam Chair. 9 COMMISSIONER WEATHERBY: Second. 10 CHAIRWOMAN REYES: Thank you. 11 COMMISSIONER HOROVITZ: Thank you. 12 Good morning. 13 CHAIRWOMAN REYES: Good morning, 14 good morning. 15 And we have the minutes from the February 16 HR Committee Meeting. 17 Did everybody get a chance to review those? 18 COMMISSIONER WEATHERBY: Yes. 19 CHAIRWOMAN REYES: All right. Can I get a 20 motion to approve? 21 COMMISSIONER BROCK: I make a motion. 22 COMMISSIONER WEATHERBY: Second. 23 CHAIRWOMAN REYES: Any discussion? 24 Commissioner Rogers. 25 COMMISSIONER ROGERS: Yes.

3-28-25 JHA BOC HR Committee Meeting

Page 9	Page 11
1 (Chairwoman Reyes laughed.) 2 CHAIRWOMAN REYES: All right. Hearing none, 3 then we'll proceed. 4 And so, Ms. St. Clair, please, if you will, 5 provide us your HR Manager Report. 6 MS. ST. CLAIR: Good morning, Commissioners. 7 COMMISSIONER HOROVITZ: I'm sorry, Madam 8 Chair. 9 Did we need to approve the minutes? 10 I don't believe ... 11 Did you do that? 12 MR. WILSON: You called the question. 13 CHAIRWOMAN REYES: Oh, I apologize. Sorry. 14 So we have a motion and a second. 15 MR. WILSON: Then just, "All in favor ..." 16 CHAIRWOMAN REYES: Okay. All in favor of 17 approving the minutes? 18 COMMISSIONER BROCK: Aye. 19 COMMISSIONER WEATHERBY: Aye. 20 COMMISSIONER HOROVITZ: Aye. 21 CHAIRWOMAN REYES: Thank you. 22 Okay. And, Ms. St. Clair. 23 MS. ST. CLAIR: Good morning, Commissioners. 24 The February Head Count Report includes closing 25 the month of February up with a total of	1 We have, "Public Comments." 2 Does anybody online have any public comments? 3 (no response) 4 CHAIRWOMAN REYES: Okay. Hearing none, 5 does anybody in the room have public comments? 6 (no response) 7 CHAIRWOMAN REYES: Okay. Thank you. 8 Ms. St. Clair, please provide your HR Report. 9 MS. ST. CLAIR: Good morning, Commissioners. 10 For the month of February, we closed out the 11 month with 192 employees. We had one new hire on 12 the 5th, who is a computer technician. 13 He is returning -- Mr. Brandon, who's present with 14 us today. 15 We also had two retirements in the month of 16 February, and, although no promotions, we have 17 been able to extend two offers. And we were able 18 to onboard two employees earlier this week on 19 Monday, the 24th. We have a comptroller and also 20 a Community Ambassador that will report out of 21 Jobs Plus. 22 In the month of February, we had 15 open 23 positions, and, on the Manager Report, 24 you will see them each listed in various stages 25 of our recruitment process.
Page 10	Page 12
1 192 employees. 2 We were able to hire one new team member -- 3 actually, a returning team member, Brandon, 4 who is with us today as our computer technician. 5 He started on the 5th. 6 We also had two retirements in the month of 7 February, and, although no promotions, already we 8 have been able to extend two offers for the month 9 of March. And we were able to welcome and onboard 10 our comptroller. 11 COMMISSIONER HOROVITZ: I apologize. 12 If she's speaking, we cannot hear her. 13 COMMISSIONER ROGERS: Madam Chair, I was 14 going to say the same thing. Thank you. 15 CHAIRWOMAN REYES: Yes. She's speaking. 16 Okay. Please hold on. We've got to figure out 17 the right situation. 18 MR. WILSON: Do you want to use one of these 19 (referred to a microphone)? 20 MS. MIXON-PHILLIPS: You can join us at the 21 table. 22 MS. ST. CLAIR: Okay. 23 CHAIRWOMAN REYES: While she's doing that, 24 I forgot to ask for -- sorry. 25 This discombobulated me.	1 If anyone has any questions about any 2 particular position, please let me know. 3 And, in keeping with the mission and the 4 vision and the core values of the agency and for 5 our residents and employees alike, you know, 6 HR is endeavoring to identify and recommend 7 training to fill the needs of our residents' 8 expectations as well as our employees' commitment 9 to their own career growth and development. 10 And so, through Nan McKay, we would very much 11 like to recommend either on-site or webinar 12 training for our supervisors and management teams, 13 as well as staff training. 14 Both of the options that have been referenced 15 in this document offer a certification, as well. 16 So we're hopeful that we will have approval to 17 move forward with scheduling this type of 18 training. 19 Other issues or other noteworthy training 20 that Human Resources would request participation 21 is, you know, with the public sector association. 22 There's an annual conference, and I think that it 23 would help us to build and establish relationships 24 within that discipline. So we are looking for 25 consideration of that.

