

CHARTER REVIEW COMMISSION MEETING

DATE: Friday, September 6, 2019
TIME: 9:01 a.m. - 11:51 a.m.
PLACE: Lynwood Roberts Room
First Floor
City Hall at St. James Building
117 West Duval Street
Jacksonville, Florida 32202

BOARD MEMBERS PRESENT:

Lindsey Brock, Chairperson
Ann-Marie Knight, Vice Chairperson
Jessica Baker, Board Member
Frank Denton, Board Member
William "W.C." Gentry, Board Member
Charles Griggs, Board Member
Nick Howland, Board Member
Heidi Jameson, Board Member
Emily Lisska, Board Member
Nelson McCoy, Board Member
Celestine Mills, Board Member
Betzy Santiago, Board Member
Hon. Matt Schellenberg, Board Member

ALSO PRESENT:

CRC Staff:

Carol Owens, Chief of Legislative Services
Jessica Matthews, Senior Manager,
Legislative Services
Anthony Baltiero, Council Research
Paige Johnston, Office of General Counsel
Louie Marino, Information Systems Analyst

This cause came on to be heard at the time and
place aforesaid, when and where the following
proceedings were reported by:

Amanda E. Robinson, RPR,
Notary Public, State of Florida

1 P R O C E E D I N G S

2 CHAIRPERSON BROCK: We'll go ahead and
3 call the meeting to order, Jacksonville
4 Charter Revision Commission.

5 And why don't we, I guess, first, seems
6 like everybody fared well from the storm.

7 I'm Lindsey Brock. I would like to just
8 briefly take a moment of silence for our
9 friends in the Bahamas. I personally know
10 some families affected. I'm sure all of us
11 do from the Abacos, even some of the parts
12 of Puerto Rico got hit hard and still
13 recovering from that. So if we can just
14 have a brief moment of silence.

15 (Brief moment of silence.)

16 CHAIRPERSON BROCK: All right. Thank
17 you. Next item on the agenda is approval of
18 the minutes of the August 29 meeting.

19 COMMISSIONER SCHELLENBERG: If we can
20 wait until the next meeting, because I just
21 got them. I haven't reviewed them. If we
22 can wait until the next meeting to approve
23 them, that would be great.

24 CHAIRPERSON BROCK: Okay. That's fine.
25 There are several pages there. I got in and

1 was looking at them, going through them
2 myself. If you want time to review them,
3 that's fine. We can table that to the next
4 meeting.

5 Remarks from the Chair: Well, it looks
6 like what we thought was going to be a
7 rather filled meeting, I think, because of
8 the storm and different things, we now only
9 have one speaker, Mr. Weinstein. And
10 Mr. Weinstein will be coming to us at 9:30.
11 He had to attend another meeting. He came
12 in and checked with me, and I told him that
13 would be good.

14 Also -- there we go. Now, that's a
15 little better maybe. Folks can hear me.

16 Everyone please make sure your
17 microphone is on green so that it's good for
18 the recording.

19 I got a communication from Chris Hand,
20 who was going to be speaking to us on the
21 13th. He said that the books, because of
22 the hurricane, were delayed in their
23 delivery. They will be -- push the button
24 up front, and it should turn green.

25 COMMISSIONER LISSKA: Thank you.

1 CHAIRPERSON BROCK: He said that they
2 should be here in time for the 13th. So
3 what he will be doing is delivering the
4 books. Again, that's the 50th Anniversary
5 Edition of the Quiet Revolution, A Quiet
6 Revolution, History of Consolidation of
7 Jacksonville. It has a section on proposed
8 Charter issues.

9 So he's going to deliver it to us on the
10 13th. We'll have an opportunity to read
11 through those parts. And then he will be
12 here on the 20th to speak to us at that and
13 answer any questions that we may have.

14 You also have in your packet the updated
15 Charter issues in there. So please continue
16 to look over those, if there are issues that
17 you would like to see added.

18 And so that we're making sure none of
19 the speaker requests are falling through the
20 cracks, if there is someone that you would
21 like to have come and speak to us, please,
22 if you have contact information, provide it.
23 But indicate if you're going to contact that
24 person or if you want staff or someone else,
25 so that you don't simply, you know, put that

1 name out there; and then there is an
2 assumption that you're going to be
3 contacting them; and then we don't end up
4 getting them here in time to speak.

5 So is everyone -- everyone got that?

6 Okay. While we are waiting for
7 Mr. Weinstein, we'll move on to updates from
8 Commissioners. Has anyone been meeting or
9 talking with anybody else outside of here
10 that you've gained some insight or some
11 issues? If you do, just maybe tilt your --
12 Mr. Schellenberg.

13 COMMISSIONER SCHELLENBERG: Just a
14 couple things. I think that -- I glanced at
15 the minutes. And one of the things that
16 caught me last meeting was that Ms. Baker
17 said that we should have more authority over
18 the independent authorities. And I tend to
19 disagree with her, because they're supposed
20 to be independent.

21 But I think that it's important to know
22 some of the background on the Vogtle issue
23 that we're now dealing with at JEA -- is
24 dealing with. And I'm sure others can add
25 to it, probably Frank Denton can probably be

1 even better at it.

2 But when this deal was struck back in
3 '08 -- '07, '08, by the board of JEA, they
4 wanted to diversify their power source. And
5 so they looked at two -- they looked at all
6 of it, but they looked at two specifically:
7 And one was nuclear and one was natural gas.

8 Now, everybody is complaining about the
9 Vogtle thing, so I'll address that
10 correctly -- right now. Vogtle -- there is
11 such a thing as Vogtle One and Two, and
12 they're functioning incredibly well. In
13 Jacksonville JEA made a deal with the
14 company to buy their power over a 20-year
15 period at whatever the cost would be for the
16 cost of -- whatever the cost would be of the
17 construction of the nuclear power plant.
18 Well, it went from like 8 to 10 to 15, now
19 it's around 21.

20 And they're going to be coming onboard.
21 And anybody considers -- and this is for
22 informational purposes, because I think that
23 we should know information. I'll be brief,
24 I'll try to be brief.

25 CHAIRPERSON BROCK: Okay. That was one

1 thing I was going to say. One of the things
2 I'm going to try and do, especially as we
3 get more speakers -- and I didn't start the
4 timer, but we'll do a five-minute --

5 COMMISSIONER SCHELLENBERG: It won't
6 take five minutes.

7 But that problem is a 20-year problem.
8 We have to buy power from them for 20 years.
9 So everybody says it's \$2 billion. It's
10 spread over 20 years. So it's basically a
11 \$100 million problem a year for the next 20
12 years, which is not substantial. But
13 everybody thinks that was the problem.

14 But back in '08 when they were building
15 the natural gas plants, the price of natural
16 gas was sky rocketing. And as a business --
17 as a business, they were looking at it and
18 saying, oh, my gosh, we based natural gas on
19 a certain price, and we'll buy futures,
20 which they did. And those futures went on
21 for like five or six years.

22 But right after they did that deal,
23 fracking came onboard and the natural gas
24 prices came like this (indicating). So
25 everybody complains about the decisions that

1 were made back then, which were basically
2 good business decisions to diversify our
3 power source. But the biggest problems
4 right off the bat were actually the natural
5 gas plants, and the unbelievable cost of
6 natural gas exhumed. And then they turned
7 around and absolutely collapsed. And up
8 until, I think, '12 or '13 or '14, JEA was
9 paying tens of millions of dollars on
10 contracts that they had made to buy natural
11 gas at a substantially higher price.

12 So I think that as a group we should all
13 look at these things going forward and say,
14 yes, it appears that Vogtle seems to be a
15 bad decision, but at the time it wasn't.
16 And it's still not a problem if you
17 assume -- what our commitment is -- or JEA's
18 commitment is a 20-year commitment to buy
19 electricity from Vogtle Three and Four over
20 a period of 20 years. And it's not a
21 \$2 billion problem. That's it.

22 CHAIRPERSON BROCK: Well, is there
23 anything in the Charter?

24 COMMISSIONER SCHELLENBERG: No, but the
25 question was -- no. What I'm looking at is

1 one of the Commissioners said we should
2 oversee what's going on at the independent
3 authorities. And the word independent means
4 something. And it means independence, not
5 undue influence from the administration or
6 City Council. It's supposed to be
7 independent.

8 CHAIRPERSON BROCK: Okay. So you
9 disagree with that one?

10 COMMISSIONER SCHELLENBERG: Yes.

11 CHAIRPERSON BROCK: Okay. Anybody else?
12 Yes, Ms. Lisska.

13 COMMISSIONER LISSKA: Yes. Thank you,
14 Mr. Chairman.

15 I don't see any officials, and they
16 likely are on our list of possible speakers
17 and people here to advise. So I'm hopeful
18 that we will have some individuals
19 representing the JEA here. I mean, it's a
20 substantial part of the Charter and a lot to
21 review and understand.

22 And thank you for sharing your thoughts
23 this morning, Mr. Schellenberg.

24 So if we could -- and I'm not just
25 talking about their CEO; I'm talking about

1 people who sit on their board, former
2 members of the JEA.

3 CHAIRPERSON BROCK: Well, and we did, in
4 fact, reach out to JEA. I received a letter
5 from Mr. Zahn respectfully declining our
6 request and --

7 COMMISSIONER LISSKA: Oh, thank you for
8 that.

9 CHAIRPERSON BROCK: -- I thought that
10 letter had been circulated, but I will make
11 sure -- well, the lady to make sure with
12 just stepped out. But I'll make sure that
13 Carol Owens gets that letter circulated --
14 oh, there she is. She's hiding.

15 Can we get that letter from Mr. Zahn,
16 where he declined our invitation?

17 MS. OWENS: Yes.

18 CHAIRPERSON BROCK: We can circulate
19 that around to everybody so you all see
20 that.

21 I'm sorry. Were you through?

22 COMMISSIONER LISSKA: I just said I'll
23 come up with a list of names related to the
24 JEA in that case. Thank you.

25 CHAIRPERSON BROCK: Okay. Perfect.

1 Thank you.

2 Mr. Denton.

3 COMMISSIONER DENTON: I'll just add onto
4 what Mr. Schellenberg said, that there is a
5 difference between the substance of the
6 decisions made by JEA and the structure of
7 JEA and its relationship to the political
8 leadership and to the Charter. And I think
9 the latter is what -- at least I'm one of
10 the people -- I can't find it on this list,
11 I'm sure it's there -- suggested that we
12 look at the relationship between the
13 independent authorities and Mayor, City
14 Council and the Charter. And certainly
15 didn't mean to suggest that we would revisit
16 some decisions by the board, because that, I
17 think, probably would not be part of the
18 charge of this Commission.

19 I was shocked to hear that Mr. Zahn
20 declined to come and talk to us.

21 CHAIRPERSON BROCK: That was the letter
22 I received.

23 COMMISSIONER DENTON: Maybe we should be
24 looking into the relationship in that case.

25 CHAIRPERSON BROCK: And to follow up on

1 your point, Mr. Denton, that's exactly the
2 measure of caution that I have been trying
3 to make sure we follow, is that we are not
4 here to get involved in policymaking, policy
5 decisions, but to look at the structure, the
6 structure of our government and how can we
7 propose revisions to our Charter that will
8 make the government function more
9 efficiently, more transparently, be more
10 responsive to the citizens of Jacksonville.

11 Policy decisions that have been made are
12 policy decisions that have been made by the
13 electeds. And there are certain policy
14 decisions that are currently being debated
15 by the electeds. So that's what I'm trying
16 to keep us focussed on.

17 And just as I kind of had asked Mr.
18 Schellenberg, when we come up with ideas or
19 topics, what I will be doing is asking you
20 where do we fix that in the Charter, how do
21 we address that in the Charter. Because
22 that's what I want to -- I want to keep us
23 focussed on that primary task of what can we
24 do to make the revisions in there with the
25 Charter.

1 Anybody else?

2 Yes, Mr. Schellenberg.

3 COMMISSIONER SCHELLENBERG: I want to
4 follow up with this. I'm appalled that
5 Aaron Zahn is not coming here. Is it
6 appropriate for the Committee as a whole, if
7 we agree, to send him a letter saying: We
8 strongly disagree with you. And this is
9 important for our CRC to understand what the
10 relationship is between JEA and the City.
11 And we'd greatly appreciate if you would
12 revisit the issue and find time to come and
13 see us.

14 CHAIRPERSON BROCK: Now that I know that
15 everyone did not receive a copy of that
16 letter, I will follow up with him and report
17 back.

18 COMMISSIONER SCHELLENBERG: I want to
19 make sure everybody feels the same way.
20 Maybe everybody doesn't feel the same way.

21 CHAIRPERSON BROCK: I think there is a
22 consensus that we would all like to have the
23 opportunity to speak with him and to
24 understand the relationship in there with
25 JEA. So I think that's a pretty easy one to

1 kind of look around the room and get
2 consensus on that. So I will follow up with
3 him and see.

4 There is nothing that prevents us from
5 inviting the other board members -- or the
6 board members of JEA. And we will make sure
7 that we -- I'll make my note of that, to
8 reach out to them as well. In all candor,
9 I'm not sure if we sent letters to them. I
10 know that we did send them to all of the
11 heads of them.

12 Ms. Santiago.

13 COMMISSIONER SANTIAGO: I was just
14 wondering -- I don't see on this list --
15 we're talking about JEA, but have we also
16 reached out to the other authorities as
17 well?

18 CHAIRPERSON BROCK: Yes. We have
19 reached out to the other authorities. Many
20 of them simply said they had no issues. So
21 we are going to hear from the School Board.
22 We're going to have -- Dr. Green and Lori
23 Hershey will be here. We have -- what's our
24 current schedule? Right over here.

25 Okay. Yeah, we have Lori Hershey

1 scheduled. We have Jim Overton scheduled.
2 Sheriff Williams was going to be here today,
3 but he's unable to. We've had Jerry
4 Holland.

5 Like I said, the Port Authority, when I
6 reached out to them, they said that they
7 didn't have anything that they really wanted
8 us to address, but if we had a question or
9 something in relationship to them -- and
10 that's kind of what I would say is, if we
11 have something, that we say, hey, we would
12 like for you to come speak to us about X, Y,
13 Z.

14 I met with Lori Boyer. And she has, you
15 know, said that she would be more than happy
16 to come and speak to us. She did ask that I
17 provide a list of topics that we would like
18 for her to address. And, you know, of
19 course, I said, number one would be your
20 blueprint report that you did and some of
21 the specific items in there that relate to
22 the Charter, as well as the DIA, and in
23 reference to some of the topics that
24 Mr. Griggs had mentioned, how could we, if
25 we wanted to, replicate something like that

1 for what I'll just generally call the
2 northwest quadrant for economic development
3 in some of those regions that we've talked
4 about that it feels like may have been left
5 behind with a lot of the growth and
6 prosperity in Jacksonville.

7 Okay. So everybody has a copy of the
8 letter -- ah, Ms. Mills.

9 COMMISSIONER MILLS: Good morning.
10 Through the Chair, I just would like to ask
11 maybe we need to send the email back to JEA
12 to find out if they could come and speak on
13 the relationship with the City. Maybe they
14 feel the topic would be too broad or
15 maybe -- I don't know what the letter said
16 because we didn't get a copy of the letter.
17 So maybe if we could just, you know, ask him
18 to come in and speak on the relationships,
19 the relationship with the City, as opposed
20 to him, you know, thinking that he may be
21 attacked with different questions, and that
22 might scale him down to be in more agreeance
23 to come.

24 CHAIRPERSON BROCK: Sure. And I will do
25 that. Hearing that that's really the will

1 of the Body, I will specifically reach out
2 to him and say that we would like to have an
3 opportunity to talk to you about
4 understanding how JEA and the City are
5 working together.

6 Mr. Griggs.

7 COMMISSIONER GRIGGS: In reading his
8 letter, it almost looks like there was some
9 type of miscommunication, because this
10 letter doesn't -- the response doesn't
11 really say anything to what our request is.
12 I mean, this letter sort of gives us an
13 overview of what the JEA is currently
14 undertaking, which really has nothing to do
15 with why we request a presentation.

16 Do you think that there was some type of
17 miscommunication in what we were asking in
18 terms of what a presentation would be before
19 this Commission?

20 CHAIRPERSON BROCK: Is it possible?
21 Yes. No one else seemed to have
22 misunderstood the invitation letter, because
23 it was the same letter that we sent out to
24 all of the electeds and the heads of the
25 independent agencies. So I will reach back

1 out to him and clarify the nature of our
2 request and say that a lot of folks here
3 really would like the opportunity to speak.

4 Yes, Ms. Lisska.

5 COMMISSIONER LISSKA: Thank you.

6 Perhaps prior to someone from the JEA,
7 or numerous people coming here from the JEA,
8 to possibly answer questions if they don't
9 want to present, could we perhaps have a
10 staff member present -- go through that
11 section of the Charter with this Commission?
12 I mean, it's clearly one of the most
13 complicated sections of the Charter and not
14 simple to wade through. And I know, as much
15 as I may be persona non grata, the last
16 Commission, the one from 2009, suggested
17 that we did have review of the Charter, you
18 know, go through the Charter as a
19 Commission. But I would just ask for that
20 one portion of the Charter to perhaps be
21 reviewed with us. You know, and it's had a
22 lot of changes, additions and, you know,
23 updates.

24 CHAIRPERSON BROCK: And that person
25 would likely be Ms. Johnston.

1 Can you -- are you suggesting we just
2 have her come here and walk us through it;
3 or would you like it in an email, kind of a
4 summarization; or how would you like to --
5 because I think it's a valid point.

