



SUMMARY TO THE BOARD OF TRUSTEES SPECIAL MEETING

Thursday, May 14, 2026

9:00 A.M.

City of Jacksonville Police and Fire Pension Fund
1 West Adams Street Suite 100, Jacksonville, FL 32202
Richard "Dick" Cohee Board Room

Board of Trustees

Capt. Michael Lynch, Chair

Terry Wood, Secretary

Chief Chris Brown

Thomas Donahoo Jr.

Mia Jones

Guests

Tara Johnson, Employee Services

*Tim Coyne

*Lura Woodley

*Craig Carroll

*Kelly Tapper

*Ed Jarvis

Staff

Timothy H. Johnson, Executive Director – Plan Administrator

*Steve Lundy, Deputy Director

*Kevin Grant, Finance Manager

Chuck Hayes, Pension Benefits Manager

*Asterisk denotes virtual meeting attendance via the ZOOM application.

Notice

Meeting Agendas and Summaries are available on our website at jaxpfpf.coj.net. For additional meeting documents, please contact Steve Lundy, Custodian of Public Records for the City of Jacksonville Police and Fire Pension Fund at 904-255-7373 or SLundy@coj.net to file a public records request. If any person decides to appeal any decision made with respect to any matter considered at this public meeting such person will need a record of proceedings, and for such purpose such person may need to ensure that a verbatim record of the proceedings is made at their own expense and that such record includes the testimony and evidence on which the appeal is based. The public meeting may be continued to a date, time, and place to be specified on the record at the meeting. Additional items may be added / changed prior to meeting.

Pursuant to the American with Disabilities Act, accommodations for persons with disabilities are available upon request. Please allow 1-2 business days notification to process; last minute requests will be accepted, but may not be possible to fulfill. Please contact Disabled Services Division at: V(904) 630-4940, TTY-(904) 630-4933.

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Summary

I. Public Comment

None.

II. Executive Director Search Process – Leah Hayes

a. Interview Candidates – action requested

The Board of Trustees conducted first-round interviews for the Executive Director–Plan Administrator position utilizing a standardized interview framework intended to evaluate candidate qualifications, leadership philosophy, pension administration experience, governance approach, communication skills, stakeholder management, legal and compliance awareness, and readiness to lead the Jacksonville Police and Fire Pension Fund (“PFPF”). Each candidate was asked the same core questions:

1. Provide a five-minute opening statement relevant to this position and tell us what interest you most about the Executive Director-Plan Administrator role, and what factors are influencing your decision to move to Florida for this opportunity. What is your long-term plan as far as settling here?
2. Tell us what you know about our fund specifically and how would you explain the difference between administration of a plan and investing in funds?
3. Describe your experience reporting to a board. What worked and what didn’t?
4. What approaches have you used to ensure high-quality benefit administration and strong customer service for members or retirees?
5. This role requires interacting with elected officials, media, member groups, and retirees. How do you tailor your communication to build trust across diverse stakeholders?
6. The Police and Fire Pension Fund has an experienced, high-performing team, as well as many external service providers in which you would be a main point of contact. How would you approach integrating yourself into the current staff and building strong working relationships early on?
7. Have you ever worked for an organization that was sued and required to pay damages? If so, what was your role at the time, and how did you navigate the situation from a leadership, compliance, or ethical standpoint?
8. Florida is a Sunshine state and transparency is key. How familiar are you with the Florida Sunshine Act and how do you see yourself complying with the law?

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Tim Coyne

Mr. Coyne discussed family connections to the Tampa Bay area and expressed interest in relocating to Florida. He emphasized his experience coordinating pension administration operations and ensuring trustees receive quality education and decision-support information. He described prior efforts to overhaul trustee orientation processes and stressed that trustees should receive the information necessary to make informed decisions. Mr. Coyne highlighted customer service lessons learned through earlier employment experiences, including hospitality and call center work, stating that pension organizations must “meet members where they are.” He referenced experience engaging unions, elected officials, county leadership, and public audiences through town halls and presentations. Regarding transition planning, Mr. Coyne referenced principles from *The First 90 Days*, emphasizing listening, staff engagement, organizational assessment, and reporting observations before implementing changes. When asked about litigation experience, he referenced prior work resolving legacy litigation matters in Milwaukee. Mr. Coyne asked the Board what characteristics it sought in its next Plan Administrator and whether the Board desired continuity in organizational direction.