3-28-25 JHA BOC HR Committee Meeting

Page 13 1 Other things that we are looking at from a 2 cost factor are in an employee engagement mindset 3 -- company shirts. We have a need to have that. 4 I think it really helps the team feel like that we 5 are, in fact, a team, and we are able to wear our 6 company logo shirts. 7 Let's see. This is a little choppy, as well. 8 We are closing out our Annual Performance Reviews 9 -- only a few missing. 10 Gallagher met with the Leadership Team here 11 at the housing authority last week, and we had 12 what was somewhat a close-out meeting; however, 13 there was a need for come clarification on some 14 deliverables that they are working on, 15 and they are going to be providing them this 16 week. So we will follow up providing an update 17 on those deliverables. 18 Also, I think that we really did not receive 19 the clarification as far as the culture study, 20 as far as that requisition for pricing that went 21 on. It did include that, but it doesn't seem like 22 it has been a part of the deliverable that 23 Gallagher was anticipating needing to provide for 24 us. So that needs to be addressed. 25 And, in the light of employee engagement,	Page 15 1 COMMISSIONER BROCK: Thank you, Madam Chair. 2 I want to get clarity on what you were 3 saying, Ms. Julie, about the shirts. 4 Were you saying that y'all wanted a 5 designated day to wear them? 6 Can you give me clarity on that? 7 MS. ST. CLAIR: We have a very low inventory 8 of shirts. So, as our new team members come 9 on board, we would like to be able to provide them 10 so that they can wear it during the week. 11 And then, on Fridays, they can wear them with 12 jeans if they have participated in our United Way 13 campaign initiative. 14 COMMISSIONER BROCK: Okay. 15 MS. ST. CLAIR: Yes. 16 COMMISSIONER BROCK: Okay. I was trying to 17 get an understanding. Gotcha. 18 MS. ST. CLAIR: Thank you. 19 COMMISSIONER BROCK: Thank you. 20 Thank you, Madam Chair. 21 CHAIRWOMAN REYES: Thank you. Thank you. 22 COMMISSIONER HOROVITZ: If I may, I have two 23 -- sorry -- I have two questions quickly. 24 CHAIRWOMAN REYES: Yes. 25 COMMISSIONER HOROVITZ: Good morning,
Page 14 1 Human Resources has recommended some quarterly 2 events, in keeping with what we've done in the 3 past, to build team building relationships. 4 So we are hopeful to move forward with some of 5 these, just as ideas. 6 But Ms. Phillips has reported that she has 7 been in touch with our incoming CEO and 8 president, and Ms. Waller would like to provide 9 biannual all agency meetings in July and January. 10 So we're looking forward to that. 11 February closed out a wonderful I think 12 United Way campaign where the employees donated 13 almost \$2900, and I think that, if we could match 14 that, it would be a wonderful opportunity for the 15 agency to support and recognize and help with the 16 United Way initiative. 17 And the only things that are ongoing continue 18 to be the board worklist and the HR Handbook. 19 We are in meetings to provide the minutes to 20 support those items listed on the working board 21 list, and the handbook -- we are meeting and 22 working with Constangy on that Employment Policy 23 Manual. And updates will be forthcoming. 24 Are there any questions or comments? 25 CHAIRWOMAN REYES: Commissioner Brock.	Page 16 1 everybody. Through the Chair to Ms. St. Clair, 2 two questions. 3 First, since Commissioner Brock just asked 4 about the shirts, I'm just wondering if we have 5 some kind policy on shirts. And I know this 6 sounds silly to be talking about this, 7 but it's just something that we do at my 8 organization. So I think that it's just worth 9 bringing up. 10 But, are shirts given to an employee like on 11 their one-month anniversary or two-month 12 anniversary? 13 And I know a shirt is an immaterial cost, 14 but I think it helps reward the service, 15 and it's also a really nice thing that the manager 16 can then give the employee for making it to their 17 first month of employment. 18 Do we have any timeline for when an employee 19 gets a shirt, or are they given that immediately? 20 MS. ST. CLAIR: They should be being given a 21 shirt on their very first day as a welcome. 22 Another option would be that they would be able to 23 be provided the website in which to purchase 24 additional, but I think it's a reasonable idea 25 to have a policy and recognition policy in place

3-28-25 JHA BOC HR Committee Meeting

Page 17	Page 19
1 to reward time in service. 2 COMMISSIONER HOROVITZ: Okay. And then my 3 other point was, when you were discussing the 4 training requests from HR, it made me think, 5 and I know we don't have the need or the resources 6 to have a learning and development or Training 7 Department. 8 But, do we have some kind of process for 9 different areas within the organization to request 10 training? 11 In most organizations, that would live under 12 HR, but I'm thinking about it because you're 13 bringing that forward in this meeting. 14 But, what mechanism do other departments have 15 to bring their needs forward to you, if that makes 16 sense? 17 MS. ST. CLAIR: We do have an online 18 HTVN training module that lists a litany of public 19 housing trainings, as well as legal trainings, 20 and, other than that, we would like for employees 21 to work with their supervisors and HR so that we 22 could help point them to maybe Excel training and 23 maybe have a department credit card to be able to 24 set that up right away so that they can either 25 take that online or go to a workshop. That would	1 maintained, but we're looking at how we can 2 incorporate that into our job descriptions. 3 The managers do request training 4 and, in the weekly staff meetings, we discuss 5 opportunities for training. And they can make 6 those requests through the HR Department is the 7 current process. 8 COMMISSIONER HOROVITZ: Okay. Perfect. 9 Thank you. 10 CHAIRWOMAN REYES: And I would like to say, 11 "Thank you, Ms. St. Clair." 12 I know, when you first started here, 13 there was a lot of conversation around training 14 for upper management, and so I'm really excited to 15 see that we're seeing this a lot more consistently 16 in the monthly reports. 17 I do have a couple of questions. 18 So, do we know when the meeting with 19 Gallagher for the compensation study is going to 20 be -- that final meeting? 21 MS. ST. CLAIR: We're waiting to receive what 22 we have requested, as far as clarification in 23 terms of documentation. So I'm thinking early 24 next week, because we're supposed to receive it 25 this week. Then we'll be able to reconvene for a
Page 18	Page 20
1 be an appropriate process that I would like to be 2 able to stand out, if possible. 3 COMMISSIONER HOROVITZ: Sure. And, if I may 4 as a follow-up through the Chair, do we have any 5 formal structure around training? 6 Does that report under the HR organization? 7 MS. MIXON-PHILLIPS: If I could, Madam Chair 8 -- 9 CHAIRWOMAN REYES: Yes. 10 MS. MIXON-PHILLIPS: -- the training does 11 fall up under HR at this time, and, as a part of 12 our ongoing review of our job descriptions and 13 working with Constangy on this new handbook, 14 there will be information. And we will be looking 15 at certifications for each of our positions and 16 incorporating them into our job descriptions as 17 appropriate. 18 As Ms. St. Clair had said, there is 19 available, through HUD, a number of trainings for 20 public housing employees and staff, but there is 21 also organizations, like Nan McKay that we have 22 relied on, who do specific training for many of 23 the positions that we have. 24 And, heretofore, it has not been a 25 requirement that these certifications be	1 final meeting to collect those deliverables. 2 CHAIRWOMAN REYES: Okay. And so, what 3 happens if we're ... 4 Like, what is the outcome, right? 5 We're satisfied, or we're not satisfied with 6 that? 7 What are the outcomes of that? 8 MS. ST. CLAIR: I will ask Ms. Phillips 9 just so that I'm not misspeaking. 10 MS. MIXON-PHILLIPS: We did have a meeting 11 last week with Gallagher. We had a number of 12 items that we wanted additional information and 13 clarification on. 14 We also asked them, because their work on the 15 cultural aspect of the study was not done, 16 what would that look like, as far as, would there 17 be an additional cost for that? 18 And we have been in discussions with our 19 attorney as well, to determine if that is 20 something that we would like them to go forward 21 with. 22 And so, yes. We are looking at it right now 23 and ensuring, through those meetings, that we have 24 everything that we've asked for as a part of this 25 report so that we can receive it.

