

## Commissioners

I am writing to you to ask for your support for Mayor Johnston's motion to increase the Housing Authority Commission (HAC) from its current 5 members to 7.

First, I have no doubt that the current members of the HAC are fine people and have served the Commission well in the past. However, after serving on various boards before I retired, I understand that members of a board or commission can get "locked in" to doing things the way it has always been done, but in today's world, governance has evolved. Governance, according to the National Association of Corporate Governance, is defined, in part, as "the characteristic of ensuring that long term strategic objectives and plans are established and making sure that the structure functions to maintain the entity's integrity, reputation, and responsibility to its various constituencies".

It is important to realize that the efficient operation of any board or commission is not enough and is not the end all and be all of governance. It must set long term strategic goals, oversee current operations, consider all stakeholders' interests, and do so with increasing transparency in the decision-making process.

It has been my experience that "new blood" on a board will help fulfill these tasks as they will look at problems/issues with a different prospective and, very likely, see alternative ways to proceed. These "new ways" may not always be in line with past methods but could result in improvement in the organization and should be discussed. This may not allow for "efficient meetings" but might allow for more successful operations and project development.

I believe it would be in Key West's best interests to expand the HAC from 5 to 7 members. I believe the long-term low-income housing requirements and the

successful planning and operations to meet these requirements will be essential to a bright future for Key West. I fully support the expansion of the HAC.

Sincerely,

Philip McMahan, PhD, MBA, MLS, CPA (retired)

1309 Atlantic Dr

Key West, FL 33040