Lura Woodley

Ms. Woodley stated her public service career began through military service and described professional experience spanning multiple levels of government. She emphasized educational credentials in accounting, human resources, and law. Demonstrating knowledge of PFPF, Ms. Woodley referenced the Fund’s establishment in 1937, membership size, and governance responsibilities associated with pension administration. She highlighted prior trustee experience on multiple pension boards, labor negotiation experience, and extensive plan administration responsibilities. Ms. Woodley discussed demographic trends affecting pension systems and emphasized compliance and operational accuracy as retirement populations increase. She referenced prior experience correcting deficiencies after discovering administrator misconduct involving embezzlement and emphasized restoring controls and rebuilding systems. She described herself as a “people first” leader focused on communication and indicated media messaging should remain disciplined and coordinated with board leadership. Ms. Woodley proposed conducting operational assessments and providing 30-, 60-, and 90-day reports before recommending significant organizational changes. She stressed her philosophy of leaving organizations better than she found them. In discussing transparency and Florida law, she referenced familiarity with Section 112 and emphasized transparency when managing public resources. Ms. Woodley asked why the role was open and what challenges would require attention during the first six months.

Steve Lundy

Mr. Lundy discussed more than ten years of service at PFPF, including seven years as Deputy Director and experience working under three Executive Directors. He described his candidacy as the logical next progression and emphasized long-standing commitment to Fund members. Mr. Lundy highlighted deep institutional knowledge, experience across all operational areas of the organization, and familiarity with governing code provisions and benefit structures. He stressed collaboration, stewardship, governance, and communication as core leadership values and supported earlier board material distribution and enhanced trustee education efforts. Mr. Lundy discussed ideas involving technology improvements, including enhanced trustee and member portals, expanded communication tools, benefit projections, DROP estimates, and additional member-facing resources. He emphasized preserving organizational best practices and

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maintaining Fund integrity. He referenced existing relationships with elected officials and described experience presenting actuarial information to City Council. Regarding transition planning, Mr. Lundy stated he would have the shortest learning curve of any candidate and referenced an operational plan already prepared for implementation. He emphasized continuity and operational familiarity. He also discussed previous litigation involvement associated with Fund matters and highlighted compliance-focused administration as the best protection against organizational risk. Mr. Lundy stated he would remain with the organization for at least fourteen additional years if selected and emphasized commitment to members and institutional continuity.

Craig Carroll

Mr. Carroll described the role as a logical career progression and emphasized passion for public safety. He discussed experience supporting both investment management and pension administration responsibilities and highlighted familiarity with Jacksonville’s governmental structure, actuarial concepts, Fund growth, and cash flow management challenges associated with mature pension systems. Mr. Carroll’s background has primarily involved institutional investment work, though he emphasized close collaboration with boards and service providers over recent years. He stressed the importance of understanding plan documents, relying on experienced staff, and maintaining direct communication with members. Mr. Carroll indicated stakeholder communication should remain consistent and equitable across groups and expressed a philosophy of avoiding unnecessary organizational change where systems are functioning effectively. When discussing litigation matters, he referenced prior organizational legal proceedings but noted no liability findings and emphasized operating within legal and regulatory structures. During discussion of Florida relocation, he referenced quality-of-life considerations, family ties within Florida, and interest in expanding administrative responsibilities. Mr. Carroll asked questions regarding service provider satisfaction, opportunities for organizational change, and pension structure considerations involving future participant populations.