3-28-25 JHA BOC HR Committee Meeting

Page 21	Page 23
1 CHAIRWOMAN REYES: Okay. Because that goes 2 to my next question, which is the culture study. 3 Are you able to provide an update? 4 It says, "Update from legal counsel and 5 procurement." 6 Are you able to share any of that 7 information? 8 MS. MIXON-PHILLIPS: We went back to them and 9 asked them about it. We also asked them to give 10 us some additional information, and that's what 11 we're waiting on now. Yes. 12 CHAIRWOMAN REYES: Okay. 13 MS. MIXON-PHILLIPS: And Adina was a part of 14 that discussion. 15 CHAIRWOMAN REYES: All right. Thank you. 16 And then I know, Ms. St. Clair, because we've 17 been focusing on other things, we haven't really 18 talked about the minutes. 19 But, how advanced are you? 20 That work was to have a lot of follow-up with 21 minutes. So I know I gave you a lot of homework 22 for that. 23 MS. ST. CLAIR: Yes. I have information to 24 supply you. I know that we are scheduled to 25 meet, and I'll provide that for you. I can send	1 So all together we took all of your thoughts 2 and ideas and put it into this document, 3 and so now we're just going to review it and go 4 into detail and just clarify any information from 5 you guys. 6 Okay? 7 So, under the first header, "Leadership & 8 Strategic Vision," we did add No. 4. I know that 9 when I came onto the board -- and Commissioner 10 Rogers probably would agree with this -- 11 there was a lot of conversation about the 12 transparency and the communication styles between 13 the CEO and the board. 14 And so we definitely felt that that should 15 definitely -- adding No. 4, "Improve regular 16 communications with commissioners," should be a 17 priority, under that, "Develop and Implement 18 Strategic Vision." 19 We also added -- on No. 1, we also added 20 the, "Work alongside Board of Commissioners 21 to establish ..." 22 So this allows for the board to be part of 23 that conversation and the development of that 24 strategic plan with the CEO. 25 We also added a lot of some of these
Page 22	Page 24
1 it to you beforehand for your review or present it 2 when we meet. 3 CHAIRWOMAN REYES: Yes. If you don't mind, 4 email it to me, and then we can schedule a time 5 to go over it. 6 MS. ST. CLAIR: Very good. 7 CHAIRWOMAN REYES: Okay. Wonderful. 8 That's all my questions. 9 MS. ST. CLAIR: Thank you. 10 CHAIRWOMAN REYES: Thank you so much. 11 All right. So, "Old Business," moving on 12 to the next point. 13 So thank you, everyone, for submitting your 14 feedback. Very well received. Ms. Phillips did a 15 wonderful job. She took the template that I had 16 provided to you guys originally and then took 17 everyone's feedback and merged it into one 18 document. 19 And, you know, there were some redundancies. 20 That's great to have, but we did ... 21 Basically, the document that you have here -- 22 we took your information, and you'll see some 23 things that are striked out, which are, 24 at this point -- you know, we're going to be 25 requesting clarification from you guys.	1 measurables, and so, under No. i, "Achievement of 2 at least 80 percent of the strategic goals 3 outlined in the plan within the planned time 4 frame," was added on there. 5 Under, "SWOT Analysis," we also added those 6 two measurables of, "Completion and Presentation 7 of SWOT analysis to key stakeholders within 8 six months of leadership transition." 9 And, "Action plan created based on SWOT 10 findings, with progress tracking every three 11 months." 12 We also added the -- under 3, 13 "Ensure alignment of JHA programs and initiatives 14 with strategic objectives," we added the, 15 "Quarterly reviews to measure the percentage of 16 current initiatives aligned with strategic 17 priorities." 18 Regarding, "Culture & Change Management," 19 we added the measurables under No. 1, "Employee 20 satisfaction score improvement of at least 21 20 percent within 12 months, as measured by the 22 Employee Satisfaction Survey." 23 "Reduction in internal conflict incidents 24 by 30 percent within the first year." 25 And then we did have a question.

3-28-25 JHA BOC HR Committee Meeting

Page 25	Page 27
1 One of the commissioners wrote, "Fairness! 2 Raises?" as a note, but we weren't sure -- 3 there wasn't additional information. So I don't 4 know if this was the right place to keep that. 5 That's why we have it striked through, 6 because we wanted confirmation and clarification 7 from you guys. 8 COMMISSIONER WEATHERBY: Through the Chair -- 9 well, Madam Chair, I made that note, because a lot 10 of conversations go on in the ladies' room. 11 And it seems to be -- I've heard this a few times 12 -- about, well, fairness and not getting raises. 13 CHAIRWOMAN REYES: Okay. 14 Yes, Commissioner Brock. 15 COMMISSIONER BROCK: Madam Chair, to the 16 comment of Commissioner Weatherby, I will agree 17 that I don't know if this is the right headline to 18 put it under, but I definitely would agree that we 19 should look at raises -- fair raises. 20 I definitely think so, too. 21 CHAIRWOMAN REYES: Okay. And, as we're 22 speaking, I'm taking notes so that I can then 23 provide that to Ms. Phillips, as well. 24 Currently, what is the agency's like 25 procedure for providing raises based on employee	1 process of doing raises, the agency also at the 2 same time does raises for the noncovered 3 employees? 4 MS. MIXON-PHILLIPS: Typically, yes. 5 CHAIRWOMAN REYES: Okay. Commissioner Brock. 6 COMMISSIONER BROCK: I was going to wait 7 until you finish. I just wanted you to 8 acknowledge me, Madam Chair. 9 I was trying to remember, Madam Chair to 10 Ms. Phillips. I thought we did gave raises to the 11 nonunion employees not at the same time with the 12 union employees. 13 I thought that we did in previous years. 14 We had gave them raises, and I may be wrong. 15 MS. MIXON-PHILLIPS: That's not my 16 recollection, but mine might be wrong. 17 And I don't know. Ms. St. Clair has not been here 18 -- 19 MS. ST. CLAIR: No. 20 MS. MIXON-PHILLIPS: -- during that process, 21 and so I don't know if maybe Ms. Hart, 22 who has been here a number of years -- she might 23 be able to, or one of our senior staff members who 24 have been here in the past. 25 MR. MITCHELL: It's been both ways.
Page 26	Page 28
1 evaluations, on a yearly basis, or what is the 2 current ... 3 MS. MIXON-PHILLIPS: We have both now that 4 the union has been certified. We did not have a 5 union for over a year, from January of 2024. 6 January, 2024 the union was decertified. 7 And, after the election earlier this year, 8 they have, in the last couple weeks, 9 been certified, and so those collective bargaining 10 conversations will go forward. 11 Now all of our employees or not covered by 12 that. About half of our employees are covered by 13 the union, and the CBA dictates what the raises 14 will be once that process is completed. 15 My experience previously with the housing 16 authority is that all raises happened at the same 17 time, so at the point that that negotiation is 18 completed. 19 And, of course, there are considerations 20 from the budgetary side, finances and that kind of 21 thing, but it would, "determine the timing," 22 if you will, for the increases, if that answers 23 your question. 24 CHAIRWOMAN REYES: So, to clarify, 25 Ms. Phillips, when the union goes through their	1 MS. HART: It's been both ways. 2 MS. MIXON-PHILLIPS: Yes. It's been done 3 both ways. 4 MS. HART: It depends. 5 MS. MIXON-PHILLIPS: It just depends. 6 COMMISSIONER BROCK: Yeah. That's what I 7 -- 8 MS. HART: There has been times where we have 9 gotten it outside of the union -- 10 MS. MIXON-PHILLIPS: Use the mike, please. 11 MS. HART: -- there has been times where we 12 have received them outside of the union 13 negotiations. Sometimes they wait, and sometimes 14 they don't. So it just depends. 15 MS. MIXON-PHILLIPS: So it's been done both 16 ways. 17 MS. HART: It's been done both ways. 18 CHAIRWOMAN REYES: Okay. Do you have a 19 follow-up, Commissioner? 20 COMMISSIONER BROCK: Yeah. And, also, 21 I just wanted to say, Madam Chair, that, 22 when that did take place, we always retroact back, 23 and I know, again, Ms. Phillips would know this. 24 We always went back to October 1 to the fiscal 25 year when that do take place -- the raises with