6 COMMISSIONER LISSKA: I mean, it's
7 monumental. I mean, and, you know, I'm sure
8 sentence after sentence, you know, am I
9 getting the clear understanding when I read
10 it, I'm not certain. I'm not certain that
11 attorneys always would get the clear
12 understanding. And perhaps parts of it are
13 debatable, but I don't know that --

14 CHAIRPERSON BROCK: If there is a comma
15 in the sentence, then it's debatable. That
16 was how someone gave me a crash course on
17 statutory interpretations.

18 COMMISSIONER LISSKA: Well, there are
19 lots of commas, as I recall.

20 CHAIRPERSON BROCK: All right. Well,
21 yes, Ms. Johnston.

22 MS. JOHNSTON: Okay. I couldn't tell if
23 you were looking at Ms. Mills.

24 Sorry. We had technical difficulty with
25 this microphone.

1 So JEA does have a chief legal officer.
2 Ms. Rhode is an attorney with our office,
3 but she is housed with JEA. They also have
4 an additional transactional attorney, Miriam
5 Hill.

6 I could reach out to one of them.
7 Perhaps they would have a better knowledge
8 of the JEA Charter and the inner workings
9 than I. I would be happy to reach out to
10 them and see if they would be willing to
11 come and talk to the Commission.

12 CHAIRPERSON BROCK: That would be
13 excellent. I think that would address
14 Ms. Lisska's questions in there, because it
15 is a complicated piece of legislation, you
16 know, especially with the Charter and how
17 JEA relates in there. So I think that's a
18 very good suggestion, and thank you for
19 that.

20 And, in the interim, I will also, again,
21 reach out to -- well, perhaps after that, if
22 that seems to be -- after we get the
23 conversation with the chief legal counsel
24 and have a better understanding of the inner
25 workings of the Charter and how JEA

1 functions in with that, perhaps after that,
2 if we have additional questions, I can be
3 more focussed in my request to Mr. Zahn in
4 letting him know that, hey, we've gone
5 through, we've looked at this and we would
6 like to hear more about A, B, C, and those
7 kinds of things. Does that seem like a good
8 plan?

9 Okay. Anyone else?

10 Yes, Mr. Denton.

11 COMMISSIONER DENTON: If Mr. Zahn
12 continues to decline to meet with us, I
13 wonder -- you know, he's new in his job. I
14 wonder who might be more qualified and more
15 knowledgeable about the history and
16 organization of JEA that could come and meet
17 with us. I don't know if it's the chair of
18 the board or the previous CEO, but there are
19 others who may know more than Mr. Zahn. I'm
20 not diminishing Mr. Zahn, but there are
21 others who may have knowledge about it. And
22 what we need is the knowledge, not the
23 appearance, necessarily.

24 CHAIRPERSON BROCK: Okay. Anyone else?

25 Yes, Mr. Schellenberg.

1 COMMISSIONER SCHELLENBERG: I can
2 appreciate -- no, I don't really appreciate
3 Aaron Zahn basically saying no. But the
4 fact is that they're very interconnected
5 with the City and what we do and how we get
6 our funding. They send \$120 million to our
7 City in lieu of real estate taxes. So
8 they're very much involved in -- the City is
9 very dependent currently. And who knows
10 what's going to happen going forward with
11 selling or not selling JEA, but they are
12 very interconnected with the City.

13 And I find it amazing that he won't come
14 and talk about how the City and JEA work
15 together to -- for the benefit of the
16 people, not only the City of Jacksonville,
17 but storm water issues, that they've
18 committed \$5 million -- \$10 million a year
19 for the next couple of years to help us
20 connect neighborhoods to the water system.

21 To give you a heads-up, you know, you
22 have three options that I'm aware of, Walt
23 Bussells, Paul McElroy -- well, Jim
24 Dickinson and then Paul McElroy that were
25 previous heads of JEA that were there, that

1 would be helpful. Eric Green.

2 They are connected to us because of a
3 very bad deal that was made years and years
4 ago that we -- I can't remember the exact
5 number, but I think the City gives them
6 about \$800,000 a year. And it might not be
7 enough to compete. And we need to figure it
8 out, because that's a big portion of the
9 economic activity of Jacksonville. We
10 should know how it connects to City of
11 Jacksonville and the Charter, ultimately.

12 On the airport, that is a new guy. I
13 can't remember. I think it's VanLoh. They
14 actually -- there was an article recently in
15 the paper. Their economic impact, they
16 said, is \$8 billion to Jacksonville, the
17 JEA. And so I think that although we are --
18 and Michael Weinstein might be -- have all
19 this information. But they're very
20 connected and they own a lot of real estate.
21 And they're leasing real estate to their
22 property, which we don't get any money. It
23 goes directly to the City. And they don't
24 contribute to anything back to us because
25 it's against the FAA rules.

1 And JTA, Nat Ford is unbelievably
2 knowledgeable, not only about
3 transportation, because he was at Atlanta
4 and he was also in San Francisco when Uber
5 really got started. And he will give us
6 great insight about what he thinks is going
7 to go forward with transportation for the
8 City of Jacksonville. And the other thing
9 is that we have a loop option gas tax that
10 they are very involved in with the City.

11 So there are a lot of things going on
12 between us and these independent authorities
13 that I think that we should have a better
14 picture about how they're working with the
15 City going forward. And that has everything
16 to do with the Charter and our relationship
17 to every one of these independent
18 authorities.

19 CHAIRPERSON BROCK: And, again, with
20 regards to Mr. Zahn, he's the one -- he has
21 given me a specific response.

22 Just from the nature of the
23 relationships with the folks at the Port, I
24 had telephone conversations. And their
25 response was they did not have anything that

1 they wanted to address with the Charter
2 Revision Commission.

3 And I don't presume any ill intent by
4 Mr. Zahn in his declination, because it may
5 be that it was his view that he did not have
6 anything that he felt JEA needed to address
7 to the Charter Revision Commission.

8 To the extent that we have questions --
9 and I would ask that you please send those
10 to Carol Owens. And she can forward that
11 information to me so that I can perhaps go
12 back and refine our request saying: Okay.
13 Thank you. You don't have any issues.
14 We've got some questions. And we would like
15 to have somebody come and speak to us on
16 those.

17 So I want to take a break right now to
18 recognize Mr. Weinstein, who has graciously
19 agreed to come in here and chat with us.

20 Good morning, Mr. Weinstein.

21 MR. WEINSTEIN: Good morning. Are you
22 ready for me?

23 CHAIRPERSON BROCK: Yes, sir.

24 MR. WEINSTEIN: Is this on?

25 CHAIRPERSON BROCK: Yes, sir. Give

1 officially your name and address.

2 Is the green light on? Yes, if the
3 green light is on, it's on.

4 COMMISSIONER SCHELLENBERG: You've
5 forgotten already?

6 CHAIRPERSON BROCK: Is it not turned on
7 on the back?

8 MR. WEINSTEIN: Now it is.

9 CHAIRPERSON BROCK: You have to hit that
10 button. Bingo.

11 MR. WEINSTEIN: Funny, I've got like
12 four topics, one of which is independent
13 authorities, which I think you were sort of
14 talking about a little bit as I walked in
15 here.

16 So format is just for me to speak,
17 interact with questions?

18 CHAIRPERSON BROCK: Yes, sir. Yes, sir.
19 Anything you can kind of give us, just
20 general background, your experience and what
21 you've seen.

22 MR. WEINSTEIN: A little bit about me --
23 do you want a little bit about me, or why
24 I'm here?

25 CHAIRPERSON BROCK: Yes, sir.

1 MR. WEINSTEIN: I was just walking down
2 the street and somebody asked me to fill in,
3 somebody wasn't coming.

4 CHAIRPERSON BROCK: It almost was that,
5 actually, ran into you in the Council
6 Chambers.

7 MR. WEINSTEIN: Well, I'm Mike
8 Weinstein. And I've been unbelievably
9 blessed to be in Jacksonville. I came here
10 in '75 and never left, came here to work for
11 Ed Austin.

12 I came here originally to be the
13 executive director of the State Attorney's
14 Office for Ed Austin, which I did for 12
15 years. My background was in criminal
16 justice/law enforcement, a master's degree
17 and a doctoral program in criminology.

18 And after 12 years of doing that, I
19 decided to get a law degree and commuted for
20 two and a half years, worked part-time here
21 in Jacksonville, commuted two and a half
22 years to Gainesville and got a law degree
23 just in time for Ed Austin to become Mayor.

24 So I came over with him as his Chief of
25 Staff. Delaney came over as General

1 Counsel. A whole bunch of us came over,
2 General Counsel's Office.

3 I committed to stay a year. I stayed a
4 year and then went out in private practice.
5 And then Ed Austin lost to -- the CFO to the
6 City came to the firm I was in and asked me
7 to come back and be CFO. So I was CFO for
8 Ed Austin. John Delaney becomes Mayor. I
9 was CFO for Delaney.

10 And then we created our Economic
11 Development Commission, which I headed up.
12 And then did the Jaguar lease. And went to
13 Chicago with Wayne Weaver when we got the
14 team.

15 And then I was asked to do the Superbowl
16 application. So I headed up our Superbowl
17 application, presented it to the 32 NFL
18 owners. And we got Superbowl. And I became
19 president of Superbowl. And had to leave
20 City government at that time because
21 Superbowl entity had to be private. So I've
22 been very blessed in that regard.

23 I spent years running Take Stock in
24 Children statewide, running Volunteers in
25 Medicine. House member, became a house --

1 Tallahassee state house member for four
2 years.

3 And then went back with Angela Corey.
4 When she became state attorney, I went back
5 in as a prosecutor. Prosecuted for a while.

6 And then retired for the third time.
7 And Lenny Curry asked me to come back as his
8 CFO and basically deal with the pension
9 issue. And I did that.

10 And then this past November retired
11 again. And working a little bit part-time
12 as a consultant, but definitely not working
13 full-time.

14 So I'm here basically because I've been
15 a customer of the City as the Executive
16 Director of the State Attorney's Office.
17 I've been a client of the General Counsel's
18 office, and as a legislator, received what
19 the City needed out of Tallahassee and
20 wanted out of Tallahassee, which starts me
21 in the independent authorities.

22 One of the takeaways I had from being in
23 the legislature was that we would be visited
24 by each of the independent authorities with
25 their goals and desires and what have you.

1 And it always struck me that they were
2 individual, individualized to the
3 independent authorities and not really City.
4 And we had the responsibility to try to
5 figure out which of these different entities
6 is the most important.

7 And one of the things that I think we
8 should do as a community -- and I was a
9 board of trustee member of Florida Community
10 College. And I was really impressed with
11 one of the things they did in their budget
12 structure, where when they built their
13 budget, they had to have each department
14 literally, through their line items,
15 illustrate how that budget worked towards
16 the overall university goals, how they were
17 in line.

18 And I've always said that to different
19 people, that it was very impressive to me.
20 And I think that we as a community need
21 city-wide goals that are illustrated within
22 each of the independent authorities that
23 they're also helping in those city-wide
24 goals, instead of it being totally isolated
25 with their own goals and objectives.

1 I think that structurally they're
2 independent, but they're still owned,
3 basically, and operated for the benefit of
4 the community. And there is not enough of a
5 unification.

6 And if graduating more children out of
7 high school or dealing with the crime
8 problem or dealing with flooding, I think
9 that in some way each of the independent
10 authorities have to be vested in that.

11 And when you go to Tallahassee and when
12 you go to Washington, the top priorities of
13 the cities -- of the city should be the top
14 priority of everybody so we're not competing
15 against each other.

16 And you'll see that in my talk that
17 that's sort of a theme where you give -- the
18 entities and the individuals and the
19 departments give up a little bit of their
20 own objective for the bigger objective of
21 the City.

22 And I think the independent authorities
23 should be looked at more as a part of the
24 city than they are. And I'm not criticizing
25 them, that's how it's been.

1 I also advocated each time I came into
2 city government that the chairman of the
3 board and the executive director of the
4 independent authorities should meet with the
5 President of the Council and the Mayor
6 routinely. And each independent authority
7 should hear what the other independent
8 authorities are up to, just, again, to make
9 it more of a subsidiary than an isolated
10 company, because they really are
11 subsidiaries. That was one of my topics.

12 The other, second one, is central
13 services. And that's where I was a customer
14 in the State Attorney's Office, or a
15 customer to the IT department, customer to
16 fleet.

17 There are -- what happens in government
18 here and has happened over time is that the
19 individual customers start believing they
20 can get better service for the product,
21 whether it be software, computers, fleet,
22 whatever, outside and not use the general
23 services.

24 And you will have seen over the decades
25 how it's been spread out. All procurement

1 used to be done by all the individual groups
2 through the City. All the fleet, you know,
3 we have about 3,200 vehicles. I was in
4 charge of IT, in charge of fleet as CFO.

5 They're huge businesses, but each
6 individual -- Sheriff's Office is a perfect
7 example. They lobbied to go out on their
8 own with their software and what have you.
9 So what happens, all of a sudden their
10 software doesn't communicate with the City
11 software; they're done differently.

12 Everybody tries to get out on their own
13 and it's understandable, because, again, the
14 priorities. When we look at fleet -- and we
15 spent about \$28 million a year replenishing
16 our fleet in the City of Jacksonville. So
17 we look at all the different vehicles, how
18 old they are, what the maintenance costs are
19 on them, how many miles they have. And we
20 evaluate them, but we always give a higher
21 priority to public safety. They get a
22 different weight when we do the evaluation.

23 So you'll have in public works and
24 parks, they'll wait a little longer to
25 replace. IT also, Sam Mousa and I would

1 meet once a month with the head of IT, and
2 we would go over all the different programs
3 at all the different customers, all the
4 different agencies, all the different
5 departments, all the different
6 constitutional officers, what they wanted to
7 get done. And we'd prioritize, because we
8 can't do them all.

9 When we first came into office,
10 replacing the Brown administration, there
11 were well over 300 pending programs to be
12 worked on, which was ridiculous. We got it
13 down into the low hundreds by weaning them
14 and doing away with them.

15 But, again, there is a priority system.
16 When you're in public works and you want
17 software to be done to make you more
18 efficient, which obviously will make you
19 more efficient, but you also have in there
20 JFRD that's going to enhance the response
21 time, we do the JFRD budget software first.
22 So public works, as a customer, gets
23 annoyed.

24 So when the customers are your Tax
25 Collector and your Sheriff and the School

1 Board and everybody else, they tend to go --
2 they want to go their own way. And over
3 time, politically, they've gotten
4 permission. And we have a lot of services,
5 whether they be IT, fleet, or procurement,
6 that are being done outside the central
7 services.

8 And, again, it's understandable, because
9 they're getting it done quicker and better.
10 But it's weakening the City as a whole.
11 Again, that obvious you got to give up a
12 little for the benefit of the whole.

13 And it's a conflict, it's always a
14 conflict. Don't know how to solve it. It's
15 the glue that keeps it going. It's part of
16 the rationale of consolidation. But it's a
17 problem internally when customers go to the
18 Mayor or the Council and complain that they
19 want to go their own way. And it's easy for
20 them to be allowed to, but it weakens the
21 central service system.

22 So we'll continue to talk about internal
23 stuff.

24 Just briefly, externally, from the
25 outside community and services we provide,

1 consolidation has been a godsend. We are
2 terrifically -- as inefficient as people may
3 think government is, and we are -- we are so
4 much more effective dealing with companies
5 coming in, dealing with permitting, dealing
6 with the things that need to be done from
7 the outside.

8 Consolidation has saved us a tremendous
9 amount of money and provided a much better
10 service to the outside. The stresses come
11 internally, because, again, everybody is
12 part of a bigger organization and the bigger
13 organization goals sometimes take priority
14 over the individuals.

15 The last two topics are the General
16 Counsel's Office and sort of the power
17 division between the Council and the Mayor's
18 Office.

19 On the General Counsel -- and I know
20 that periodically and right now there is a
21 tremendous amount of articles being written
22 and discussions about the power of the
23 General Counsel's Office and how it relates
24 to the independent authorities, how it
25 relates to their clients.

1 And looking at it from 30,000 feet, the
2 General Counsel's Office is the glue that
3 holds together consolidation. You can't
4 have pieces of our government suing each
5 other and effectively have a consolidated
6 government.

7 It's really going to be impossible if we
8 don't have a General Counsel's office with
9 the power and authority that they currently
10 have.

11 Now, how that power and authority is
12 utilized is the rub. And over time we've
13 had many General Counsels, and some get
14 closer to a particular client than others.
15 That just goes with people and relationships
16 and what have you.

17 It's worked, but it's worked, again, to
18 the frustration of some of the clients and
19 some of the citizenry that feel that it's
20 not being done in a fair way.

21 I do have my own thoughts about trying
22 to lessen that problem. And it would
23 require a different structure within the
24 General Counsel's Office.

25 Right now, basically, the different

1 clients, the major clients, have assigned
2 Assistant General Counsels, someone to the
3 School Board, someone to JTA, someone to
4 JPA, someone to JEA.

5 If you really wanted to look at trying
6 to build in the system a way to lessen the
7 possibility of General Counsels getting too
8 close to one client or another so it appears
9 to be unfair, although it may be as fair as
10 can be, you can structure it a little
11 differently, and literally have the
12 assistants assigned the way they are and
13 also have an assigned assistant to the
14 Mayor's Office, just like you do to JEA, the
15 Council and everyone else.

16 And the General Counsel person be looked
17 at more as an appellate court would be
18 looked at, where they -- that person, the
19 major responsibility of that person is to
20 listen to the arguments of the different
21 Assistant State Attorneys representing
22 different clients and come to a decision.

23 The first pushback against that is that
24 you want a General Counsel that really knows
25 all about government and what have you. But

1 if you think about judges, judges take
2 cases, all kinds of cases, many of which
3 they don't have any real understanding
4 about. Their responsibility is to listen to
5 the arguments from the different sides,
6 study the law, and make a decision.