Kevin Grant

Mr. Grant discussed an educational background in economics and a professional career path beginning in retail banking, followed by corporate trust, municipal finance, treasury operations, and pension administration. He referenced previous work involving City of Jacksonville debt and investment activities and emphasized leadership experience managing teams, budgets, and organizational operations. Mr. Grant described growing interest in broader organizational leadership responsibilities and Fund management. He emphasized governance responsibilities associated with pension administration and highlighted prior interactions with City Council and the Mayor’s Office. Mr. Grant stressed stakeholder engagement as an early priority and identified trustee engagement as essential to successful leadership. He spoke positively regarding current staff capabilities while also referencing opportunities involving staffing enhancements and cash flow analysis. He emphasized professionalism, visibility, and relationship building through direct engagement with elected officials and stakeholders. Mr. Grant supported continued leadership continuity, expanded board education, staff development, and cross-training. He characterized Florida’s Sunshine requirements as beneficial from a transparency perspective and discussed filling operational gaps and strengthening organizational capabilities. Mr. Grant emphasized his extensive organizational and City knowledge as a distinguishing strength.

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Kelly Tapper

Ms. Tapper discussed serving as second-in-command within a pension organization overseeing approximately \$5 billion in assets and described the role as an important career progression opportunity. She noted pension information accessibility challenges related to ADA website compliance and recognized organizational complexity both within Jacksonville and her current environment. Ms. Tapper emphasized extensive board administration experience and stated that “the board speaks through motions,” noting trustee engagement styles vary and flexibility is essential for administrators. She discussed administering member service operations for approximately 20,000 members across two pension plans and highlighted implementation of a call center model to improve member responsiveness. Ms. Tapper described a leadership philosophy focused on solving individual problems while evaluating underlying procedural improvements to strengthen systems over time. She characterized communication as situational and emphasized balancing transparency with relationship management. Her transition philosophy involved a 90-to-180-day learning period focused on understanding operations, history, staff perspectives, and stakeholder dynamics. She discussed compliance matters involving fraud detection, reporting obligations, benefit administration issues, and lessons learned regarding legal counsel and procedural protections. Ms. Tapper emphasized transparency principles while acknowledging operational challenges associated with public information requirements. She also raised questions regarding organizational dynamics associated with internal candidates competing for leadership opportunities and asked how success would be defined during the first year.

Ed Jarvis

Mr. Jarvis discussed professional experience spanning investment trading and pension administration and referenced leadership experience within Anchorage’s closed pension environment. He expressed interest in understanding PFPF’s long-term vision and indicated a desire to learn from Executive Director Johnson, staff, and trustees before establishing priorities. Mr. Jarvis discussed previous experience rebuilding trust between administration and a nine-member governing board following periods of organizational tension and emphasized maintaining strong communication with board leadership. He described maintaining an open-door philosophy and referenced annual reporting obligations to elected officials within his current role. Mr. Jarvis emphasized customer service, coaching staff development, and operational enhancement through direct engagement with frontline service delivery. He stated he would initially focus on understanding organizational systems and needs before implementing changes. Regarding transparency and Sunshine requirements, he emphasized learning local legal requirements quickly while noting similarities to transparency expectations in Anchorage. Mr. Jarvis also discussed challenges associated with administering closed plans, workforce recruitment and retention concerns, and legislative discussions regarding reopening pension structures. He concluded by asking about the anticipated hiring timeline.

At the conclusion of interviews, candidates were provided an opportunity to ask questions regarding Board expectations and organizational priorities. Human Resources-related matters were reserved for separate follow-up discussions where appropriate.

The Board concluded first-round interviews having received candidate perspectives across pension administration, governance, investments, stakeholder management, organizational leadership, compliance, transparency, customer

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service, and long-term strategic direction. The information gathered during interviews will inform future deliberations regarding candidate advancement and final selection considerations.

Following careful consideration, Chris Brown moved to hold second interviews with candidates Steve Lundy, Craig Carroll and Lura Woodley at the May 29, 2026 Board of Trustees Meeting, seconded by Mia Jones. The motion passed unanimously.

Employee Services recommended that the candidates be given prompts prior to their second interviews and the opportunity to prepare and make a 10–15-minute presentation followed by questions from the Trustees.

The Trustees asked Director Timothy Johnson to provide the candidates with 2 hours each of orientation on May 28, 2026.

III. Adjournment
1:00 P.M.

Terry Wood, Board Secretary

Summary Prepared By:
Steve Lundy, Deputy Director
City of Jacksonville Police and Fire Pension Fund

Posted: 05/29/2026
To be Approved: 05/29/2026