3-28-25 JHA BOC HR Committee Meeting

Page 29	Page 31
1 the union as well as the nonunion workers. 2 Thank you. 3 CHAIRWOMAN REYES: Thank you. 4 Commissioner Weatherby. 5 MS. MIXON-PHILLIPS: And I think that's been 6 done both ways, too, over the years. Yes. 7 Dependent, again -- there are other considerations 8 as it relates to budget and other things that 9 would determine that. 10 COMMISSIONER WEATHERBY: Just a follow-up 11 point. If the union raises get delayed for lots 12 of reasons, is that fair to the nonunion employees 13 to have theirs held up, as well? 14 I personally don't think so unless there is 15 some requirement for that. 16 MS. MIXON-PHILLIPS: There is no requirement 17 to my knowledge. 18 CHAIRWOMAN REYES: Commissioner Brock. 19 COMMISSIONER BROCK: Again, I'm in agreement. 20 If I understand Commissioner Weatherby correctly, 21 I'm in agreement to what she said. I don't know 22 if she -- I see her on the side. She might have 23 a follow-up. 24 But I'm in agreement that I don't think it's 25 fair that the nonemployees (sic) should have to	1 COMMISSIONER BROCK: Yeah. 2 COMMISSIONER WEATHERBY: Yes. 3 CHAIRWOMAN REYES: Thank you for that. 4 I'm taking notes here. 5 COMMISSIONER HOROVITZ: If I may -- 6 sorry. 7 Through the Chair, I believe where we 8 are is the union has been certified, but, 9 to Ms. Phillips, has it gone to a vote? 10 Or, where are we? 11 I feel like maybe some of our conversation 12 right now -- we're kind of scoping into a 13 dangerous space, and maybe we should, not avoid 14 it, but just tread carefully. Because there's 15 a lot going on. 16 MS. MIXON-PHILLIPS: The union vote was taken 17 in January I believe, and it was certified just a 18 couple of weeks ago. 19 COMMISSIONER HOROVITZ: Okay. Thank you. 20 MS. MIXON-PHILLIPS: And so the actual -- 21 there has been a preliminary meeting with 22 representatives from the union, but the 23 negotiations have not started at this time. 24 COMMISSIONER HOROVITZ: Okay. Thank you. 25 CHAIRWOMAN REYES: So, again, the measurement
Page 30	Page 32
1 wait for the union to do their negotiations, 2 and I know, like Ms. Phillips said and Ms. Hart 3 did, too, say, "It has been both ways." 4 But I don't think it's fair that the 5 nonworkers (sic) -- and maybe -- maybe we should 6 put something in place for the nonunion workers to 7 receive they raises, and then the union receive 8 theirs whenever they complete they negotiations. 9 CHAIRWOMAN REYES: Yes. And I would agree, 10 too. You know, independent of the union, 11 employees are providing their employment to the 12 agency. So they should be compensated when their 13 time is up, you know, to be compensated for that. 14 So maybe what we do is we make like a 15 statement for there to be like a process where, 16 when there is a delay for union raises, 17 that it doesn't affect the nonunion employees. 18 Create some sort of process for that for the CEO 19 as a goal for her. 20 COMMISSIONER WEATHERBY: Right. 21 Well, I haven't done a statisticly valid 22 study, but I think, based on just what -- 23 you know, what I hear, I think it's caused a 24 morale problem and an unnecessary one in my 25 opinion.	1 -- the goal would just be for her to create some 2 sort of process where there is fairness in the 3 union versus nonunion raises I think. 4 COMMISSIONER BROCK: Yeah. 5 CHAIRWOMAN REYES: Okay. All right. 6 So, under No. 2, "Implement systems for staff 7 accountability, transparency and ethics 8 compliance." 9 We did add, you know, the training. 10 We wanted a lot of training for different levels. 11 So, for, you know, employees, for -- I think we 12 also talked for some management. 13 So, "100 percent of staff trained on ethics 14 and accountability protocols within the first six 15 months." 16 "100 percent of staff acknowledgment of 17 Employee Handbook; identify easily accessible 18 location of staff Intranet site." 19 And, "100 percent of staff trained on chain 20 of command procedure for complaint resolution." 21 So a lot of the work that we've been doing 22 on that worklist for the HR Committee started off 23 with, you know, where were complaints going to? 24 You know, people reaching out to board 25 members -- that kind of thing. So to have a