7 If we structured it so the General
8 Counsel person is more in that role -- and
9 the way you do that is basically they're
10 appointed for two years. They don't have it
11 as a career. They don't stay long. They
12 come in for two years, and they're basically
13 there to resolve the problems within the
14 clients.

15 It's kind of controversial. It would be
16 different. The pushback, again, is, well,
17 they won't be an expert necessarily in
18 government. But you don't have to be. You
19 don't have to be. If that person has the
20 authority to make binding decisions, which
21 they do and they need to have that, they
22 need to be somebody that everybody feels is
23 relatively open and fair.

24 Anyhow, that's not an exact, but it sort
25 of begins to have people thinking about not

1 doing away or changing because the General
2 Counsel's Office is critical to consolidated
3 government. But trying to deal with the
4 periodic problem that comes up when you have
5 two clients that are looking at going
6 different ways and always asking the guy
7 outside, lawyers always asking -- and you
8 have to go to the General Counsel to get
9 permission to get an outside lawyer. So the
10 General Counsel's position is hugely
11 powerful, huge.

12 And maybe you look at it in a different
13 way.

14 My last topic is the occasional
15 discussion about the division of power. We
16 are a strong mayor government. There is no
17 question about it. And it works. It's
18 efficient and it works. You get a lot of
19 gripping sometimes from the Council, but
20 there are things that are built into the
21 system that really doesn't allow the Council
22 to be more than it is. And what it is more
23 than anything else is a reactive entity to
24 what comes.

25 And to give you an example, and I've

1 said it to others and it may have been
2 presented, you know, when I was in the
3 house, I remember sitting down with Governor
4 Scott when he first got elected. And he
5 said that in February, his first time in, in
6 February I'm going to present my budget, and
7 you'll see all my priorities. We were
8 sitting in an airport somewhere. And I
9 said, well, you're going to present it in
10 February, and we're going to put it aside
11 and not look at it again. And he didn't
12 understand that.

13 And the way Tallahassee works is like
14 Washington, the house builds their own
15 budget, the senate builds their own budget.
16 And at the end the senate and the house get
17 together and they determine how to make the
18 differences go away.

19 Basically, you have a house budget and
20 you have a senate budget. And all the line
21 items that are the same, they're not
22 discussed again. The line items that are
23 different, you'll have a conferee committee,
24 a budget conferee committee, try to resolve
25 the differences in those line items. And

1 they'll resolve many of them.

2 Those that still aren't resolved go to
3 the chairmen of those committees to try to
4 resolve it. And at the end, if any of them
5 aren't resolved, they go to the speaker of
6 the house and the president of the senate,
7 and they resolve the differences. Governor
8 is not involved.

9 We don't have that here. And I'm not
10 suggesting we have that here, but that
11 builds in a structure that makes the Council
12 reactive.

13 They don't have the resources to build
14 their own budget. They have auditors, but
15 auditors look at history. Auditors aren't
16 budget creators. They don't have the staff.
17 And it would require a huge staff to do what
18 the executive branch does in creating a
19 budget.

20 So that works -- that defines and keeps
21 the structure the way it is.

22 Also, and I think you've heard talk
23 about this, the timing of our election.
24 When the ten new -- at least ten, if not
25 nine, at least nine or ten new Council

1 Members come in, they have no ability to
2 deal with the budget that they've been
3 handed in a week. And that builds in sort
4 of the theme and the expectation and the
5 behavior going on to the next three years of
6 budget. They assume they're going to get a
7 budget. And they work around the tangents,
8 they work around the perimeters. So that is
9 another embedded in the structure element
10 that keeps it the way it is.

11 And third is the way we do elections.
12 I've told a couple of Council Presidents
13 that to get elected like in May that come in
14 in July and tell them that, if you have
15 something you're trying to accomplish, you
16 have to have the legislation done and
17 introduced your first day, because you don't
18 have very -- you have six months, seven
19 months tops to influence what's happening,
20 because after six or seven months they're
21 already talking about who is coming next.
22 And it takes a while to get any legislation
23 through here.

24 So the idea that you become president,
25 it changes your life dramatically, because

1 you're asked to be everywhere and to speak
2 everywhere and you have authority. But to
3 implement a proactive strategy as far as
4 impacting the community, almost impossible
5 to do. Almost impossible to do.

6 So as the debate goes about, you know,
7 one mayor is too powerful, not too powerful,
8 what have you, it's embedded in the system,
9 in the strong mayor government that we have
10 to be the way it is. And it would take
11 monumental changes to change that.

12 And I just sort of give you sort of a
13 thumbnail of what -- from my view in
14 watching it happen over 40 years from
15 different perspectives. And I was a student
16 of government from the beginning, my
17 undergraduate was in political science. So
18 I've always been sort of a student of
19 government.

20 And we have a great one. The flaws that
21 we have, still we're about the best. And
22 that's why you see counties all over the
23 country trying to get to be consolidated.
24 There are only a few of us because of the
25 uphill battle to give away.

1 There's a reason why we have 19 Council
2 Members. It was because the County and the
3 City didn't want to lose any of their
4 positions. So instead of having 7 members
5 like a normal, they just absorbed both
6 entities and now we have 19.

7 And they're hard because of the Sunshine
8 Laws. Not anything against the Sunshine
9 Laws, it just makes it very hard, again, to
10 make things happen when you can't talk to
11 more than one of them at a time. And then
12 they can't talk to each other. And what you
13 say in public is possibly and probably
14 different than what you'd say in a private
15 conversation, but you can't have private
16 conversations.

17 So that's where we are. And we're
18 blessed to be there as a community. But we
19 do have some flaws that maybe we can chip
20 away at. But I certainly wouldn't advise
21 any major changes in our structure. And
22 that's more than I wanted to say.

23 CHAIRPERSON BROCK: Okay. I think
24 Mr. Schellenberg was first.

25 COMMISSIONER SCHELLENBERG: First of

1 all, Michael, I can't thank you enough.
2 First of all, you have been, hopefully, a
3 friend for the last eight years. And to see
4 how you operate both as a constituent, but
5 also your knowledge about what's going on, I
6 greatly appreciate it.

7 Help me out, because I actually took the
8 idea, I mentioned it last time, that Jim
9 Bailey who used to do the financial daily
10 report, he wrote an editorial saying
11 basically what you said about the
12 independent authorities at colleges and
13 things like that getting together.

14 So I wrote a resolution and basically
15 said it was a council of leaders. And I
16 included the independent authorities, the
17 DIA, a variety of people.

18 And this was in '13, when Brown was
19 there. And nothing happened to it. And
20 nothing is happening in the current
21 administration. And I believe that's the
22 way to go, making sure that everybody works
23 together to move forward. Now --

24 MR. WEINSTEIN: And there is a way to do
25 that, because all of them bring their budget

1 to City Council. And they should indicate
2 in their budgets how they are working
3 towards not only their own goals, but the
4 City's goals as a whole.

5 COMMISSIONER SCHELLENBERG: But wouldn't
6 it be better -- along the lines of the --
7 first of all, the independent authorities do
8 get together talking among themselves. I
9 understand the colleges all get together,
10 the presidents of the colleges discuss what
11 they're doing.

12 But as a leader of the City, the Mayor
13 can bring all of them together on a
14 quarterly basis so they all know what
15 they're doing together to find out if
16 they're all working for the benefit of
17 Jacksonville going forward. So how do you
18 make that happen? Not just once a year for
19 the budget, but ongoing, because things
20 happen all the time.

21 I'm not saying -- maybe quarterly, maybe
22 twice a year, get together and find out how
23 we're all -- what they're doing and how
24 everybody can make two and two equal six,
25 because that's why the independents do it,

1 that's why the colleges do it.

2 MR. WEINSTEIN: Making it happen is
3 hard. I mean, you can require meetings and
4 what have you, but making it more than a dog
5 and pony show as to what each of them are
6 doing is up to the individual people that
7 are in that meeting.

8 But, again, I think from the top down,
9 if the community accepted the idea that we
10 develop, you know, like a five-year plan
11 where we have real goals set out and you
12 require -- and you do it through the budget,
13 because that's the only time you really have
14 power over them. And you require it to be
15 illustrated that everybody, the departments,
16 the agencies, the independent authorities,
17 everybody has in their objective not only
18 their own personal ones, but city-wide ones
19 as well.

20 But it would take a change in culture.
21 I mean, you can't just do it by dictating it
22 out of an ordinance. It's going to take a
23 change in culture from the top down. But
24 it's worth trying, because we have such
25 assets we spend.

1 You know, I always remark when the paper
2 puts out, you know, we have a \$1.2 billion
3 budget, we have over a \$6 billion budget
4 when you look at the community as a whole.
5 And so there is tremendous assets within
6 this community to tackle some of the major
7 problems we have if everybody is sort of,
8 again, not giving up their own roles, but
9 just adding a goal or two that weren't their
10 own, but they're the City's.

11 COMMISSIONER SCHELLENBERG: I have other
12 questions, but I'll pass right now. Thank
13 you.

14 CHAIRPERSON BROCK: All right.
15 Mr. Griggs, I think you were next.

16 COMMISSIONER GRIGGS: Thank you,
17 Michael. Pleasure seeing you here and great
18 working with you over the years.

19 Part of my first question is along the
20 lines of what Mr. Schellenberg said, and I'm
21 thinking, like you mentioned a few minutes
22 ago about strategic planning from the top
23 down, wouldn't it be easier if that effort
24 was led from the top to say, you know, this
25 is what we believe are the most important

1 priorities of our community? If we sort of
2 looked at it strategically over a three-,
3 maybe five-year period, and these are the
4 areas we would like to have addressed, you
5 know, between your role between all these
6 independent authorities. And maybe perhaps
7 they would see that it is a priority for
8 them to play on a regular basis and report
9 back and be held accountable for the things
10 they have -- the role they play with the
11 strategic plan. And if we do that, then
12 more people from the public can have a role
13 in what that strategic planning is all
14 about.

15 Do you think that would -- this
16 hasn't really got a whole lot to do with the
17 frame work of the Charter, but just speaking
18 in terms of how do you get these people to
19 collaborate more.

20 MR. WEINSTEIN: Those of you that have
21 been around a while may remember with Ed
22 Austin we did an economic development -- I
23 can't remember the exact name of it, but we
24 had everybody -- we met at the Prime Osborn
25 over a day or two, we broke up into groups.

1 The community, everybody was invited. We
2 provided lunch. And we ended up coming up
3 with economic development goals out of that.

4 But, yeah, I believe that, again, it's
5 worth the try to implement something that
6 permeates the entire community. And it only
7 will work if it's forced from -- I mean, you
8 can get the whole community to come up with
9 the ideas, but it has to be forced from the
10 top down with -- through the power of the
11 purse. I mean, that's the only way you can
12 do it.

13 COMMISSIONER GRIGGS: Thank you for
14 that. So whatever happened to JEDC?

15 MR. WEINSTEIN: To what?

16 COMMISSIONER GRIGGS: JEDC.

17 MR. WEINSTEIN: JEDC, for those of you
18 that weren't here, we consolidated all the
19 economic development entities within the
20 community, sports, international, Cecil
21 Field, Jacksonville Beach, all of the
22 economic, the Downtown Development into one
23 entity. And when I was CFO, I also headed
24 that up as we started it and then became the
25 first executive director of it.

1 It was basically made up of 16 different
2 entities that was responsible. Because we
3 had -- competing against each other we had
4 different geographic areas trying to get
5 this call center in or this manufacturing
6 in, competing against another area. And we
7 were competing for economic development
8 dollars. So we wanted to put it all under
9 one umbrella.

10 An administration came in, Austin.
11 Delaney had it. And I don't know if Peyton
12 got rid of it or whether it was Brown, but
13 somebody came in and blew it up, and
14 everybody went their own way.

15 A lot of it was about downtown. Having
16 it include the Downtown Development
17 Authority, which is what it was then, was
18 the most controversial piece of it, because
19 downtown has such a large and legitimate
20 support group that they felt it needed to be
21 separate. And I think maybe when they made
22 DIA, they separated the economic
23 development. Sports went their own way,
24 international went their own way, everybody
25 went their own way.

1 COMMISSIONER GRIGGS: And so thank you
2 for that. I'd like to talk a little bit
3 about priorities, because you've seen a lot
4 over the years. And one of the
5 conversations we've been having is about
6 priorities throughout the community from
7 consolidation forward.

8 In your time, have you seen -- what have
9 you seen in terms of the City's general
10 priorities for funding, for economic
11 development funding, or just maybe public
12 safety funding, where have those priorities
13 lied? Because one of the conversations
14 we're having is communities that have been
15 left behind traditionally as it relates to
16 consolidation.

17 MR. WEINSTEIN: Well, in different
18 categories, as far as spending money, and
19 one of the things we need to do is get rid
20 of the criticism that consolidation left
21 certain segments behind. If for some reason
22 the City comes in to some resources, they've
23 got to deal with that and get that behind
24 us. And that means going in with
25 infrastructure in areas that need

1 infrastructure, that were promised
2 infrastructure in the '60s, you know, '68
3 when they did consolidation.

4 But as far as social, you know, again, I
5 was president of Take Stock in Children. I
6 had staff in all 67 counties throughout the
7 state. And my position was that you could
8 provide dollars to the different ills of
9 society, whether it's lack of education,
10 whether it's law enforcement, whether it's
11 affordable housing, whether it's all these
12 things. And you could possibly help in
13 those. But there is only one element of our
14 social problems that impact all of the ills,
15 and that's education. That's education.

16 If I had a priority, it would always be
17 in helping in education so that they can get
18 out of poverty and they can get to where
19 they're not looking to the streets and what
20 have you. I mean, I think that's the only
21 one that helps all the different ills.

22 But the immediate ills, you know, law
23 enforcement, it's a top priority of mine,
24 public safety always has been. That's an
25 immediate issue -- it is a silent needs.

1 But in the long run -- when I was a student
2 in criminology, the crime rates, the most
3 influential issue for crime rates is the
4 size of the population from about 16 to 28.
5 As that population grew, crime rate grew.
6 As that population went down, crime rate
7 went down.

8 But that's a structural change, but the
9 most influential individual change, the way
10 you most likely know how a child will come
11 out is the education level of the mother,
12 strongest variable, strongest variable.

13 COMMISSIONER GRIGGS: I got one more
14 question. Actually, it's more like a
15 statement. The people who I've been talking
16 within the community, I kind of ask
17 questions and try to get input about my role
18 here, have said to me that this City over
19 the years has found it more important to
20 invest in flat pieces of property along the
21 outskirts of town, building up areas of town
22 versus investing in those areas that have
23 been in the most need.

24 And so I've taken that information and
25 tried to do my own research. And study

1 after study that I've read -- and,
2 Mr. Chairman I'm going to provide a couple
3 for you -- have said the more you invest in
4 communities, the more you eradicate those
5 issues that are of concern, whether it's
6 education, economic development, housing.
7 All the evidence says that you invest in
8 those communities, you get better outcomes,
9 instead of investing along the outskirts of
10 town or other areas of town that may have,
11 quote, economic development problems.

12 MR. WEINSTEIN: It's always amazing when
13 we build these roads way out there and then
14 complain about traffic.

15 When I first came here -- I'm from New
16 Jersey. I came here and my eyes were open
17 to an issue in the South that I didn't
18 understand or see coming from the North.
19 And I remember many, many, many years ago a
20 pastor of mine talked to me about what I
21 felt the needs of the City, what could they
22 do as a church for the City. And I said to
23 him that, from my perspective, the biggest
24 problem the City has is race relations. And
25 I have been here 40 years and I wouldn't

1 change that opinion. And all you have to do
2 is be at City Council one night and listen
3 to people that come up and speak at City
4 Council.

5 Which takes me back to the issue of the
6 consolidation and making sure that we can't
7 be criticized any longer for not doing what
8 we said we would do to get consolidation
9 passed, yeah.

10 COMMISSIONER GRIGGS: Should it be a
11 priority, that investment?

12 MR. WEINSTEIN: It should be a priority
13 of every person, as well as government.

14 COMMISSIONER GRIGGS: Thank you,
15 Mr. Chair.

16 CHAIRPERSON BROCK: All right. I
17 believe, Mr. Denton.

18 COMMISSIONER DENTON: Thank you.

19 And thank you, Mr. Weinstein, for coming
20 in and meeting with us. I have three
21 questions, if I might. The first --

22 MR. WEINSTEIN: Is this off the record?

23 COMMISSIONER DENTON: I think it's on
24 the record. We have had a few
25 off-the-record conversations.

1 MR. WEINSTEIN: Yes, we have.

2 COMMISSIONER DENTON: But following up
3 on the topic Mr. Griggs brought up, do you
4 think, given that the DIA has been very
5 effective in downtown development, I think,
6 and has focussed resources and agencies and
7 information toward downtown development, do
8 you think, given your vast background in
9 local government, that the creation of
10 something like a DIA for the poor
11 neighborhoods that we just talked about
12 might help not just funnel money into it,
13 because it's not just money that we need,
14 it's information, expertise, priorities,
15 community involvement and on down the line,
16 would such an agency help make that happen?

17 MR. WEINSTEIN: I don't know. I would
18 have to really think about that. An agency
19 without resources, you know, won't do
20 anything.

21 You know, we have these tax increment
22 districts all around town, which I as CFO
23 was opposed to, because it takes about
24 \$30 million out of the City budget and
25 isolates them. In going back to -- and the

1 reason I didn't like it goes back to my
2 whole theme. You know, you have
3 Jacksonville -- you have all these different
4 tax increment districts, which lock in money
5 for that tax increment district, which is
6 nice for that tax increment district, but
7 that money can't be used for the top
8 priority of the City, which is a perfect
9 example of what I was talking about before.
10 You know, maybe all that money doesn't need
11 to go into this.