3-28-25 JHA BOC HR Committee Meeting

Page 33	Page 35
1 really clear photocom (phonetic) and chain of 2 command. Now that we have a separate HR manager 3 as a position we thought that was important to 4 have in here. 5 So No. 3, "Drive a high-performance culture 6 based on measurable (specifics) metrics and 7 results." 8 So we did get a lot of feedback on this on, 9 basically, like, "How are we going to measure 10 that?" 11 And so, obviously, we're doing the culture 12 study right now to provide that to the CEO, 13 assuming we figure out what's going to happen with 14 legal and all that good stuff, but, basically, 15 we're having the CEO, "Within 90 days establish a 16 baseline for agency culture survey that measures 17 internal culture, transparency, service delivery 18 and accountability." 19 And then the goal would be whatever that 20 baseline is, right? 21 Because that first -- that's going to be 22 what's been established as the baseline, 23 and then, based on that, to give her a, "Goal to 24 achieve 30-percent improvement within first year." 25 So, once, you know, she's here for a year,	1 HR manager to make sure that complaints ... 2 because I remember, when I first got on the board, 3 there were an issue that came up -- and I'm sure 4 Ms. Phillips would remember, too -- up under the 5 OIG Report about staff was going to the HR, 6 and the complaints was not handled properly. 7 So I just wanted to know, how can we support 8 that person who is in that position as the 9 HR person that are in that position to be able to 10 take a stand when complaints do come? 11 Thank you. 12 CHAIRWOMAN REYES: Thank you. 13 MS. MIXON-PHILLIPS: Madam Chair, if I could, 14 I think that, you know, there are numerous 15 different kinds of complaints, and, first, 16 I'd like to say that there is a chain of command 17 that needs to be followed by all employees 18 relative to work, operational concerns and 19 issues. You know, everybody has a supervisor. 20 Everybody in the agency; myself included, 21 like I say. 22 (People laughed.) 23 MS. MIXON-PHILLIPS: But everyone has a 24 supervisor, and that supervisor has a supervisor. 25 So that's how daily work and work assignments and
Page 34	Page 36
1 she does the same, you know, culture survey, 2 and, hopefully, we see an increase of 30 percent 3 in those different topics. 4 Commissioner Brock. 5 COMMISSIONER BROCK: Yes. Madam Chair, 6 so I want to go back to where you were talking 7 about the complaints, and I wanted to say, 8 with our HR manager -- our HR manager -- 9 if complaints are going to be given to our 10 HR manager, our HR manager should have some type 11 of -- how do I want to say this? -- I don't want 12 to use the word, "backbone." I'm trying to think 13 of a good word to use for our HR manager so that 14 our HR manager will be able to take a stand on 15 where complaints is brought to her and that she 16 would be able to make them decisions or roll them 17 out -- you know, the complaints -- and that the 18 staff would feel comfortable with bringing those 19 complaints to her knowing that she's going to take 20 a -- you know, take a look at them and stand and 21 do what is necessary to be done. 22 CHAIRWOMAN REYES: So maybe you're referring 23 to like an independent authority? 24 COMMISSIONER BROCK: Yeah. I guess. 25 I'm just trying to see how we can best help our	1 issues concerning the work and the operations 2 should follow that chain of command. 3 When there are issues related to our 4 employees that are outside of work when we talk 5 about things that go to HR, about leave time or 6 about this or that, that should be discussed with 7 your supervisor, as well, but there is a process 8 that should be followed. 9 Employees that have concerns or issues about 10 operations should not be going to board members 11 directly. There is a process. 12 And, certainly, if it reaches the CEO's desk 13 and it's not resolved, then it may be something 14 that needs to come to the board's attention. 15 But there is a process, and management has to be 16 allowed to address the issue from an 17 organizational standpoint. 18 So I hear what you're saying, but I just 19 wanted to make sure that everybody, as a part of 20 the governance structure, understands that 21 employees really should be taking any issues or 22 concerns through their chain of command. 23 CHAIRWOMAN REYES: And I thank Ms. Phillips, 24 and I would agree with that, which is why I made 25 the comment. I think the fact is that we now have

3-28-25 JHA BOC HR Committee Meeting

Page 37	Page 39
1 an HR manager. We didn't have one for a few 2 years. 3 And, again, when I joined the board over a 4 year ago, there was a lot of issues, 5 because people did not feel, you know, 6 comfortable, like you said, Commissioner Brock, 7 going to complain. 8 So I think maybe the goal here is to amend 9 the relationship with the HR leadership. 10 I think that would be the goal for the CEO. 11 So I'll put that there. 12 Okay. So, back to No. ... 13 So thank you, Commissioner Brock, 14 for bringing that up. 15 Any questions for No. 3? 16 So we -- we put a strike through number -- 17 like Roman letters i. and ii. 18 Ms. Phillips, do you remember why we put a -- 19 I'm trying to remember why we put a strike through 20 on these. 21 MS. MIXON-PHILLIPS: Under No. 3? 22 CHAIRWOMAN REYES: Yes. 23 MS. MIXON-PHILLIPS: It said, "Achieve an 24 80 percent or higher Employee Performance Review 25 rating across the agency within the first year	1 and some that need some work or some improvement. 2 And so I think that that was a part of the 3 consideration when we said that that probably is 4 not necessarily a good way. 5 If an employee is a low performer, 6 we want to be making sure that we're providing the 7 necessary training, that they have the right 8 skills in order to be successful, but, again, 9 you're not looking for all of our employees to be 10 high performers. It may not be a realistic goal. 11 CHAIRWOMAN REYES: Yes. And then I think the 12 second one, because we talked about, because of 13 all -- 14 MS. MIXON-PHILLIPS: Desirable, but not 15 realistic. 16 CHAIRWOMAN REYES: -- okay. So we took that 17 into consideration, and, at the end of the day, 18 right, the CEO has to come in and kind of 19 establish that baseline based on the culture study 20 that we're hopefully going to provide to her. 21 Because the idea, right, is we're giving her 22 raw information, and she's going to take that and 23 create a survey that's going to allow her to 24 determine what's going to help fix that culture. 25 And, as the CEO, we're going to give that --
Page 38	Page 40
1 and 90 percent ..." 2 Well, it wasn't very clear to us I think, 3 you know, whether this one was speaking of the 4 Employee Performance Review. 5 It says, "... 80 percent or higher 6 Employee Performance Review rating." 7 I don't know how we can make -- well, I don't 8 want to -- 9 CHAIRWOMAN REYES: So, yes. 10 I think, Commissioner Shirley, you provided 11 great measurables in your feedback. 12 Do you want to expand on that a little bit, 13 please? 14 Oh, she's not here. Okay. 15 MS. MIXON-PHILLIPS: And, just by the nature 16 of what we are taught is, you always have a 17 bell curve as it relates to performance of staff. 18 So, to say that everybody is going to achieve 19 80 or 90 percent, which probably puts them pretty 20 much at the top of the bell curve, is not -- 21 it may not be realistic. 22 We want to do smart measurements. 23 We don't want to set a measurement that we cannot 24 achieve, and you're always going to have outliers 25 in performance -- some that are exceptional,	1 you know, that's for her to develop that. 2 Right? 3 So we're going to let her develop the 4 baseline, and then the goal is, within the year, 5 of, you know, having performed that initial 6 survey, be able to increase, you know, by at least 7 30 percent. I think that's fair. 8 MS. MIXON-PHILLIPS: The other thing that we 9 talked about was the need to improve our current 10 performance document, our Annual Performance 11 Review process and what that included to upgrade 12 that. 13 We currently I believe do midyear and 14 end of year. Once you're out of probation, 15 you get midyear and end of year, and so, again, 16 we don't want to lock into the quarterly until we 17 determine what the instrument is that we're going 18 to use and how it's going to be implemented. 19 CHAIRWOMAN REYES: Moving along. 20 "Community & Stakeholder Engagement." 21 Everything pretty much stayed the same there -- 22 oh, actually, I think ... 23 Didn't Commissioner Rogers recommend at least 24 one community engagement event a year? 25 MS. MIXON-PHILLIPS: He did.