12 What's happened by the airport, the
13 airport tax increment district in the
14 shopping center up there has been
15 phenomenally successful, tremendously
16 successful. It still exists and still gets
17 multiple millions of dollars every year that
18 has to be spent there, has to be. Well,
19 those millions of dollars could very well be
20 used in different areas that need it more.

21 So I'm not a fan of isolating, but -- so
22 I don't suggest that we create another
23 separate entity. It just needs to be a top
24 priority of the community and be dealt with.
25 And it is.

1 I mean, this Mayor has done a lot and
2 continues to do a lot in the budget each and
3 every year with septic tanks, with
4 sidewalks, with roads. I mean, we have --
5 over the years that I've participated and
6 still now, the Mayor has done a good job
7 with lots of different issues that he has to
8 face.

9 But, again, if we're fortunate enough to
10 get some resources that can be utilized over
11 and above the budget, I would do it in areas
12 that really need the help.

13 COMMISSIONER DENTON: Thank you. Second
14 question on the General Counsel. I
15 appreciated the creativity of your
16 suggestion. In addition to that, do you see
17 any need for the way that the General
18 Counsel is appointed to change?

19 MR. WEINSTEIN: Not if you keep it every
20 two years. Not if it's not a -- not if it
21 rotates every couple years.

22 COMMISSIONER DENTON: Every couple
23 years?

24 MR. WEINSTEIN: Yeah. If it stays for
25 an indefinite amount of time and it sort of

1 becomes a career and relationships build and
2 that sort of begins to maybe not be bad, but
3 potentially look bad. That's just -- but I
4 wouldn't -- I believe it's supported by the
5 Mayor and confirmed by Council, right, yeah.
6 I think that's always the best way to do it.

7 COMMISSIONER DENTON: There are other
8 ways, like the way some judges are appointed
9 from a panel, agreed upon --

10 MR. WEINSTEIN: Yeah, but you lose
11 accountability. Ultimately, the Council and
12 the Mayor are accountable to the people.
13 Once you get into appointments that don't
14 ultimately have accountability, it gets a
15 little bit risky.

16 COMMISSIONER DENTON: Thirdly and
17 finally, I appreciated your discussion of
18 the Council President's role and the issue
19 of every -- really every six or seven months
20 there is a -- that he or she has six or
21 seven months to have their agenda done and
22 after a year everything changes. And we've
23 seen that recently. And you said any change
24 would be monumental.

25 MR. WEINSTEIN: Change, I meant that

1 more in the resources area.

2 COMMISSIONER DENTON: Oh, okay.

3 MR. WEINSTEIN: You've had some Council
4 Members that were president for two years,
5 which takes away that issue, but it makes it
6 more difficult to get there. You got 19
7 people wanting to be president, and they
8 don't have many years to get there. So
9 that's really built into the problem.

10 But if it was a two-year term, you
11 definitely could be much more proactive and
12 start developing your own strategies and
13 priorities in getting them implemented. You
14 would upset the other members that are
15 trying to get to be president, that's the
16 only problem with it.

17 COMMISSIONER DENTON: Well, that's what
18 I was getting to, did you see a way that
19 that might change? And a two-year term is
20 one possibility. Do you see any other ways?

21 MR. WEINSTEIN: Not that doesn't require
22 a huge change in resources and structure,
23 no, because the Council just doesn't have
24 the resources to do much more than react.

25 COMMISSIONER DENTON: Thank you.

1 CHAIRPERSON BROCK: Mr. Gentry.

2 COMMISSIONER GENTRY: Thank you.

3 Good morning.

4 MR. WEINSTEIN: Hey, W.C.

5 COMMISSIONER GENTRY: Mike, thank you
6 for everything you've done.

7 MR. WEINSTEIN: Thank you for everything
8 you've done.

9 COMMISSIONER GENTRY: One thing you
10 didn't mention, as I recall, you came about
11 that close in the finals of the mayor's race
12 a few years ago. Anyway, thanks for
13 everything.

14 I have two areas I want to ask you
15 about. And the first one was one that you
16 start off talking about, which is goals.
17 And just as an example, I served on the
18 Crime Commission we just -- whatever
19 happened to that, and the Jax Journey and
20 various things.

21 Crime is a goal in this city -- or doing
22 something about crime, but yet we continue
23 to have the same crime problems in this town
24 that we've had as long as I can remember.
25 Supposedly it's our -- a major issue for us.

1 Education, and I agree a thousand
2 percent with everything you've said, I mean,
3 one of my issues that I've struggled with
4 for so long unsuccessfully is that we know
5 that, if a child can't read effectively by
6 the end of third grade, that they can't then
7 read to learn and they cannot be successful.
8 And that's the number one predictor of
9 crime, welfare and leading to poverty. We
10 know that.

11 But with both crime and the result of
12 poor education, and poverty, and education,
13 looking at education, it requires -- if we
14 want to really do something, it requires the
15 Early Learning Coalition and all the
16 entities involved with early learning. It
17 requires the school district doing its job
18 of properly educating these children early
19 and focusing on literacy. It requires the
20 City putting funds in after school and
21 summer camps and having a concerted effort
22 to focus on literacy as part of what they're
23 doing. And it would involve, could involve,
24 should involve the whole City, the JEA and
25 all the rest, because it has to be a change

1 in the culture of the City.

2 We don't even have goals. I've yet to
3 see the articulated goal for crime that
4 involves the Sheriff's Department, the
5 education people, the City agencies. I
6 don't see any metrics. I don't see any
7 goals, expectations, or where we're going to
8 get or how we're going to get there. I
9 don't see that. I've never seen it.

10 So my question is and this is really a
11 Charter issue -- because the Council comes
12 and goes, and Mayors come and go -- how do
13 we first set goals? And I agree with you,
14 we need all the entities involved and
15 committed to priorities. And there should
16 be one or two or three key priorities, which
17 would finally get us out of this quagmire
18 we've been in for decades.

19 How do we set goals that are meaningful
20 real goals that transcend administration,
21 administration and that can -- that we can
22 finally focus on and get ourselves out of
23 our problems? How do we set those goals?
24 And what can we do within this Charter to
25 create a vehicle to once and for all

1 establish meaningful goals for our community
2 that we can then solve our problems?

3 MR. WEINSTEIN: Well, if --

4 CHAIRPERSON BROCK: You have a minute
5 and a half left.

6 COMMISSIONER GENTRY: Thank you.

7 CHAIRPERSON BROCK: You have all the
8 time you need.

9 MR. WEINSTEIN: Another consideration
10 from the Take Stock in Children, your point
11 about the reading, we also felt that, if a
12 child gets out of middle school, if the
13 child doesn't have hope by the time they get
14 out of middle school, hope of a good future,
15 they're gone. You can't get them back,
16 can't get them back.

17 The process, I would pull out what we
18 did in Ed Austin's time. It was a
19 community-wide effort where everybody was
20 invited, and they literally worked through
21 from large to specifics to get to goals, the
22 community goals for economic development.
23 And everybody participated that wanted to
24 participate.

25 The issue of having to transcend

1 administration to administration is very,
2 very difficult, very difficult, because
3 people come in with their own ideas and
4 their own priorities and what have you. You
5 can sell it through media and chamber and
6 what have you, but, ultimately, it's the
7 power of the purse.

8 I don't know how you literally -- unless
9 the goals are so well established and so
10 community-wide that a politician would be at
11 risk if they strayed from them and all they
12 do during the campaign is illustrate how
13 they're going to work towards those goals,
14 that would be a nice utopia if we could get
15 there.

16 But I believe through a legitimate
17 process, you could get to a dozen goals,
18 some of which relate to crime, some of which
19 relate to education, some of which relate to
20 economic development, and try to make them
21 strong enough that there would be
22 commitments to it. But, ultimately, they're
23 all going to require finances.

24 But even the independent authorities
25 could move to education, independent

1 authorities could commit to have 50 interns
2 every year. They could commit to do things
3 where they could illustrate they're doing
4 something, you know. Maybe they're not
5 spending money. Maybe they're going in and
6 every -- you know, they're providing
7 volunteers to go into the classroom. There
8 are so many different ways that all of our
9 different assets can work towards legitimate
10 goals of the community if we impress upon
11 them enough to know that's important, that's
12 important.

13 COMMISSIONER GENTRY: The other area I
14 wanted to ask about, I think it's --
15 definitely, in looking at the Charter, we
16 have to figure this out somehow about
17 setting goals. The second area is the
18 General Counsel. And I'll talk real
19 quickly, unless Mr. Denton will loan me a
20 minute he didn't use a minute ago.

21 COMMISSIONER DENTON: Of course.

22 COMMISSIONER GENTRY: Thank you. Now I
23 have six.

24 Big issue, and this binding opinion
25 thing, and I know you're familiar with this,

1 but the Article Seven actually says that the
2 General Counsel's opinion is binding unless
3 it's overturned by a court --

4 MR. WEINSTEIN: Circuit judge, circuit
5 judge.

6 COMMISSIONER GENTRY: Except, to do
7 that, you have to have counsel. And the
8 General Counsel won't allow you to hire an
9 attorney because his opinion is binding, you
10 don't really need one, so that's the end of
11 the story. So if you can't get a lawyer to
12 take it to court, then you can't overturn
13 it.

14 And General Counsel also takes the
15 position the only person who has standing to
16 challenge his ruling is that entity, which
17 it can't challenge it because it's binding.
18 So you just go around in a circle.

19 So I liked your suggestions, but how --
20 the Charter obviously contemplates a sense
21 of fairness if there is some way to question
22 this ruling. Again, there is no real device
23 to do that based on the interpretation of
24 General Counsel. How do we deal with that?
25 Do we need to amend the Charter and get rid

1 of that other language? Or do we come up
2 with something else?

3 MR. WEINSTEIN: Well, the entity can
4 still file, they have a lawyer, General
5 Counsel lawyer, but they can still file for
6 an opinion. That's why you need the General
7 Counsel not to be so embedded and be more
8 open as an appellate would be, basically the
9 opinion is being taken to a higher court.

10 I wouldn't structure it so it would be
11 willy-nilly and be done all the time, but at
12 times it should go to -- in order to put it
13 at rest, the community and the inside
14 fighting, if you built in a process where
15 that could happen, that might take away one
16 of the largest criticisms that we have now
17 with the structure that it is. And I think
18 it would be more likely to happen if the
19 person wasn't there for a career.

20 COMMISSIONER GENTRY: Thank you.

21 CHAIRPERSON BROCK: Ms. Mills, I saw
22 your card up. Was that from before or did
23 you want to speak?

24 COMMISSIONER MILLS: I did want to.

25 Good morning. Thank you, Mr. Weinstein,

1 for coming out to speak with us. I've been
2 in Jacksonville for many, many years, all my
3 life, native.

4 And I did like what you said about
5 giving up the betterment for what's best for
6 the City. And when I was reading the
7 blueprint from the previous Charter, it
8 talked about the missions of independent
9 authorities, that we clearly don't even
10 understand what their missions are, so we
11 definitely won't be able to understand how
12 they can integrate with the City.

13 But how would you -- you said something
14 about consolidation. Consolidation came
15 with a lot of broken promises for certain
16 areas of town in Jacksonville. And I don't
17 mean to be bluntly about it, but I'm sorry,
18 that's the only way I can speak to it.

19 When you talk about education and you
20 talk about the level of crime and why it's
21 happening in our City -- I ran for City
22 Council for two terms, not to become a
23 career politician, because that's what
24 happens and we get comfortable, so we don't
25 make the necessary changes and we don't

1 stand out to represent the oath that we
2 stand for.

3 But what would you suggest that would
4 need to happen? I know everybody likes to
5 use the word urban core, because I guess
6 that's what's proper, but I'm just not one
7 of those people. When I look at the north
8 side and I see the property value steadily
9 decreasing, when I see the education that's
10 being awarded to students that are in that
11 area, when I look at the options that they
12 have that are very limited, how do you get
13 the General Counsel to understand the
14 importance of what's been going on for many,
15 many years, that it has to stop? Because we
16 are one Jacksonville, but we're not
17 operating that way.

18 So it does cause a sense of concern with
19 me when I hear people talk about
20 consolidation, because consolidation doesn't
21 work for everybody. And it hasn't for many,
22 many years.

23 So we've got to get out of people not
24 respecting the City Council, or the Mayor,
25 or the Sheriff, because, you know, those are

1 stakeholders, we do need those in place.
2 But if you're not in place to represent what
3 you said you would represent, then that just
4 causes more concerns. And we're at a place
5 now in Jacksonville where, you know, one
6 more murder is too many. We are already at
7 enough, but one more is just too many.

8 I've grown up here and been able to walk
9 and go and do anything I wanted to do. And
10 now you have kids that are saying, "I just
11 want to be safe." And that breaks my heart
12 to hear a little child say, "I want to be
13 safe."

14 We have a lot of task forces. Where are
15 those reports from those task forces? One
16 of those task forces has been in existence
17 for a while. I haven't heard anything from
18 them. I mean, what are you doing? Are we
19 meeting just to meet? Because that's what
20 it sounds like to me. Where is a report
21 that shows, you know, what are you doing;
22 are we helping with the crime; or, you know,
23 what is going on? Where is the
24 accountability for this great city that we
25 live in? And I just --

1 MR. WEINSTEIN: Well, the accountability
2 comes every four years when people go out
3 and vote and what have you.

4 But, I mean, government can only do so
5 much. And, you know, the problems we have
6 with behavior is rooted in families and
7 education and things that government just
8 can't throw -- throw along at.

9 But this administration and this Council
10 over the years has provided much more
11 resources to -- and they're Band-Aid
12 resources. They're crimes after the fact
13 and all the police and what have you. But
14 also to the KHA and the money that's being
15 spent for the children's programs continues
16 to grow and what have you.

17 But, again, we've got a segment of our
18 community, as every major city has in this
19 country, that are lost, and abandoned, and
20 have no hope, and behave the way they want
21 to. And government is not going to be able
22 to do anything about that in the immediate
23 future. It's got to be from the grassroots,
24 through education and dealing with poverty.

25 But Council and the Mayor can only do so

1 much. And this Council and the Mayor over
2 the years have done a lot with the resources
3 that it has.

4 But, again, if -- you know, we did a
5 Renaissance with Ed Austin and took in a
6 couple hundred million dollars to do things.
7 We did the Better Jacksonville Plan with
8 Delaney, took in a couple hundred million
9 dollars and did a variety of things. That
10 option is always open through the community
11 to do and do a lot of things with those
12 resources.

13 So there is opportunities ahead, but
14 it's not easy and it's not short-term.

15 CHAIRPERSON BROCK: Ms. Santiago.

16 COMMISSIONER SANTIAGO: Thank you,
17 again, for being here. I actually just have
18 three really quick questions for you. I
19 appreciate the conversation that we've had
20 this morning about priorities. I know that
21 that was one of the ways that under Mayor
22 Brown we operated. It was very simple.
23 Here is my five top priorities, figure out
24 how you as an independent authority or you
25 as an independent employee align to those.

1 So I really appreciate that.

2 Right now with the college that's how we
3 do it as well, so how does everything that
4 we propose tie back into it.

5 My question, though, is you stated that
6 the independent authorities are meeting on a
7 regular basis. And I know --

8 MR. WEINSTEIN: He said that.

9 COMMISSIONER SCHELLENBERG: They do.
10 I'm sorry.

11 COMMISSIONER SANTIAGO: They do, okay.

12 And I know that was one of the things
13 that we did. We would bring different
14 partners in several times when there was a
15 crisis around the hospitals. For example,
16 UF Health, we brought all the hospitals
17 together. If it was a poverty issue, we
18 brought all the partners together. So we do
19 it when it comes to issues.

20 But to your point, if they're already
21 meeting on a regular basis, the independent
22 authorities, why are they not inviting --
23 what's your opinion of why are they not
24 including the Mayor's Office and City
25 Council in those meetings?

1 MR. WEINSTEIN: Well, they may be. The
2 Mayor may very well be a part of this. I do
3 not know if he's a part of those meetings or
4 not. But I believe those meetings are more
5 of, again, a dog and pony as to what they're
6 doing. And they're doing great things, but
7 not -- instead of a dog and pony, they
8 should come together and say, this is what
9 I'm doing for the City's goals, not ours,
10 but the City's goals. But Mayor very well
11 may be meeting.

12 And I don't know if the Council
13 continues to change -- they have liaisons.
14 The Council appoints liaisons to each of
15 those independent authorities, but they tend
16 to be just reporting back. They go to the
17 board meetings and then report back to
18 Council what's happening and what have you.

19 So they're happening and it's good that
20 they're happening, but not for -- they can
21 be happening for more purposes.

22 COMMISSIONER SANTIAGO: My second
23 question had to do with the central services
24 and the fact that you talked about
25 procurement costs being lowered when you go

1 through a central service. But you also
2 talked about -- the example that you gave
3 was JFRD taking priority over some of our
4 lesser needs. And I completely agree and I
5 understand why you would do that. My
6 question, though, becomes, if I am one of
7 those lower authorities or entities within
8 the City, at what point do I raise up high
9 enough to be able to say, okay, we're going
10 to do five top priorities concerning safety
11 or, you know, we're going to give priority
12 to JSO, JFRD, but we're also going to
13 include three priorities that maybe are at
14 that lower tier. How long do they have to
15 wait before they do reach that higher
16 priority?

17 MR. WEINSTEIN: Well, differently at
18 different times. I mean, basically, it's
19 the way you do budget, you do your home
20 budget, you go down the priorities as far as
21 you can until you're out of resources.

22 I mean, there are hundreds of people
23 that work in the IT. And, again, we have
24 3,200 or so vehicles. So they're big, big,
25 big businesses. And those other priorities

1 tend to get done when they're important
2 enough and the resources are there.

3 But the other option is for them to go
4 outside when it costs the City more. And
5 sometimes they don't coordinate in a way
6 that it's efficient.

7 So it's just like everybody else has to
8 do, and every government has to do. You go
9 down the list as far as you possibly can,
10 and they're pitted against each other just
11 like they are in your home. You know, the
12 priorities are pitted against each other,
13 and you do the ones that need to be done
14 most.

15 But it functions. And, again, the
16 government, it runs pretty darn well for
17 being a monster government. So the ones
18 that need to get done get done. The ones
19 that really don't need to get done hardly
20 ever get done.

21 COMMISSIONER SANTIAGO: I would say
22 that's probably the functionality of why
23 they do go outside.

24 MR. WEINSTEIN: Yep.

25 COMMISSIONER SANTIAGO: Okay. My last

1 question, and this goes back to the
2 discussion that we had was about -- you
3 mentioned that you thought that the two-year
4 terms for City Council President --

5 MR. WEINSTEIN: Oh, yeah, yeah.

6 COMMISSIONER SANTIAGO: So my question,
7 though, is I know in other discussions we
8 talked about altering the term limits for
9 City Council Members. We talked about maybe
10 doing six-year -- two terms of six years.
11 We've talked about three terms with four
12 years. Either way we're talking about the
13 possibility of extending those terms.

14 If that was to happen, do you think then
15 that a two-year presidency term would give
16 each Council Member the length of time --
17 because your argument was that they don't
18 have enough time to get to the presidency
19 role.

20 MR. WEINSTEIN: Well, it would add
21 stress if they have a desire. Some will
22 never want to be, because it's a very
23 different position.

24 I said that the two-year term is -- it
25 has been done. And someone has stayed two,

1 a couple of them have. But that's a big
2 decision for them. I'm not suggesting they
3 do it. But in order to have Council
4 participate a little bit more with
5 priorities and what have you, that may be
6 one way to get there.

7 Eight years is a long time. And
8 everybody basically stays eight, almost
9 everyone stays the eight years.

10 The only thing that I would consider
11 changing is the timing so that they don't --
12 ten of them don't come in, and within days
13 be given a budget that's millions of dollars
14 and not have any idea what to do with it.

15 Again, not so much that the budget is a
16 problem, because the Mayor does balance
17 budgets, but it just sets the tone that
18 Council has a limited role in that process.

19 Two years -- if you're looking to have
20 it run a little bit differently and -- the
21 two-year term as a Council President would
22 definitely make a change, but you'd have to
23 get the other 18 to agree to do it, which
24 might be difficult.

25 COMMISSIONER SANTIAGO: Thank you.

1 CHAIRPERSON BROCK: All right.

2 Mr. Griggs.

3 COMMISSIONER GRIGGS: Mike, I just have
4 one follow-up question. I believe it's one
5 follow-up question from Mr. Denton's
6 remarks. He brought up the fact that he
7 asked you about, like, an urban core
8 investment authority. And your response to
9 that was you didn't think that would be a
10 good idea because somebody would have to
11 fund it and you would need, like, a certain
12 entity, like a taxing district area or
13 something like that to fund it. I'm not
14 mischaracterizing that, am I?

15 MR. WEINSTEIN: Yeah. A little bit
16 broader than that. If it's a priority, it
17 will get the funds. I'm not an advocate of
18 locking up resources, whether it be downtown
19 or the beaches or anything. The Mayor sits
20 down and does a balanced budget to
21 priorities, and the Council, you know, does
22 what they do. I wouldn't limit their
23 flexibility in spending money according to
24 priorities. So I wouldn't dictate -- I
25 mean, again, if it was a high enough

1 priority to do something in the urban core,
2 it should get done anyhow.

3 COMMISSIONER GRIGGS: So wouldn't that
4 rationale be true for downtown? Why would
5 we need a DIA if that's the case?

6 MR. WEINSTEIN: Well, DIA isn't so much
7 the resources, because they tend to be City
8 resources. They are the services that are
9 provided to the outside individuals that
10 want to do things. You know, the DIA sits
11 as the front line to the developers and the
12 people that want to build buildings and
13 change things downtown. The vast majority
14 of the resources that they spend comes from
15 City Council and the Mayor and the grievance
16 and through budget.

17 But, again, I'm not an advocate -- I've
18 always been an advocate as it relates to DIA
19 is running it more like a business. At the
20 beginning of the year, the Mayor and the
21 City Council obligates \$10 million for
22 economic development. And they know that
23 they have these resources to give out and
24 deal with incentives and what have you. And
25 the outside community knows it.

1 Now, if something comes in that's just
2 beyond, you know, the pale, you go back and
3 you fix it. But to treat it like you do all
4 the other agencies and entities, that this
5 is your budget for the year, including your
6 incentives to give out, go and do all that
7 you can with them. Instead, we deal with it
8 project by project. And I'm not a fan of
9 that, just from a budgetary point of view.

10 But DIA is part of the reason, I think,
11 JEDC was torn apart is downtown just is
12 different. It's just different. And it
13 needs to continue to be expanded.

14 You know, give you just the tax issue.
15 Residential communities don't provide enough
16 ad valorem taxes for the services that they
17 require. Your downtown cores, your
18 employment centers provide more ad valorem
19 than they require in services.

20 So if we're not building up those kinds
21 of entities, then everybody is going to
22 suffer. That's why these other communities
23 that are just bedroom communities have
24 problems more so with their ad valorem
25 because their ad valorem has to be higher to

1 meet the needs that they have, because they
2 don't have the employment centers and the
3 downtowns.

4 So the downtown core helps everybody as
5 it's developed. And that's part of the
6 reason why it has such a dedicated group of
7 proponents. So they're different.

8 COMMISSIONER GRIGGS: I would love to
9 have this debate with you offline. But from
10 the perspective that I've been hearing is
11 that entities like DIA are more of a
12 priority to cities than areas like the urban
13 core, who have been behind. And if you
14 mirrored such an agency on authority to
15 address strategically those issues that have
16 repeatedly taken over the urban core,
17 education, health, economic development,
18 you'd have an authority in place to address
19 those --

20 MR. WEINSTEIN: It would just have to be
21 so different. I mean, the downtown
22 development authority gets its money, to a
23 certain extent, from the ad valorem
24 increases. A tax increment district gets
25 their money from the ad valorem increases.

1 The areas that you're talking about
2 don't have those tax increment district
3 gross. That's why the Arlington one is
4 going to be so difficult. That's why the
5 Mayport -- when we first came into office,
6 they were trying to do a Mayport tax
7 increment district. There'd be no money
8 there for such a long time.

9 So whatever entity you created would
10 still need to go to the Mayor and Council to
11 get any resources at all to do anything.

12 Now, this entity that was created can
13 come up with priorities for the core and be
14 an arm to go to the Mayor and to go to
15 Council and advocate for resources for those
16 priorities. But there wouldn't be any
17 available dollars other than through the
18 normal budgetary process.

19 But, if it's to develop priorities and
20 what have you for that particular area,
21 there is nothing wrong with that.

22 COMMISSIONER GRIGGS: I think we have to
23 decide whether the deficiencies of the urban
24 core outweigh the deficiencies of downtown
25 or any other priority and make it a priority

1 if it is, in fact, that important to the
2 community, because our crime rate,
3 unemployment, those things are not single
4 issue ideas. They are collectives, they are
5 strategic. And they have to be addressed
6 wholistically. And if we think that we just
7 need to improve education and we'll be fine,
8 we're missing the point. There is a
9 continuum there that goes on that was
10 created and allowed to fester over 50 years,
11 and we have not addressed it.

12 And I think what my point has been since
13 I've been here is that we should be looking
14 at some type of mechanism that addresses
15 that that allows a framework that no
16 matter who -- if the Council, the Mayor,
17 anyone, they can't go outside that framework
18 in addressing and reversing the issues that
19 have been going on for the last 50 years.

20 We've allowed that to happen because we
21 see shiny objects that come up, and we want
22 to be here, we want to have a Superbowl, we
23 want to do all these things. We haven't
24 addressed these issues.

25 MR. WEINSTEIN: The Council can pass an

1 ordinance that says this percentage of ad
2 valorem must be spent in this particular
3 area. They can always do that. But with
4 ten votes, they can undue it. But they can
5 definitely make their interests known.

6 COMMISSIONER GRIGGS: But what happens
7 in the Charter goes beyond that, and I think
8 that's what we're addressing here so we
9 don't have to rely on the Council to do the
10 right thing, because we're not going to have
11 enough votes between four Council Members
12 and potentially two at-large members to ever
13 do the type of work that's going on unless
14 they spend four years convincing people
15 strategically that these things are
16 important. You know, people have to come in
17 with these issues as a priority in order to
18 get them done.

19 MR. WEINSTEIN: You could lock in a
20 certain percentage of some revenue stream to
21 go to certain things, you can do that.

22 COMMISSIONER GRIGGS: Thank you.

23 CHAIRPERSON BROCK: We've had you here
24 for about an hour. Are you still good?

25 MR. WEINSTEIN: Yeah. I just don't know

1 who is going to take care of my ticket,
2 that's the only thing. I see more things
3 standing up than laying down.

4 CHAIRPERSON BROCK: Mr. Howland.

5 COMMISSIONER HOWLAND: Thank you,
6 Mr. Chair. I'll be quick.

7 Thank you, Mr. Weinstein, for coming in,
8 really appreciate it. Your insight is
9 invaluable.

10 And I love the idea of a strategic
11 planning process city-wide that develops and
12 aligns the various organizations,
13 independent authorities and priorities. I
14 love even more one that's aligned with the
15 budget, because coming from the business
16 world, if you don't align your priorities
17 with your funding sources, you're not going
18 to get anywhere.

19 I would take it to the next step, and I
20 would invite us as a Charter Revision
21 Commission to think about what
22 Mr. Schellenberg proposed years ago or what
23 the task force on consolidation proposed in
24 2014; and that is, and I quote, a permanent
25 coordinating commission focussed on a single

1 unifying mission.

2 And the reason that I suggest that is --
3 actually, it goes back to something
4 Ms. Mills said and Mr. Weinstein said, and
5 that's accountability, because there's
6 certain things, I think, even between
7 election cycles that come up that, if the
8 various elements of the consolidated
9 government were looking at it together, we
10 might be able to address more efficiently.

11 And, interestingly, one of them, it's
12 probably unpopular to bring up right now,
13 but it's the school infrastructure issue.
14 That didn't just materialize in April. We
15 didn't just suddenly have the oldest schools
16 in the state of Florida this year. We have
17 had for a long time. And we've known about
18 the infrastructure issue since 2009.

19 So had we had a unified kind of
20 coordinated commission, I think this issue
21 probably would have been one that was
22 brought to the front and potentially among
23 the five, six, seven strategic priorities
24 that the City would discuss. And it would
25 force an elected body to be accountable to

1 other elements.

2 So the fact that you brought that up,
3 the insight you provided, I think, is good
4 guide for us. And I would say we almost
5 have some pretty strong consensus that this
6 could be one of the first subcommittees we
7 form and look at officially in the fall.

8 I won't step on your toes, it's your
9 decision, Mr. Chair, but I think there's a
10 consensus on it.

11 CHAIRPERSON BROCK: I tell you what, if
12 we had a drinking game of every time I wrote
13 down strategic planning, everybody would be
14 rather woozy right now because that seems to
15 be something that's came up a lot.

16 COMMISSIONER HOWLAND: I'm done. Thank
17 you very much.

18 CHAIRPERSON BROCK: Next, Ms. Lisska,
19 first time.

20 COMMISSIONER LISSKA: How are you, Mike,
21 Mr. Weinstein? Thank you for being here.

22 Just a couple of questions, and you may
23 have already answered them in part, I think
24 you have. But you've been so forthcoming,
25 maybe we'll get you to be even more so.

1 We've talked about the power of the
2 executive branch and, you know, the power of
3 the three branches of government. You know,
4 I can't even add up all the appointments a
5 Mayor gets. And on any level, do you think
6 a Mayor has too many appointments? I mean,
7 it's -- you know, in the Charter, I'm trying
8 to go through and sort of put numbers, but
9 then there is, of course, which makes sense,
10 the Mayor's staff, his or her staff, you
11 know, all the appointments there, which the
12 Charter outlines in part -- and, well, in
13 total, I believe.

14 MR. WEINSTEIN: Well, it's an incredible
15 responsibility that the Mayor's staff has to
16 keep up with all the vacancies throughout.
17 I don't know what an alternative would be.
18 Again, going back to -- if the ultimate
19 appointing authority isn't accountable to
20 the people, it gets sort of -- it could get
21 lost.

22 Now, a lot of them require Council and a
23 lot of them don't. But as Council creates
24 different task forces and different
25 entities, they do have to get appointed.

1 Other than the labor that's involved in
2 it, I don't think -- you know, president has
3 it, governor has it. It's a way of getting
4 more and more people involved. I wouldn't
5 reduce them.

6 COMMISSIONER LISSKA: Well, when it
7 comes to independent authorities, I mean --

8 MR. WEINSTEIN: Well, the major ones,
9 they need to definitely be Council and
10 Mayor.

11 COMMISSIONER LISSKA: Okay. So Council
12 and Mayor?

13 MR. WEINSTEIN: Which is the way they
14 are now.

15 COMMISSIONER LISSKA: Right, right.

16 MR. WEINSTEIN: And, again, I hate to
17 not have someone accountable to the people
18 that are making these decisions. So that
19 always brings me back to an elected
20 official.

21 COMMISSIONER LISSKA: And you also --
22 this you might need to clarify for me. I
23 may be misstating. I was sort of surprised
24 to hear you say, you know, consolidation has
25 delivered. I took it as check it off. You

1 live in Mandarin, I live in Mandarin. And,
2 you know, a promise of consolidation is we
3 don't have to deal with these septic tanks
4 anymore, and the water service will get to
5 all the homes in Jacksonville.

6 Well, we're 51 years later nearly in
7 October, October 1, 51 years later, and we
8 still don't have those services throughout
9 the city. And I hear a lot of complaints
10 about that, probably other than crime,
11 probably that's the biggest issue I hear.
12 But I live in an area without those
13 services.

14 What is your reaction to that? And
15 maybe clarify about it, because maybe I
16 misunderstood you about the delivery of
17 consolidation.

18 MR. WEINSTEIN: Well, consolidation has
19 worked in many, many ways. Every year
20 through the budget the septic tanks and the
21 water is addressed. It's hundreds of
22 millions of dollars to do it all.

23 You could argue that the past
24 Renaissance and Better Jacksonville Plan
25 could have moved more quickly in those

1 areas. But with each passing budget, the
2 Mayor and JEA, you know, they put in
3 30 million and another 15 million. So it's
4 moving in the right direction as fast as it
5 could be. Maybe it's moving much faster
6 because it's consolidated than it would if
7 everybody was left alone to their own
8 resources, but it's not done.

9 COMMISSIONER LISSKA: So 51 years is
10 pretty fast?

11 MR. WEINSTEIN: I wasn't here in '68. I
12 don't know if there was a promise that these
13 things would be done quickly. There's been
14 years where the budget shrank and what have
15 you.

16 But, I think, as my first comment out,
17 was that we need to get that complaint
18 behind us, that consolidation left behind --
19 and the success of consolidation is more
20 towards the outside, again, coming here and
21 trying to figure out how to work here, how
22 to build buildings, how to get things done.

23 All the promises made to the people that
24 voted here in the '60s maybe it hasn't been
25 fulfilled. In certain areas, definitely

1 hasn't been fulfilled. But it continues to
2 move in the right direction.

3 But, again, with the community and the
4 opportunities the community has, they can
5 put together some substantial funds and
6 address those things quicker than they've
7 been addressed. But they have been
8 addressed each and every budget that I've
9 seen, but not to the extent that some people
10 would like it to be.

11 COMMISSIONER LISSKA: And I try to ask
12 this question to everyone who is gracious
13 enough to come before the Commission; and
14 that is, is there anything in the Charter
15 that you -- you've made some recommendations
16 today, and I know we noted them, but
17 anything else that you haven't covered that
18 you'd like to see changed or adjusted or
19 added or taken out of the Charter in any
20 way?

21 MR. WEINSTEIN: Not specifically. It's
22 been a good foundation. It's been a good
23 foundation.

24 COMMISSIONER LISSKA: Thank you so much
25 for your time today.

1 MR. WEINSTEIN: Thanks, Emily.

2 CHAIRPERSON BROCK: Okay. Next, for the
3 first time, Ms. Baker.

4 COMMISSIONER BAKER: Hey, Mike, how are
5 you?

6 MR. WEINSTEIN: Good.

7 COMMISSIONER BAKER: So a couple things,
8 and going back to what you talked about with
9 unified goals for the City, I think what you
10 were getting at is creating a commission, is
11 how we would structure it in our Charter.
12 Because that's what we're doing here, we're
13 going to be amending the Charter and making
14 recommendations to the City Council. So I
15 think -- I just wanted to clarify that's
16 what you were getting at, is that we create
17 a structure in our Charter that would create
18 an entity, essentially, of all the
19 stakeholders in order to get those goals,
20 those long-term goals for the City.

21 MR. WEINSTEIN: Well, there are two
22 pieces to that. One was the pieces that are
23 government related and requiring all the
24 elements of government, all the elements of
25 government to sign on to the City's

1 priorities and to illustrate how they're
2 utilizing their resources to an extent to
3 help those priorities.

4 The other part of the topic is a
5 community-wide exercise to come up with
6 those priorities so they can be looked at as
7 community-wide and have more likely success
8 in getting brought in by the stakeholders.
9 Again, sort of modeled after what we had
10 done in Ed Austin's term for economic
11 development.

12 The Commission -- well, the things you
13 can do in the Charter could basically get to
14 where you're requiring all the elements to
15 work towards and to periodically revisit
16 those priorities, but I'm not sure -- I
17 leave it to your -- do you have a lawyer
18 assigned to you?