3-28-25 JHA BOC HR Committee Meeting

Page 41	Page 43
1 CHAIRWOMAN REYES: That should say, "one." 2 Okay. So we've moved No. 2 from two events 3 to one event, and then we added the measurable for 4 No. 3. 5 So under, "Improve JHA's public relations and 6 achieve a favorable public reception score ..." 7 we also got feedback as to, "How would that 8 be tested?" 9 We actually talked about that a little bit 10 more below, but we did add, "Achieve at least 11 a 75-percent positive public perception score, 12 based on biannual stakeholder surveys." 13 So we also, in the future, will talk about, 14 you know, social media. 15 How many articles are favorable, positive, 16 nice articles about the agency's work and it's 17 affect. Social media postings and then, you know, 18 stakeholder surveys. 19 All right. Under the, "Financial Management 20 & Operational Stability," the three prongs remain 21 the same. I think we only -- we added the 22 measurables under, "B-3," and share full 23 100-percent compliance. 24 And then we had for, "Revenue Growth & 25 Funding Acquisition --" we added the measurables	1 MS. MIXON-PHILLIPS: And so that's why we 2 put, "within two (2) years," as far as HVC is 3 concerned. 4 CHAIRWOMAN REYES: So we just maintain. 5 MS. MIXON-PHILLIPS: Right. 6 CHAIRWOMAN REYES: That's what we did. 7 We changed word to, "maintain." "Maintain," 8 and represent. Correct. Okay. 9 MS. MIXON-PHILLIPS: That's correct. 10 CHAIRWOMAN REYES: Okay. The VASH program, 11 right -- it's, also -- you already have a monthly 12 -- so somebody asked to kind of, 13 "implement monthly tracking system --" 14 MS. MIXON-PHILLIPS: Which is already in 15 place. 16 CHAIRWOMAN REYES: -- and we already have 17 one, correct? 18 MS. MIXON-PHILLIPS: Yes. 19 CHAIRWOMAN REYES: Okay, okay. And then, 20 under No. 4, "Expand affordable housing options 21 through public-private partnerships via 22 alternative funding streams." 23 So there was some feedback that wasn't 24 specific enough to either add more detail or 25 remove. So the two measurables that were added
Page 42	Page 44
1 under No. 1, "Increase grant funding by 10-percent 2 annually through effective outreach and 3 application strategies." 4 No. 2 we changed to, "Increase JHA revenue 5 from nonfederal sources by 5 percent each year 6 through innovative funding strategies." 7 And then No. 3 -- we added the measurable of, 8 "Secure funding for at least one new affordable 9 housing project per year through partnerships." 10 That should say, "No. 3." I don't know why it 11 goes to Roman Numeral i. It should be No. 3. 12 "Affordable Housing Expansion & Portfolio 13 Management." 14 So, for No. 1, somebody had added, 15 "within two (2) years." 16 So, "Improve Housing Choice Voucher (HCV) 17 leasing rates to maintain 95 percent or above 18 utilization," and somebody added the, 19 "within two (2) years." 20 And we thought maybe that might be not 21 entirely realistic coming off. So we didn't know 22 to keep it there or to -- 23 MS. MIXON-PHILLIPS: We actually are at that 24 level now. 25 CHAIRWOMAN REYES: -- okay.	1 were, "Develop and implement two new 2 public-private housing projects per year by 3 year two (2)." 4 And, "Increase affordable housing units 5 by 5 percent annually through strategic 6 partnerships." 7 All right. Under, "Resident Services 8 & Quality of Life Improvements --" 9 oh, we had changed it down here on this one -- 10 the community -- yeah. 11 Okay. So, through the, "Enhance resident 12 satisfaction through surveys," we kind of did the 13 same thing that we're doing through the culture. 14 Right? 15 She has to establish a -- so you're going to 16 provide, hopefully, a survey to her. She'll take 17 that survey and then provide, you know, 18 a Resident Satisfaction Questionnaire. That will 19 be the baseline for her, and then, ideally, 20 improve that in the future. So we added those 21 three measurables there, as well. 22 Yes, Commissioner Brock. 23 COMMISSIONER BROCK: Madam Chair, I didn't 24 put this in my -- in there when I was doing it, 25 but I wanted to, if I can to Ms. Phillips --