19 CHAIRPERSON BROCK: Yes.

20 COMMISSIONER BAKER: Ms. Johnston.

21 MR. WEINSTEIN: To work out how the
22 language would get to where you can embed
23 something that has some staying power and
24 some authority to make all the elements
25 illustrate how they're helping with the

1 City-wide goals.

2 COMMISSIONER BAKER: Because that's what
3 I ultimately want to get to is how do we
4 amend the Charter in order to get to what
5 you're saying.

6 MR. WEINSTEIN: Yeah. I believe that --
7 I'd have to leave that to her and others in
8 her office to figure that out. I don't
9 know.

10 COMMISSIONER BAKER: Okay. And then
11 also going to the OGC, so I'm looking at a
12 list here that Ms. Johnston provided for us.
13 And it goes back with all the OGCs. The
14 last 50 years since 1968 there have been 14
15 OGCs, General Counsels. And it looks
16 like -- I mean, I have been tallying up the
17 years. It looks like most of them actually
18 have only stayed one to two years. McQuaig,
19 '76 to '84 was eight years; and then
20 Mullaney, 13 years.

21 And so one of my questions to you is are
22 you concerned with your proposal of doing a
23 two-year appointment, would you be concerned
24 that there may not be a big pool of
25 applicants, essentially, to fill that role

1 because there are so many requirements in
2 our Charter already that they have to have,
3 education and so on, in order to even be the
4 General Counsel.

5 MR. WEINSTEIN: Well, proposal is
6 too -- I refer that as an idea if you as a
7 group feel that you want to take on trying
8 to do away with that controversy that tends
9 to come back and forth. I think being the
10 General Counsel, the City of Jacksonville is
11 such a good thing in your career that I
12 would be surprised that a lot of lawyers
13 wouldn't want to do that as part of their --
14 and they would know that they don't have to
15 give up their own private practice, because
16 they would be coming back to it. It would
17 be different if you came in knowing that
18 you're there for two years rather than going
19 in and not knowing how long you'd stay.

20 COMMISSIONER BAKER: Thinking you might
21 be there for four, eight, ten.

22 MR. WEINSTEIN: But, to your point, you
23 may want to look at some of those
24 requirements. If you're serious about
25 changing the term, you might want to also

1 look at some of the requirements to make it
2 more wide open for lawyers to come in and
3 act as the General Counsel for a couple
4 years.

5 COMMISSIONER BAKER: I do agree with
6 you. I mean, we've had past speakers who
7 have said this is our Supreme Court, and so
8 exactly what you're saying, it's the glue to
9 the City.

10 MR. WEINSTEIN: It's a very -- as a
11 lawyer, we've got a number of lawyers in the
12 room, it's a nice piece of your career if
13 you can do that.

14 COMMISSIONER BAKER: And similar to a
15 court, there is always going to be someone
16 who is not going to be happy with outcome.
17 There is always going to be someone who wins
18 and someone who loses, and that's basically
19 the same as our OGC on some high-level
20 issues.

21 MR. WEINSTEIN: Yeah. And to W.C.'s
22 issues, to have embedded some mechanism to
23 appeal it, but have it be a high bar, would
24 be helpful in making it less controversial
25 but making it a high bar.

1 COMMISSIONER BAKER: Thank you.

2 CHAIRPERSON BROCK: And next,

3 Ms. Jameson, first time.

4 COMMISSIONER JAMESON: Good morning.

5 MR. WEINSTEIN: Why are you sitting next
6 to me?

7 COMMISSIONER SCHELLENBERG: She makes
8 you look good.

9 COMMISSIONER JAMESON: I'm sequestered
10 from the rest of the group.

11 So good morning, thank you.

12 Just to follow up on that line of
13 questioning about if it were a two-year
14 appointment, would you suggest that's a
15 one-time appointment? Could someone be
16 reappointed and continue that continuity?
17 Or what would your suggestion be as far as
18 that goes?

19 MR. WEINSTEIN: That's an interesting
20 question. Definitely not to extend -- I
21 mean, a two-year term, at a minimum you
22 would have to be out a while. And I think
23 two years would be too short. I wouldn't
24 make it so you couldn't come back, but I
25 would make it that you have to some -- at

1 least four years to break up the -- again,
2 what you want to do is lessen the
3 relationships that you build working day in,
4 day out, seeing each other day in, day out.
5 So I would definitely have a gap and have it
6 be a gap of at least two years if you want
7 to have a gap at all.

8 But, to Jessica's point, maybe you might
9 want to have them be able to come back just
10 in case you don't have enough interest.

11 COMMISSIONER JAMESON: Thank you. And
12 then on a couple other things you brought
13 up, one was timing of elections. So what
14 would you suggest be that new timing of the
15 elections? That's something that we've all
16 talked about, again, having a new City
17 Council come in and then a week later
18 they're looking at a new budget. So would
19 you be suggesting moving this to the fall
20 before or after where they currently are?

21 MR. WEINSTEIN: Well, I mean, the easy
22 answer is to make it part of the national
23 elections. I mean, the argument is that you
24 don't get the focus and what have you, but
25 if it were me, I would save the money and

1 put it on when the primaries and the
2 nationals are on, or the governor. You
3 know, the governor is every two years. You
4 know, they're split. So definitely have
5 them when there are already existing
6 elections.

7 COMMISSIONER JAMESON: Thank you. And
8 then also you had mentioned, as we talked
9 about DIA or potentially having a DIA-like
10 authority in the northwest quadrant, you've
11 also mentioned having a budget for
12 incentives. I'd be curious what your
13 thoughts are as far as how that might
14 disadvantage if, let's just say, we have a
15 couple more opportunities in one year, or
16 would then that budget be able to be carried
17 over into the next year.

18 MR. WEINSTEIN: The positive is that
19 they know what they have when they start.
20 If projects come up that warrant going
21 beyond that budget and going into the City's
22 budget for more resources, it only takes ten
23 votes. But you could make it if you wanted
24 to, to make it 13 votes. You could make it
25 a little bit of a higher benchmark, but one

1 thing that I found in my 40 years in and out
2 of government, if everybody wants to make
3 something happen, you can make it happen.
4 Somehow government can get there. And
5 especially with the ability to waive every
6 ordinance that exists with 10 votes and even
7 get around the Charter if they have to get
8 around it. I mean, there are mechanisms to
9 get there if the will is there.

10 And hopefully that will happen.

11 Hopefully some projects will come that are
12 so substantial that it will make it happen.

13 The difference -- why you can't do a
14 DIA, like, for some of the areas of the
15 community that need services is the DIA
16 generates a lot of its own money. And it's
17 generated by the property taxes going up, by
18 more people coming in and the values going
19 up. That doesn't happen in the areas that
20 really need it the most. So if you created
21 some sort of entity to make decisions over
22 that area, then you would need to fund it in
23 some way over and above the normal budget.

24 But, you know, they do have
25 representatives. You know, the reason why

1 we have five at-large Council Members is
2 because a Council Member should go in with
3 six votes. They should go in with their
4 district vote and the five at-larges. If an
5 issue is in a certain community that needs
6 to be addressed, you really start with six
7 votes, because those five at-larges
8 represent that area as well. So you need to
9 get four more votes.

10 So budget, like everything else, is just
11 a priority system. And the higher the
12 priority, the more resources that go towards
13 it. And the decision makers make those
14 priorities.

15 I answered more than your question. I'm
16 sorry.

17 COMMISSIONER JAMESON: Thank you. I
18 appreciate it. That's all I have. Thank
19 you.

20 CHAIRPERSON BROCK: Next up, Ms. Knight,
21 first time.

22 VICE CHAIRPERSON KNIGHT: Good morning.

23 MR. WEINSTEIN: Good morning.

24 VICE CHAIRPERSON KNIGHT: Thank you for
25 your overview.

1 I will tell you that I was a little busy
2 serving 24 years in the Navy. And then
3 coming to Jacksonville, I wasn't ingrained
4 in government politics. So listening to you
5 and others who have presented are really
6 helping me to discern a bit of what has
7 happened and what my suggestions may be.

8 The one thing that is bothering me from
9 an earlier conversation we've had is what's
10 going to come out of what we share as
11 recommendations, and revolved around the
12 blueprint that there is suggestions made
13 from previous commissions, but they don't go
14 anywhere.

15 So there is a lot of time being invested
16 here and will be further. And I would just
17 like your perspective on how you gain the
18 interest of the Council and the Mayor to
19 make some of the changes that we may
20 propose.

21 MR. WEINSTEIN: Well, you have to look
22 at your suggestions from their perspective.
23 And some of them are harder to sell than
24 others because you might be nipping at some
25 of their power or some of their flexibility.

1 So you sit here representing the
2 community and you come up with ideas that
3 are legitimate in your minds, but then you
4 also have to sell them. And sometimes that
5 takes a little change to the suggestions, if
6 you follow me. I mean, you have to -- the
7 stakeholders -- the good thing about the
8 stakeholders is they're coming and going.
9 So what you're asking of them may not really
10 affect them because their term limits or
11 what have you.

12 But you do need to look realistically at
13 the suggestions that you make and look at
14 them from all different perspectives. And
15 then you have to sell the heck out of them,
16 because it's not easy. You know, some
17 people feel it's not broken; if it ain't
18 broken, don't fix it.

19 And knowing my years in Tallahassee,
20 most of our decisions had unintended
21 consequences. So you got to really think
22 through -- you know, your suggestions may be
23 very logical, but you have to really dig
24 into them and understand the ramifications
25 of them, potentially, and also who you're

1 nipping at.

2 VICE CHAIRPERSON KNIGHT: Thank you.

3 CHAIRPERSON BROCK: Okay. Now we're
4 back to seconds.

5 Mr. Schellenberg, I believe you put
6 yours back up.

7 COMMISSIONER SCHELLENBERG: Thank you
8 very much.

9 I was just -- Michael has given you some
10 insight into, actually, how things work.
11 But I think it's important, actually, to
12 know actually what happens in Council going
13 forward.

14 So the power of the President of the
15 Council, his power is the appointment of the
16 chair of each of the five committees. And
17 mostly they're aligned with what he wants to
18 have done. But, generally speaking, if the
19 Council -- if the committee chair doesn't
20 want something to get done, he can shut it
21 down for a long time in spite of the
22 pressure from the other 18 colleagues going
23 forward.

24 I think that the Council, generally
25 speaking, they are on their own. And I have

1 never -- I have always encouraged some of
2 the previous presidents to be run for second
3 term. But I don't -- I have never
4 encouraged all of them, because you sort of
5 recognize who is on your side, which is
6 they're supposed to represent the Council,
7 no one else but the Council going forward.

8 So putting restrictions on having a
9 president for two years, I'm not so in favor
10 of it. But if the Council President that is
11 good, that he is loved, he's representing
12 the Council and is doing a good job working
13 with the Mayor but not always following his
14 policies, then he can get reelected. Most
15 of the time, obviously, that I made the
16 recommendation, they decided not to do it.

17 Just a couple questions, that tiff that
18 you mentioned on the River City, it was not
19 very successful for long periods of time.
20 It was fallow forever and all of a sudden it
21 just exploded. I'm not sure why, but it
22 really just took off. And you don't think
23 the same thing will happen in Arlington?

24 MR. WEINSTEIN: Hope fully that will
25 happen. It just takes a long time. But,

1 again, I'm opposed to putting dollars -- you
2 know, taking away the flexibility of Council
3 and the Mayor to decide how to spend the
4 budget where these dollars are locked in.
5 And the riverside -- by the airport is a
6 perfect example. It could exist for 10, 20
7 more years.

8 COMMISSIONER SCHELLENBERG: I know.

9 MR. WEINSTEIN: And it doesn't need to.
10 And the way it happened is we did the
11 infrastructure, we built that interchange
12 there and that shopping center. And then it
13 just exploded.

14 But I'm a big fan of the Mayor and the
15 Council being able to spend the entire
16 budget the way the priorities of the City
17 are, not having been locked in 20 years
18 prior to where geographically it had to go.

19 COMMISSIONER SCHELLENBERG: Yeah. The
20 Council tried at one time to expand that.

21 MR. WEINSTEIN: Let me give you one
22 example in my time in Tallahassee. You
23 talked about the president and appointing
24 the chairmen. My first year in Tallahassee
25 I was on a committee, criminal justice

1 committee. And we had a bill in front of us
2 that the chairman of the committee and the
3 chairman that had been there, he was there
4 his last term, the chairman of the committee
5 appointed by the house speaker wanted to put
6 an amendment on the bill, on the -- the bill
7 that was coming through. And the speaker of
8 the house didn't want the amendment to be
9 put on it.

10 The chairman of the committee put the
11 amendment on it and it passed the committee.
12 The next day that chairman was no longer
13 chairman or on that committee. The
14 difference between Tallahassee and the
15 example that -- and, ironically, the Council
16 President has that power here.

17 COMMISSIONER SCHELLENBERG: He does.

18 MR. WEINSTEIN: Never used, that I'm
19 aware of.

20 COMMISSIONER SCHELLENBERG: Hasn't used.
21 And the committee, it has the power of the
22 committee, can always overrule the chair
23 too. It's rare too, by the way.

24 MR. WEINSTEIN: So the President has a
25 lot of power they don't necessarily use nor

1 should, but they have it if they needed it.

2 COMMISSIONER SCHELLENBERG: Just a
3 couple things.

4 Ms. Lisska, you mentioned about
5 Mandarin, that's the area I represented.

6 But I believe this to be case, and you
7 brought it up. The millage rate would be
8 higher. I think that government closer to
9 the people knowing that the money would stay
10 in a specific area, they wouldn't object to
11 a higher millage rate.

12 By what is happening at the Beaches,
13 they're clearly paying more in millage and
14 other services that the other parts of Duval
15 County aren't, and they're willing to do it
16 because of the quality of life they have.

17 MR. WEINSTEIN: But there are some areas
18 that the millage would have to be so high
19 because their ad valorem would be so low
20 that they wouldn't get anything done at all.

21 COMMISSIONER SCHELLENBERG: My point is
22 there are pockets it would work. I
23 understand.

24 Committees, the Mayor has appointments,
25 the President of the Council has

1 appointments. There are 72, I think,
2 standing committees that the City Council
3 has.

4 You have that number, don't you,
5 Jessica?

6 COMMISSIONER BAKER: It was 72.

7 COMMISSIONER SCHELLENBERG: It's almost
8 impossible to fill it --

9 COMMISSIONER BAKER: I think --

10 COMMISSIONER SCHELLENBERG: Go ahead.

11 COMMISSIONER BAKER: I was just going to
12 say I think they looked at that issue a year
13 ago, and there were only like 11 of them
14 that the Council could actually eradicate,
15 could dismantle. And then it --

16 COMMISSIONER SCHELLENBERG: Yeah. I
17 tried to dismantle a lot of them in my first
18 term, and I saw no bearing.

19 But this goes back to what's mentioned
20 at W.C. and Frank and Ms. Mills. We have
21 that task force, and I understand that these
22 people spend a lot of time and there has
23 been no committee. And I've talked to
24 Mr. Denton about why it hasn't been, but I
25 don't think you should be -- the committees

1 are there, and you're getting volunteers to
2 do all this work, and they find that nothing
3 happens. I very rarely put people on the
4 committees because I found that they didn't
5 have any impact ultimately going forward.
6 And that is disappointing to the people that
7 spend time and effort in their volunteer
8 time to come and do good things going
9 forward.

10 You mentioned qualifications for OGC,
11 they can be waived at any time, much like
12 the previous two people that -- recently
13 that the Mayor has waived various positions.
14 So to have qualifications for OGC, they can
15 just be waived automatically and it wouldn't
16 have any impact whatsoever.

17 MR. WEINSTEIN: Oh, I thought they were
18 in the Charter.

19 COMMISSIONER BAKER: Yeah. They are in
20 the Charter.

21 COMMISSIONER SCHELLENBERG: Yeah, but
22 you can waive them. You can always waive
23 them with 13 votes.

24 And one other thing I think important
25 when we go through this and thinking about

1 this, and it came up in the last discussion
2 when I asked, I guess, Wyman Duggan if he
3 had actually applied for the OGC, he said he
4 did not. It's partly because sometimes
5 inside baseball they already have a
6 candidate and that candidate is going to get
7 the votes, and so other people don't apply.

8 But there are many people that I've
9 talked to outside that would be glad to be
10 OGC, be glad to be on boards, but they feel
11 like the frustration not only getting there,
12 but actually getting something done prevents
13 them from spend the time and energy to be
14 involved. That's my comment. Thank you.

15 Oh, one other thing, by the way, there
16 is called a Railroad District that's near
17 Beaver Street and I dont know all of the
18 boundaries, but this is a private group of
19 people that have gotten companies together.
20 And the boundaries, I don't know, but it's
21 right there, Beaver Street, near Beaver
22 Street Fisheries, and it expands. I think
23 they have 50, 100, 200 people engaged in
24 this.

25 So people, individual people can make a

1 difference. And they are bringing that
2 community together not just for the
3 companies, but for the people that live
4 there, there are food deserts. They see the
5 problem and they are outlining it. They're
6 engaged with the transportation area, food,
7 all sorts of things. And it's remarkable
8 how this all came about. So individuals can
9 do it if they have a substantial amount of
10 people involved.

11 CHAIRPERSON BROCK: Okay.

12 COMMISSIONER GENTRY: I have a question.

13 CHAIRPERSON BROCK: Oh, yes.

14 COMMISSIONER GENTRY: This may be a
15 question for General Counsel. I'm just
16 intrigued as to the legal basis for waiving
17 a provision of the Charter with 13 votes of
18 the Council.

19 COMMISSIONER SCHELLENBERG: Any Charter
20 can be waived by a vote of the Council.

21 COMMISSIONER GENTRY: The Charter is
22 supposedly like the constitution. And
23 ordinarily you don't waive provisions of the
24 constitution. You can amend the
25 constitution, but unless the constitution

1 provides for a waiver, you don't waive it.
2 I'm really asking General Counsel.

3 CHAIRPERSON BROCK: I think Lincoln was
4 the last one that waived anything in the
5 constitution.

6 COMMISSIONER GENTRY: He did. And he
7 knew it was unconstitutional at the time,
8 but he did it anyway. That's called having
9 the power of the military also behind you.

10 And it's really a question for GC. What
11 is the basis of that? It would be good for
12 us to know. I'm not familiar with waiving
13 constitutional provisions unless the
14 constitution allows it.

15 COMMISSIONER SCHELLENBERG: My
16 understanding, and this came up a couple
17 times, we can waive --

18 COMMISSIONER GENTRY: I'm not asking
19 your understanding. I know your
20 understanding. I get that.

21 COMMISSIONER SCHELLENBERG: I'm sorry.

22 COMMISSIONER GENTRY: I'm trying to find
23 out what is the legal basis of that. It may
24 be something that needs to be addressed.

25 CHAIRPERSON BROCK: Paige, do you have

1 that answer?

2 MS. JOHNSTON: Through the Chair, I
3 brought the wrong notebook so I don't have
4 the Charter with me. I'm asking my
5 assistant to bring it down. I'm going to
6 look for that. I don't have the exact
7 answer in front of me.

8 COMMISSIONER GENTRY: Okay.

9 MS. JOHNSTON: If you give me a few
10 minutes --

11 COMMISSIONER GENTRY: Maybe at the next
12 meeting. It may be -- because it's been
13 raised a couple times, and it may or may
14 be -- it may be something that ought to be
15 addressed by us.

16 But maybe the next meeting, Mr. Chair,
17 we can just get a history of that.

18 CHAIRPERSON BROCK: Yes, because I was
19 looking through here in the powers, and I
20 didn't see anything in there; however, there
21 is a reference to a statute within the
22 powers of the Council. So I don't know if
23 it's somewhere outside of our Charter itself
24 that allows it, but we'll get that answer.

25 COMMISSIONER GENTRY: I didn't remember

1 seeing anything on the face of the Charter
2 that did that. That's why I was asking.
3 Thank you.

4 CHAIRPERSON BROCK: Few questions. And
5 I'm having to go back through and try to
6 read my own notes. I was intrigued by the
7 idea, you know, like most people here, of --
8 in fairness, I'll turn the timer on for me
9 too.

10 I was intrigued by the idea of the
11 General Counsel operating as that
12 independent appellate court. You had
13 mentioned having a counsel -- Assistant
14 General Counsel for the Mayor's Office. I
15 guess you would also need one set out
16 separately for City Council.

17 MR. WEINSTEIN: They all have assigned,
18 yeah, already.

19 CHAIRPERSON BROCK: So the only one that
20 would be new would be the one really for the
21 Mayor's Office.

22 MR. WEINSTEIN: There may already be one
23 internally, but --

24 CHAIRPERSON BROCK: The organizational
25 structure would have to --

1 MR. WEINSTEIN: Yeah. I don't know, but
2 the idea would be to get the particular
3 individuals, the General Counsel, not
4 engaged in client work, but only basically
5 for appellate work.

6 CHAIRPERSON BROCK: Appellate work in
7 there. And also the -- I get -- because
8 there are several -- a couple of CRA's at
9 least in existence within the northwest
10 quadrant, the tax increment districts in
11 there. And the idea of a dedicated source
12 of funding for an agency much -- the one
13 that I wrote down here that came to mind was
14 Visit Florida. They get a chunk of money.
15 And you do your work for what you need in
16 that chunk of money.

17 I guess, I mean, is something like that
18 a little more palatable than tying up
19 specific resources, but maybe a percentage
20 that's adjusted?

21 MR. WEINSTEIN: The only way you could
22 do it is, yeah, a percentage of a revenue
23 stream, or percentage of the budget, or
24 percentage of this, or percentage of that.

25 KHA may get -- KHA ordinance may have

1 some minimum, I don't know. It used to in
2 the -- the Children's Commission used to
3 have a certain minimum. The new ordinance
4 may as well.

5 COMMISSIONER SCHELLENBERG: It doesn't
6 have any.

7 MR. WEINSTEIN: It doesn't.

8 CHAIRPERSON BROCK: And, obviously, this
9 idea to have a strategic commission, a
10 strategic plan, is big. And I'm wondering
11 your thoughts -- you said about bringing the
12 entire community in. What are your thoughts
13 on much like how the CRC meets every ten
14 years, is that you have a period of years
15 that that strategic commission, whatever it
16 is would do a city-wide sort of roundtable
17 to measure what the percentage -- what the
18 priorities are that they've developed in
19 consideration with the community at large?

20 MR. WEINSTEIN: I would think every five
21 years it should be revisited. Five years
22 because it transcends a term and you should
23 look at your -- you do your -- five years,
24 to me, is the right number.

25 CHAIRPERSON BROCK: And you address the

1 issue about the rotating off with regards to
2 General Counsel. So with that, thank you so
3 much.

4 MR. WEINSTEIN: You're welcome.

5 CHAIRPERSON BROCK: If you've got a
6 parking ticket, go see Ms. Owens.

7 But thank you very much. Thank you for
8 your service to the City and to the State
9 and thank you for your time.

10 COMMISSIONER SCHELLENBERG: Lindsey, I
11 think W.C. has his --

12 COMMISSIONER GENTRY: No, no. I'm
13 sorry.

14 CHAIRPERSON BROCK: So now we are at
15 public comment. And the first card I have
16 is Mr. Scott, Stanley Scott.

17 You can sit right there. Name and
18 address, please.

19 MR. SCOTT: Yes. Okay, okay. Stanley
20 Scott, I'm with the African American
21 Economic Recovery Think Tank.

22 This will be my third Charter Revision.
23 And I'm appalled that you have a segment of
24 this community wanting to be in leadership
25 but not concerned about the whole city. I'm

1 hearing -- I just heard that everything
2 seemed to be A-okay for a segment of our
3 community. And I'm a little appalled by
4 that.

5 We got people dropping dead from
6 opioids. We got people getting killed. We
7 got rape going on in this city. You got all
8 kind of folly going on in this city. For
9 someone to sit here and act like everything
10 is A-okay, yes, from his viewpoint.

11 But, you know, they say in your last
12 days there's going to be -- a lot of people
13 are going to be burning before they hit
14 hell. I'm appalled by this.

15 I get disappointed in these meetings
16 here, because Jacksonville has plenty of
17 potential, but it lacks leadership. I see
18 it all over this city. I'm all over this
19 city. Like I said, I'm going to knock it to
20 you all the way to the urban core, to the
21 worst part of this city. And for someone to
22 sit here in leadership and he's not reaching
23 out to the people, the least among us, is
24 evil, pure evil.

25 Now, the amount of money -- you have a

1 City Council at the present time advocating
2 for \$400,000 for the Chamber, for their
3 little slush fund, for them to have a good
4 time. That's appalling.

5 When the African Americans need
6 something on the dollar side over here, I
7 mean, it just goes out the window.

8 Now, you already know you're evil
9 because of your -- and I'm not talking about
10 y'all in particular. I don't want anybody
11 to jump up. I'm not talking about -- I'm
12 talking about the history, because I know
13 the history. I've been in this city 65
14 years. My family has been active in this
15 city. I have been in civil rights in this
16 city and in this nation for 40 years. I
17 have put on numerous informations.

18 Now, Gentry, when he was in the school
19 board, I was right there with him --

20 CHAIRPERSON BROCK: Address your
21 comments to the Commission as a whole,
22 please.

23 MR. SCOTT: No, no. Well, we'll talk
24 about that later, because I have a right by
25 law to speak my voice. Now, I'm getting

1 sick of that too, because you haven't seen
2 probably City Hall -- or City Council.
3 People can't say what's on their mind
4 because it's a courtesy. That's not law.
5 I'm talking about law.

6 CHAIRPERSON BROCK: Thank you.

7 MR. SCOTT: Thank you.

8 CHAIRPERSON BROCK: Next card we have is
9 Mr. Nooney. Name and address, please.

10 MR. NOONEY: Hello. John Nooney, 8356
11 Bascom Road, Jacksonville, Florida 32216.
12 And thank you for the opportunity to speak.

13 And, you know, a couple things, you
14 know, I'm still just so concerned, you know,
15 about -- you know, with the ethics and
16 Sunshine. And I just feel the public trust
17 has just been crushed. I've got really a
18 lot of different examples.

19 What I really just want to touch on, you
20 know, with Mr. Weinstein, my big thing is
21 always with the waterways. And when I think
22 of the old JEDC and I think of the
23 shipyards, you know, that was
24 36-and-a-half-million dollars of taxpayer
25 money gone. Sixteen acres of public space,

1 it was reduced to eight acres when we
2 brought in Landmar (ph).

3 So now with this new DIA, you know,
4 which was created with 2014-560, that's the
5 legislation that created this Downtown
6 Investment Authority, 4.8 miles is the
7 river's edge zone from the Fuller Warren to
8 the Matthew's Bridge.

9 Now, CRAs, community redevelopment
10 areas, you know, that was created with the
11 legislature back in 1969. So you, I
12 believe, with the Charter have the ability
13 to amend the Charter so that any money
14 within these CRAs or DIAs that touch the
15 waterways of the St. Johns River in this
16 Consolidated City of Jacksonville should
17 allow for public access.

18 Nice to say that we're getting all this
19 public access, economic opportunities. No,
20 we're getting crushed. And, anyway, I just
21 want this to be part of the permanent
22 record.

23 Also, here is that letter from Zahn.
24 You know, I'm just surprised that none of
25 you got this. I did respond to the CR --

1 you know, the email address, you know, to
2 participate. Have you seen my
3 recommendations that I've asked for? I hope
4 you've gotten it; because if you haven't,
5 that's wrong. For you all not even to have
6 been aware of this, that is wrong.

7 I mean, here is your guest list. And --
8 well, I thought I brought it.

9 But, anyway, you know, this is part of
10 the permanent record. And here, I just want
11 to share it with you, this is Shad Creek,
12 this is the last Waterways Commission
13 meeting. And also too with the Environment
14 Protection Board -- you know, I just had it.
15 I only know I have three minutes, but this
16 is part of the permanent record so you
17 should be able to analyze it, read it at
18 your convenience and digest it.

19 But when it comes to the waterways,
20 we're getting crushed. And here is an
21 example of -- if you ask me, it's a real
22 concern of Sunshine. And thank goodness you
23 have this court stenographer here, because,
24 like I said, I participated in this ten
25 years ago. And so now I filled out three

1 speaker cards. If you look at what I said,
2 you know, ten years ago, and that's what's
3 beautiful about it, because we put ethics
4 back in ten years ago. And then since that
5 ten years we've just eliminated it. So --

6 CHAIRPERSON BROCK: Thank you.

7 MR. NOONEY: -- you can review that.

8 All right. Well, thank you for
9 listening.

10 CHAIRPERSON BROCK: Thank you very much.

11 All right. Now we're on Commission
12 discussion. And one of the things that I
13 wanted to bring up here for us is I've
14 clearly underestimated the amount of time
15 that we're going to need for various
16 speakers. And if September 13th stays as
17 currently scheduled, we will be here until
18 dinner.

19 So I'm going to reach out and see who we
20 can reschedule around. And I want to ask
21 them what their plans are and get a little
22 more ahead on this, because last thing I
23 want is for someone to come down here, sit
24 from 9:00 until 12:00 and we never get to
25 them and we have to bring them back.

1 So I'll commit to you guys that I'm
2 going to go back through and contact
3 everyone here with the help of Carol Owens
4 and get those rearranged.

5 I'm trying to think if there is anything
6 else as far as housekeeping-wise. You know,
7 keep some ideas, keep some speaker ideas,
8 and through there we have the meetings set
9 up through October.

10 Ms. Lisska.

11 COMMISSIONER LISSKA: Well, I guess this
12 falls under housekeeping, I think so. Mike
13 Hogan's inability to appear today or
14 decision not to appear -- I think it was a
15 decision in the end, because I found
16 something in the notes later on -- that
17 wasn't mentioned; or if you did, I didn't
18 hear it.

19 So I noticed finally a note that said
20 that he preferred to respond by email to any
21 inquiries we might have. So first of all,
22 I'm, again, surprised by that.

23 Second of all, if that is the way you
24 suggest we do it and we don't ask again --
25 and I might suggest we ask again -- would we

1 send the email to Mr. Hogan and to everyone
2 on this Commission if that is how we're
3 going to do it? I might suggest we all go
4 home and send him some emails, and he my
5 change his mind.

6 But I would -- I was very surprised.
7 That's an important area. It's been brought
8 up independent, the area of Supervisor of
9 Elections, of Mr. Hogan. And so I would
10 certainly love to hear from him.

11 And mine is along the lines of some of
12 the time frames for elections, special
13 elections and other elections as outlined in
14 the Charter. And I think that's an
15 important area of discovery for us.

16 CHAIRPERSON BROCK: I would agree with
17 that. And what I would say is for those
18 that have said -- originally, he was set to
19 be here, and then we got the notification
20 that he wasn't. You know, came right at the
21 last minute on that.

22 If you have questions, I would say send
23 them to Carol Owens and then when I -- I'll
24 reach out to him through email and just go
25 down there and say, hey, we would like to

1 talk to you about these issues, would you
2 please come and be prepared to answer these
3 questions.

4 Because that may be the thing, you know,
5 people go, I don't have anything to talk
6 about, what do you want to know, send me the
7 questions and I'll study up on it. So I
8 would say that might be the suggestion, to
9 do that.

10 Mr. Schellenberg.

11 COMMISSIONER SCHELLENBERG: I guess, as
12 a former elected official, I'm pretty sure
13 that I never asked a constituent to send me
14 a question and I'll respond to them. I
15 think that's just rude, quite frankly, of
16 elected officials or people representing
17 independent authorities that don't come here
18 and willing to talk to us. Because it's not
19 the question, it's what a question might
20 inspire somebody else to ask a question that
21 are inquiring that is important for the CRC
22 to deal with. I just find this -- I wish I
23 could think of another word that's going to
24 be on other than appalling.

25 He's an elected official. If he doesn't

1 know his business, he shouldn't be there.
2 And he should know what's going on. He's in
3 his fifth year and he's been an elected
4 official for quite some time. So he's got
5 institutional knowledge that is important
6 for us to know.

7 And, as I said, asking questions and
8 getting a response might inspire other
9 questions. And that's why we want them
10 here.

11 We don't want to ask Aaron Zahn
12 questions via email. If he has a problem
13 with what's going on, then he can say, I
14 will not answer that because that's
15 something to do with selling or doing
16 something with JEA. But everything else is
17 fair game.

18 So I don't know what power we have and
19 we really don't, but it should be in the
20 record that these people have decided, as
21 the CRC, the importance of it, they
22 basically don't think it's that important.
23 And I think we should put it on the record
24 that they declined and are unwilling to come
25 and speak their mind, because, apparently,

1 they don't know what they're doing.

2 CHAIRPERSON BROCK: Well, it's certainly
3 on the record, that's for sure. And it is
4 disappointing when we have planned to have
5 certain speakers here and then they, for
6 whatever reason, choose not to. I can
7 certainly understand the Sheriff since we
8 just came out of a situation with the
9 hurricane. But for others it is
10 disappointing. And I will commit to you to
11 go back to them and ask them to reconsider
12 their decision.

13 Yes, Ms. Jameson.

14 COMMISSIONER JAMESON: Thank you. So
15 clarifying question -- a couple clarifying
16 questions and maybe a statement as well. So
17 should we be sending questions right now or
18 should we wait for the Chair to re-invite
19 them and see if that maybe sparks interest?

20 And then also another statement: I'd
21 certainly agree that we would like to see
22 these people in front of this group. So I
23 definitely agree with those sentiments. I
24 think everyone around the table would like
25 to have them here. You know, keeping it

1 within the parameters of the Charter, as
2 well as we do have a list of some suggested
3 topics. So, again, I think that would be a
4 great area of focus for them. Again, as you
5 said, as you're looking at different timing
6 so it doesn't go on for three hours for one
7 speaker, to again kind of keeping it within
8 those parameters.

9 But I don't want to go ahead and send
10 them a bunch of questions and then now we
11 forego our opportunity to have them here.
12 So I'm not quite sure which one should come
13 first.

14 CHAIRPERSON BROCK: What I would ask is
15 that if you know of some specific questions,
16 topics that you want to address, that might
17 help me in persuading them that, look, we
18 have folks that really want to know about
19 this or that topic, and we really would
20 appreciate it if you could come here and
21 address it, because, otherwise, it looks
22 like, as Mr. Schellenberg said, you, either,
23 A, don't know the answer; or, B, you just
24 don't want to talk about it.

25 COMMISSIONER JAMESON: Right.

1 CHAIRPERSON BROCK: And I don't
2 believe -- I don't want to believe that any
3 of our elected officials would take that
4 attitude towards our position and towards
5 the work of this Commission. So I want to
6 reach out to them, those who have declined,
7 with a more specific ask for their
8 appearance here.

9 COMMISSIONER JAMESON: Thank you. I
10 appreciate that.

11 CHAIRPERSON BROCK: Mr. Gentry.

12 COMMISSIONER GENTRY: Yes, sir. I do
13 note, for example, with Ronnie Fussell, he
14 says, Clerk of the Court, no issues. I
15 think, hopefully, part of the problem is
16 misunderstanding of why we're asking them to
17 come here. I think Mr. Fussell's point was,
18 I don't have anything that I want you guys
19 to change. But --

20 CHAIRPERSON BROCK: And that was really
21 the -- the nature of the letter was, do you
22 have anything that you want us to address.