3-28-25 JHA BOC HR Committee Meeting

Page 45	Page 47
1 and I don't know if this is the place to put it to 2 ask this question. 3 But I'm trying to figure out, how can we help 4 our seniors that have clutter, you know, 5 in their units? 6 How can we help them if they are not able to 7 clean to keep them from being evicted? 8 I mean I don't know if we should put it under 9 here. That's why I didn't, but I was concerned 10 about that. 11 How can we do that? 12 Do you know? 13 MS. MIXON-PHILLIPS: And I don't know how 14 often we've had situations -- Mr. Mitchell might 15 be able to help me -- where we have had issues of 16 people actually being evicted based on clutter. 17 MR. MITCHELL: We refer them to Resident 18 Services. 19 MS. MIXON-PHILLIPS: We typically refer 20 them to Resident Services, but, at one time, 21 we actually had social workers on staff and some 22 of the older employees that you may remember. 23 We had Joyce Couch for many years, who was a 24 certified social worker, on staff. 25 And one of the things that we've been talking	1 Thank you, Madam Chair. 2 CHAIRWOMAN REYES: Thank you. 3 MS. MIXON-PHILLIPS: And so, you know, 4 it could be possibly, Madam Chair, identifying 5 partner agencies to support and improve the 6 quality of life for residents which could go to 7 seniors or others. 8 COMMISSIONER BROCK: That's right. Yeah. 9 CHAIRWOMAN REYES: Okay. So we have, 10 "Implement at least two (2) new support programs 11 for resident employment and self-sufficiency." 12 So, would it be under -- 13 MS. MIXON-PHILLIPS: Well, that's just 14 relative employment, and people moving out into 15 commercial -- their own homes and those kinds of 16 things. So I think it would be separate. 17 COMMISSIONER BROCK: Yes. 18 MS. MIXON-PHILLIPS: Similar, but separate. 19 COMMISSIONER BROCK: Yes, ma'am. 20 CHAIRWOMAN REYES: Yes, Commissioner 21 Weatherby. 22 COMMISSIONER WEATHERBY: I think some very 23 good points have been made on the issue, 24 because, oftentimes, for example, hoarders -- 25 MS. MIXON-PHILLIPS: And I've seen it in some
Page 46	Page 48
1 about recently is identifying partners in the 2 community that could come in to support and to 3 help, not only our seniors, but residents who may 4 have mental health needs and those kinds of 5 things. 6 COMMISSIONER BROCK: That's what I'm talking 7 about. 8 MS. MIXON-PHILLIPS: So it's a partnership 9 opportunity and one that we think we might be able 10 to identify partners who could come in and assist 11 with those kinds of things. 12 There have been previously funded I know 13 through the city's Adult Services -- 14 they had homemakers, who -- assistants who would 15 come in and work with seniors and that kind of 16 thing to provide housekeeping, and so there are 17 opportunities for that in the current 18 environment. 19 I'm not aware of there being a pot of funding 20 that would support that at that time, but there 21 are opportunities for partnerships. So maybe 22 that's something that we could add to this 23 conversation. 24 COMMISSIONER BROCK: Okay. Thank you, 25 Ms. Phillips.	1 of the units that I've visited. We've got many of 2 the units, especially for seniors which are 3 individual. They're small. 4 COMMISSIONER BROCK: Right. 5 MS. MIXON-PHILLIPS: And, if they come from 6 a home that had two or three bedrooms in it, 7 and you try to put it into a one-bedroom, 8 it becomes a bit overwhelming and problematic. 9 And so, yes. I think we could add something 10 there. 11 CHAIRWOMAN REYES: Yeah. And I'm just 12 going to -- I'm just putting it just to put it on 13 here. "Identify and implement support programs 14 for colateral resident issues; i.e., hoarder 15 issue," and then we can figure out a better way to 16 phrase that. 17 COMMISSIONER BROCK: Okay. We will. 18 MS. MIXON-PHILLIPS: Yes. 19 CHAIRWOMAN REYES: But that -- I think that 20 would fall in that. Yes. 21 COMMISSIONER BROCK: Yes. Thank you. 22 CHAIRWOMAN REYES: Thank you, Commissioner 23 Brock. 24 CHAIRWOMAN REYES: Okay. 25 MS. MIXON-PHILLIPS: The next one would be

3-28-25 JHA BOC HR Committee Meeting

Page 49	Page 51
1 IV, and I don't know how the numbers got off 2 either. 3 CHAIRWOMAN REYES: We were having formatting 4 issues. 5 MS. MIXON-PHILLIPS: We were having a few 6 little formatting issues. 7 CHAIRWOMAN REYES: Okay. "Organizational 8 Leadership & Staff Development." Yes. 9 So we added the measurables in the roman numbers. 10 "Reduce employee turnover by at least 15 percent 11 in the first year and track retention 12 improvements annually." 13 We added, "Conduct quarterly retention 14 analysis to measure improvements and target areas 15 for additional support." 16 Under, "No. 2, "Conduct at least one staff 17 training course per quarter to build capacity." 18 We added the measurable, "Track training 19 completion rates and skills gained, ensuring the 20 development of critical competencies." 21 Under, "B," okay. So, Madam Chair, 22 I did have a question on this, right, because this 23 is one of your comments. 24 We did add the, "Review all HR policies to 25 ensure 100-percent adherence to HUD best	1 Under, "Stakeholders & Public --" 2 oh, no. 3 Where did it go? 4 Under, "Stakeholders & Public Relations," 5 we actually changed the name of it from, 6 "Community --" what is that -- "Community & 7 Stakeholder --" from, "Community & Public 8 Relations," and, "Stakeholders & Public 9 Relations." 10 Because a lot of the feedback that we also 11 got is, "What is, 'Community'?" 12 "Is that the residents we serve, or is that 13 the stakeholders?" 14 "Is that the partnerships or like communities 15 external?" 16 "But, what?" 17 "What are we referring to?" 18 So we just put it, "Stakeholders & Public 19 Relations." 20 So we did add, "B," as a new header under, 21 "Public Relations with the Community," to kind of 22 make it a little bit more specific under this 23 prong. 24 We also did add -- under, "A," we added 25 the measurable under No. 2, "Increase public
Page 50	Page 52
1 practice." 2 You were wanting to replace that with No. 1, 3 is that correct, or was that in addition to? 4 MS. MIXON-PHILLIPS: If she's talking, 5 she's muted. 6 CHAIRWOMAN REYES: If you're talking, 7 you're muted, Commissioner Horovitz. 8 (no response) 9 CHAIRWOMAN REYES: Okay. We can come back to 10 that, but we did add, "Review all HR policies to 11 ensure 100-percent adherence to HUD best 12 practice." 13 Okay. All right. Under, "Ethical & 14 Transparent Leadership," Letter C, "Foster a 15 workplace of transparency and inclusivity where 16 employees contributions are valued." 17 I'm seeing some wording on there. 18 And then the question was, "How would we 19 measure that?" 20 We put, "Measurable through open 21 communication, inclusive decision-making, 22 investment in training and development, 23 systemic policy review and celebration of growth 24 and progress --" some ideas to give to the CEO. 25 So we added that as a measurable.	1 awareness and positive media coverage." 2 The "... by at least 20 percent ..." 3 we weren't sure how to measure that, right? 4 So I think somebody recommended we add, 5 "... by at least 20 percent ..." 6 But, how do we measure that? 7 I'm not very sure, but, we know that, 8 at least starting off, we can look at positive 9 media coverage, articles, social media engagement 10 and increased partnerships. I think those are all 11 ways that we can measure, right, the public 12 awareness of the agency. 13 And then we added, "B," "Public Relations 14 with the Community." "Host at least one (1) 15 community engagement event per year to enhance 16 public trust and transparency." 17 And then, "Improve JHA's public relations 18 and achieve a favorable public perception score, 19 which will be measured through stakeholder 20 surveys." 21 And then under, "C," "Stakeholder & 22 Political Engagement," we added the two 23 measurables under, "No. 2." "Strengthen 24 relationships with local nonprofits, businesses, 25 and advocacy groups to enhance service delivery."

3-28-25 JHA BOC HR Committee Meeting

Page 53	Page 55
1 It kind of goes hand in hand with what we 2 were just talking about, this clutter service, 3 for, you know, example, the hoarder situation. 4 Right? 5 If we have these relationships with local 6 nonprofits and businesses, we'll have more access 7 to be able to provide additional services. 8 So, "Establish three new partnerships 9 annually with local nonprofits or businesses." 10 And, "Collaborate on at least two new 11 community initiatives each year --" is what we 12 added to No. 2. 13 And then we also added, "No. 3," 14 "Establish at least ten new partnerships with 15 government agencies, nonprofits, and other 16 stakeholders by 2026." 17 Okay. Any comments, questions or concerns? 18 COMMISSIONER WEATHERBY: Quick question. 19 Ten new partnerships -- anyway -- by 2026 ... 20 Is that realistic, or is it just a little too 21 aspirational? 22 MS. MIXON-PHILLIPS: Maybe aspirational, 23 because we have a number of partnerships already. 24 And, to add another ten with government agencies 25 -- many government agencies are being reduced,	1 CHAIRWOMAN REYES: Thank you. 2 And, to Ms. Phillips, thank you, because 3 she helped put it all together. And then we 4 just, you know, did our click, click, clicks, 5 and they are pretty. 6 COMMISSIONER BROCK: Okay. 7 CHAIRWOMAN REYES: Okay. All right. 8 So that is it, and that really concludes our 9 section on, "Old Business." 10 I don't have any new business, right? 11 I will be meeting with Ms. St. Clair in the 12 upcoming weeks to go over the status of the 13 minutes that she's been gathering for me. 14 I gave her a lot of homework in January. So -- 15 but we've been busy with the CEO stuff. 16 So I'm excited, and that's it. 17 Commissioner Brock. 18 COMMISSIONER BROCK: Yes. Before you close, 19 Madam Chair, can you just give us a quick update 20 on our CEO? 21 Are we still on plan the way -- for her being 22 here on the -- 23 CHAIRWOMAN REYES: Yes. I'll ask 24 Ms. Phillips. 25 MS. MIXON-PHILLIPS: I have had an
Page 54	Page 56
1 as we've seen in recent months. And so that one 2 may be a little bit more challenging and maybe 3 needs to be looked at and reworked. 4 CHAIRWOMAN REYES: So this is one of 5 Madam Chair Commissioner Horovitz's 6 recommendations. 7 So, Commissioner Horovitz, can you hear us? 8 (no response) 9 CHAIRWOMAN REYES: So maybe you might be 10 able to reach out to her directly and ask her. 11 The, "... by at least 20 percent by 2026," 12 for the public image marking was also hers. 13 So we had a question about that, as well. 14 MS. MIXON-PHILLIPS: We'll put both of them 15 -- a question by it -- 16 CHAIRWOMAN REYES: Yeah. 17 MS. MIXON-PHILLIPS: -- and follow up on 18 that. 19 CHAIRWOMAN REYES: Okay. Thank you for that. 20 Any other questions, comments or concerns? 21 Yes, Commissioner Brock. 22 COMMISSIONER BROCK: I just have a comment, 23 Madam Chair. I just want to thank you for this 24 that you put together and providing this for our 25 upcoming CEO. Thank you.	1 opportunity to have several really, really good 2 conversations and communications with her. 3 She's very excited. She will be here on the 4 14th of April. We are on the countdown. 5 And so we know that she's secured her housing 6 here and is very excited about being here 7 permanently and getting started. She's already 8 getting some documents and doing some homework in 9 her leisure time I'm sure, but we are just 10 really excited that she is scheduled to be here 11 and looking forward to getting started. 12 COMMISSIONER BROCK: What's her start date, 13 Ms. Phillips? 14 MS. MIXON-PHILLIPS: April the 14th. 15 COMMISSIONER BROCK: I thank you. 16 MS. MIXON-PHILLIPS: Yes, ma'am. 17 CHAIRWOMAN REYES: I don't want to bombard 18 her, but what is going to be like the best way to 19 maybe set a meeting with her? 20 I mean I personally would like to have like a 21 -- 22 MS. MIXON-PHILLIPS: And I think that is her 23 desire, too. She is going to want to hit the 24 ground running, and meeting with all of you is 25 going to be a part of that.

3-28-25 JHA BOC HR Committee Meeting

Page 57 1 I will share your comment with her, 2 and I don't know if she wants us to schedule 3 them on her behalf. But, as soon as I know, 4 I will share that with you. I will get that. 5 I do know that she has made several 6 appointments, because, as I move around at 7 meetings, I've been told, "Oh, I've got a meeting 8 scheduled." 9 And so we are looking forward to that, 10 and she has been in touch with our field office, 11 as well, is my understanding and made some 12 contacts there. 13 CHAIRWOMAN REYES: My only comment is I would 14 like to have some resolution on the culture study 15 -- 16 MS. MIXON-PHILLIPS: Yes -- 17 CHAIRWOMAN REYES: -- before she arrives so 18 that we can figure that out, please. 19 MS. MIXON-PHILLIPS: -- yes, ma'am. 20 CHAIRWOMAN REYES: Okay. 21 Commissioner Brock. 22 COMMISSIONER BROCK: No. I just wanted to 23 ditto what you said. I would like to have a 24 meeting with her, as well. 25 MS. MIXON-PHILLIPS: I think that would be	Page 59 1 our next meeting. 2 (Whereupon, the proceedings taken in the 3 above-titled cause concluded at 10:08 a.m.) 4 --- 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25
Page 58 1 true for all of the board members. 2 COMMISSIONER BROCK: Okay, okay, okay. 3 Thank you. 4 CHAIRWOMAN REYES: Okay. Well, if there's 5 no further comments, the meeting is adjourned. 6 COMMISSIONER BROCK: Thank you. 7 MS. MIXON-PHILLIPS: And, if you'd like any 8 of your documents, please feel free to take them 9 out of your book. If not, we are -- 10 for historical purposes, this book will be for the 11 entire year. All of your meeting information will 12 be there from month to month, but, if you'd like 13 to take a document, feel free to do that. 14 COMMISSIONER BROCK: Madam Chair -- 15 CHAIRWOMAN REYES: Yes. 16 COMMISSIONER BROCK: -- so, just to let you 17 know, Ms. Phillips, what they have been doing was 18 they have been gathering the meetings -- 19 our different meetings, and, once the binder 20 get completed, they give us the binder. And then 21 they'll start a new binder. That's how they have 22 been doing it in the -- you know, previously. 23 Yes, ma'am. 24 CHAIRWOMAN REYES: Gotcha. 25 MS. MIXON-PHILLIPS: We're ready to move into	Page 60 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 10th day of April, 2025. 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 <i>Carol DeBee Martin</i> Carol DeBee Martin Notary Public State of Florida My Commission: HH 588635 Expires: 12-29-2028