23 COMMISSIONER GENTRY: But at this stage
24 we're now saying, please come and meet with
25 us so we can talk to you. And I find it

1 incredible that a local constitutional
2 officer of the consolidated government would
3 decline to come before the Charter Revision
4 Commission if we request them. And I think
5 the remedy, the first remedy, if they
6 persist, is to go to the President of the
7 City Council, who does have control of their
8 budget. That's just not acceptable for a
9 local constitutional officer that we ask to
10 come before us. I understand the first
11 reaction, which is appropriate.

12 But with Mr. Hogan, we clearly have some
13 questions for him. In fact, one of the
14 issues now pending is a new way of doing
15 elections. You know, pretty --

16 CHAIRPERSON BROCK: We've had several
17 issues pop up related to elections that I
18 think would be good to hear from him. And I
19 want to go back -- like I said, I want to go
20 back to all of these and say: Look, here
21 are the things that are coming up, we would
22 like for you to come and talk to us about
23 these specific issues. You may not have
24 anything. Everything is maybe fine with
25 you. But we have some questions on these

1 specific topics. So that they can be
2 prepared to address the topics as well. So
3 I will commit to you to do that.

4 Ms. Mills.

5 COMMISSIONER MILLS: Through the Chair,
6 I would just like to say, if we start making
7 concessions on sending questions via email
8 and then, for instance, of any of our other
9 speakers would want to come and they see
10 we're making these concessions with emails,
11 then that might be the norm with some other
12 people who we would like to see in person.

13 I myself, I wouldn't want to email you
14 because I may have another question that
15 comes after your email. Then I'm inundating
16 you with emails, and that could get
17 aggravating.

18 But I agree with everybody else, if you
19 can't come and meet with us to discuss
20 questions that we may have. To spoon-feed
21 them, you shouldn't have to get spoon-fed
22 about your job. If you know your job and
23 follow the law, there is no reason for us to
24 spoon-feed you. Because there are going to
25 be different questions, I guarantee you,

1 there are going to be different questions.

2 What -- I don't understand what the big
3 issue is about not -- we're not concerned
4 whether you have any issues. We're
5 concerned about the City of Jacksonville.
6 That's why I went back to my first comment
7 when I said the independent entities or any
8 local official, you need to understand your
9 role within the City, and we don't
10 understand that. That's the problem in
11 Jacksonville. We don't. We don't
12 understand that we are here for the citizens
13 of Jacksonville, not your personal agenda.

14 CHAIRPERSON BROCK: No, I get that. And
15 my request and I believe -- and I don't know
16 this to be true, but I believe it's the main
17 point of the request of some of these
18 officials is to be prepared to answer the
19 questions that we may have on some of those
20 topics. So that's how I viewed it, is that
21 I want to be able to answer your questions
22 so I have a general idea of what you want to
23 cover.

24 It was very similar to my conversations
25 of meeting with Lori Boyer. She said, well,

1 what is it that you want me to come talk
2 about, what are the areas that are coming up
3 that you want to have addressed. So I don't
4 think that's unfair, but I get your point.

5 Mr. Schellenberg.

6 COMMISSIONER SCHELLENBERG: I'll follow
7 that because --

8 CHAIRPERSON BROCK: I didn't see.

9 Ms. Santiago.

10 COMMISSIONER SANTIAGO: Thank you. Just
11 looking over the list, my question is I see
12 that the community foundation, you've asked
13 Nina Waters to come make a recommendation.
14 I wondered, and this is really up for group
15 discussion, whether or not we should also
16 have a representative from the Nonprofit
17 Center, maybe Rena Coughlin come in and just
18 talk to us about what they're doing and how
19 what we do through the Charter affects their
20 effectiveness in the community as nonprofit
21 agencies as well.

22 And my second question -- or my second
23 recommendation, I know we're not on this, I
24 don't think we're there yet, but was kind of
25 in regards to public comment. There is a

1 lot of people that really can't be here
2 right now. I know that we're streaming
3 live. I listened last time when I couldn't
4 be here myself. However, if I did have a
5 comment or I had a question that I wanted to
6 present and I wasn't here, do we have a
7 mechanism to do that?

8 CHAIRPERSON BROCK: We have the
9 CRC@COJ.net email.

10 COMMISSIONER SANTIAGO: So it's an
11 email?

12 CHAIRPERSON BROCK: Yes.

13 COMMISSIONER SANTIAGO: Okay. But not
14 like a live chat or a way for them to raise
15 their hand and submit their questions while
16 we're here in session?

17 CHAIRPERSON BROCK: We do not have that.
18 W.C.

19 COMMISSIONER GENTRY: I keep forgetting
20 to put it down.

21 CHAIRPERSON BROCK: I thought I had seen
22 it up.

23 COMMISSIONER SCHELLENBERG: Other people
24 that might be interested, because we
25 actually own it, is Leon Haley.

1 I know he's your boss, but I'd rather
2 invite you, you're fairly new.

3 The City owns that hospital. And we are
4 committing, I think, \$10 million for the
5 next three years or something, I can't
6 remember the actual number now. But he
7 might be a valuable resource about how
8 they're meeting that community's needs there
9 and how the City, since we own them, how
10 we're going to be engaged.

11 I like the idea of Rena Coughlin, but
12 Peter Racine with the Jacksonville Jaguars,
13 they have a big footprint. I don't think
14 they're doing as much as they should. That
15 is just a comment, but as much as the
16 Weavers, Weavers are outstanding. But maybe
17 Peter Racine with the Jacksonville Jaguar
18 Foundation might be also helpful because
19 they're out in the community also dealing
20 with a lot of the nonprofits, dealing with
21 young children, because I've been on the --
22 for 25 years.

23 CHAIRPERSON BROCK: Let me ask the
24 question: How do we see the nonprofit
25 community integrating in with the Charter?

1 COMMISSIONER SCHELLENBERG: I think this
2 goes back to what Michael said, is bringing
3 all these people together and seeing --
4 they're not -- first of all, I don't -- my
5 impression is a lot of the nonprofits aren't
6 working together, okay. They all have their
7 little niche here. And they -- a lot of
8 small ones and some big ones. There
9 probably should be more consolidation going
10 forward. And I think Nina Waters would be
11 helpful in that regard.

12 I think Rena will be helpful in regards
13 that we have a lot of different nonprofits
14 in a lot of different areas, that they
15 should be more looking together.

16 I go back to what Mr. Weinstein -- we
17 need to bring more people together so they
18 don't overlap; and where they are
19 overlapping, be more specific about what
20 you're taking care of going forward.

21 CHAIRPERSON BROCK: And I completely
22 understand that.

23 COMMISSIONER SCHELLENBERG: I think
24 Peter Racine would be very helpful in that,
25 because they touch Northeast Florida, but

1 they deal with, I think, 50 to 100
2 nonprofits every year that they give money
3 to.

4 CHAIRPERSON BROCK: But my question is,
5 because we do have a limited amount of time
6 here for us to determine our priorities and
7 then break into these working groups, is
8 where do you see the nonprofit community
9 touching into the Charter. That's --
10 Mr. Griggs.

11 COMMISSIONER GRIGGS: So since the
12 nonprofits are sort of in the discussion,
13 one of the things that we've heard over and
14 over again, we've tried to get -- had the
15 conversations with folks about how we can
16 address urban core issues. And one of those
17 organizations in addressing those issues is
18 LISC. And they can talk about how
19 investments in communities changes that.

20 Now, my argument with some of the people
21 who have been sitting in that chair has
22 been, is that a priority enough for the City
23 to address it in a certain way, is it high
24 enough a priority. And I think that someone
25 from maybe perhaps LISC can help us address

1 those issues.

2 Also, as Mr. Schellenberg mentioned, UF
3 Health. We can also probably stand to hear
4 from the director of the county health
5 department on how public health addresses
6 all the issues wholistically around the
7 community, Dr. Rolle. And I intended to ask
8 her, but I haven't yet. So I'll make sure I
9 put that on my list.

10 CHAIRPERSON BROCK: And that's one of
11 the things, so if you have people that you
12 want to have come here and speak, so that we
13 don't have to chase down contact
14 information, if you can get that contact
15 information, send it to Carol Owens, email,
16 telephone, so that we can get a letter to
17 them requesting their presence to address
18 this group as we determine our priorities.

19 Any other?

20 COMMISSIONER JAMESON: Mr. Chairman.

21 CHAIRPERSON BROCK: Okay. It blends
22 right in to your little Tervis cup there.

23 COMMISSIONER JAMESON: I'm on my own
24 little island over here.

25 Thank you. I just have a question for

1 you about how we envision this moving
2 forward. This is a lot of people that we do
3 intend to come speak to this group. We've
4 now added a couple more today, it seems
5 like. Hopefully, we'll have a couple others
6 that do show up.

7 But as we're looking forward -- and,
8 again, we need to form these subcommittees,
9 committees, whatever we're deciding to call
10 them. Is the intention to have additional
11 guest speakers through the larger group
12 through the end of October and then break
13 out into those committees starting
14 November 1st?

15 So, again, looking at that, that's still
16 a limited amount of meetings. Again,
17 understanding we had one guest today, and
18 that took up pretty much the entire time.

19 So how do we envision making sure that
20 everyone is heard with all the priorities
21 that we have and speakers we'd like to come
22 in, but, again, understanding that by
23 November we really need to get started on
24 those individual topics? So how do we
25 balance that, and, again, so that we're not

1 here through dinnertime every day?

2 CHAIRPERSON BROCK: Again, no. And the
3 short answer to that is my goal initially
4 was for us to have our priorities determined
5 by the end of September. Clearly, we've got
6 so many people that we're all wanting to
7 hear from because I haven't heard much
8 pushback on any of the names that have been
9 brought up.

10 So in order to hear the folks that we
11 want to hear from and get our priorities
12 down so that we can do the committee work
13 with sufficient time, we have a couple of
14 options: We can meet more often, or we can
15 meet longer, or we can pare down the list of
16 people that we have coming here to speak.

17 COMMISSIONER GRIGGS: Mr. Chair, I think
18 that today's presentation was long because
19 he was the only person here. And if we had
20 multiple speakers, under your leadership, I
21 think we could probably get through those
22 speakers giving them an opportunity to make
23 a statement, right, and then we have a few
24 questions and keep it moving.

25 But I think, you know, Mr. Weinstein was

1 a victim of our circumstance today, that he
2 was the only speaker available to us so we
3 took advantage of it.

4 CHAIRPERSON BROCK: Much like we had
5 with Mr. Holland as well.

6 Okay. Here is what I don't want to --
7 here is what I don't want to have, I don't
8 want to have folks looking at this and
9 saying that I'm driving who we come here and
10 speak. I'll make the decisions if I need to
11 if we can't reach a consensus on it.

12 But do we realistically believe we can
13 get through five speakers that we have for
14 the 13th?

15 COMMISSIONER BAKER: No, not those
16 speakers.

17 CHAIRPERSON BROCK: No, I don't see that
18 as happening. I will get with Ms. Moran and
19 see if she can move.

20 COMMISSIONER GENTRY: Do we need two
21 Duval --

22 CHAIRPERSON BROCK: Beg your pardon?

23 COMMISSIONER GENTRY: Two Duval
24 Delegation?

25 COMMISSIONER BAKER: Three.

1 CHAIRPERSON BROCK: They're all part of
2 the Duval Delegation.

3 COMMISSIONER SCHELLENBERG: I would just
4 get the chair. I would just get the chair,
5 honestly. I can appreciate all of them
6 wanting to speak, but the chair is
7 representing the core.

8 CHAIRPERSON BROCK: Okay.

9 COMMISSIONER SCHELLENBERG: And I'm
10 sorry, Mr. Brock, Chair, if it comes that we
11 don't get the answers we really want, then
12 we can ask them to come back at a later
13 date.

14 CHAIRPERSON BROCK: Okay.

15 COMMISSIONER SCHELLENBERG: Let's
16 focus at the chair.

17 CHAIRPERSON BROCK: Yeah. Well, I do
18 know that Mr. Fischer had some ideas that he
19 wanted to share with us, because he had
20 spoke to me. Now, I tried explaining with
21 him, as well, with the proposed legislation
22 and everything going on with that, there is
23 a part of me that just says, I don't want
24 for us to even touch School Board issues,
25 but I understand how all that's playing out.

1 COMMISSIONER GENTRY: Mr. Chairman, on
2 the -- and I think Fischer is the Chairman
3 of the Duval Delegation.

4 CHAIRPERSON BROCK: He is.

5 COMMISSIONER GENTRY: On the issue that
6 Mr. Fischer's raised and the resolution that
7 he's proposed that he was going to talk to
8 us about, I guess, in part --

9 CHAIRPERSON BROCK: He has others.

10 COMMISSIONER GENTRY: And other things
11 too. I said "in part." Certainly, he has
12 lots of ideas.

13 The resolution that -- to address to the
14 School Board was apparently crafted by the
15 Office of General Counsel based on the
16 appearance of the resolution. Could we at
17 the same time, when we have this
18 presentation or have the OGC prepared to
19 advise -- I would like to hear their opinion
20 regarding how Mr. Fischer can have a J Bill
21 that trumps Article Nine of the Florida
22 Constitution that establishes the school
23 board and then it's elected at a partial
24 election. So I think it would be very
25 important in terms of the Charter vis-à-vis

1 the Constitution of the State of Florida to
2 understand -- I would like to understand how
3 you do that, quite candidly.

4 CHAIRPERSON BROCK: And we can revisit
5 that. I will tell you that ten years ago
6 when asked about it, the OGC did not provide
7 a definitive opinion, only pointed out that
8 it was likely that the recommendation for
9 the appointed school board that came out of
10 the Charter Revision Commission previously
11 would likely result in litigation over that
12 very issue.

13 And I would encourage you to look at the
14 transcript in there of that meeting, because
15 they came in there, Steve Rohan, I believe
16 it was, Ms. Johnston.

17 MS. JOHNSTON: Yes, it was.

18 CHAIRPERSON BROCK: Who came and spoke
19 to the Charter Revision Commission at that
20 time, which is in part why I am reluctant to
21 go back into these issues, because in my
22 view, not speaking as the Chair, but just in
23 my personal view, these issues are now being
24 debated in the -- by the policymakers. And
25 for us to go in and propose changes one way

1 or the other while there is legislation
2 that's currently being debated and looked
3 upon is not where we can have the most
4 impact.

5 I realize that it is a passionate issue
6 that we all have strong views upon, and it
7 is a worthy discussion to have, just not
8 here, because of everything that's going on.

9 COMMISSIONER GENTRY: May I respond to
10 that?

11 CHAIRPERSON BROCK: Certainly.

12 COMMISSIONER GENTRY: Forgetting the
13 School Board issue, scattered throughout the
14 Charter there are provisions like the
15 courts. It says court is a part of the
16 consolidated government. And it says that
17 all general and special laws shall apply,
18 except that its expressly provided herein.

19 So the Charter purports to trump Florida
20 general and special law. And presumably the
21 Constitution of the State of Florida, which
22 would mean that the Charter, the people
23 here, could just choose to have a whole
24 different court system than we have anywhere
25 else in the state. That's pretty important

1 to know if that's really what this Charter
2 means. And is that what we want? Do we
3 want to be -- succeed from the State of
4 Florida, effectively, and have our right to
5 have our own stuff and not be bound?

6 And that's why I raised this with OGC.
7 Any of these issues will bring up
8 litigation. I think it's important for us
9 to know is it the opinion of our General
10 Counsel, who binds all of us, that the
11 Charter of Duval County can, in fact, be
12 amended or we can have a J Bill that will
13 trump the Constitution. That's the issue
14 that I see Jason Fischer's point raising is,
15 is that so.

16 And if the Office of General Counsel
17 believes it's so, recognizing we'd invite
18 litigation, that's fine, but it's important
19 to know. And I think it's important for the
20 Charter Revision Commission to consider do
21 we want to be in the position in Duval
22 County to take the position that we can do
23 anything we want to do here, including in
24 violation of the State Constitution and
25 state laws under the Charter.

1 And if that's not the case, then we --
2 it needs to be cleaned up. I mean, it's a
3 big, big issue.

4 CHAIRPERSON BROCK: I agree. It all
5 goes back to the 1934 amendment of the
6 Florida Constitution and the breadth of home
7 rule authority that we were given back at
8 that time. And so you're asking for just a
9 general to get the input from OGC?

10 COMMISSIONER GENTRY: OGC at the time --

11 CHAIRPERSON BROCK: The primacy of the
12 Charter vis-à-vis the Constitution.

13 COMMISSIONER GENTRY: Right.

14 CHAIRPERSON BROCK: Okay.

15 COMMISSIONER GENTRY: Please. Now and
16 forever, apparently, we can amend the
17 Charter and effectively amend -- change
18 everything again.

19 CHAIRPERSON BROCK: I will go revisit
20 back with them and a lot of the previous
21 opinion or lack of an opinion, statement of
22 the law without it being a binding legal
23 opinion.

24 Okay. Anyone?

25 VICE CHAIRPERSON KNIGHT: So just to be

1 clear, for next week are we pursuing just
2 one representative of the Duval Delegation?

3 CHAIRPERSON BROCK: What I'm going to do
4 is ask if Ms. Daniels and Mr. Yarborough
5 would be willing to wait and present their
6 ideas to the Chair, to Mr. Fischer. I
7 believe if we have Mr. Fischer, Ms. Hershey
8 and Ms. Moran, we just might get through it
9 in light of Mr. Griggs' statement of, out of
10 respect we have for each other and for the
11 speakers, and his, apparently, high
12 estimation of my leadership abilities.

13 I'm reminded of what my grandmother used
14 to say to me was, I'd like to buy you for
15 what you're worth and sell you for what you
16 think you're worth.

17 With that, thank you all. We're
18 adjourned.

19 (Meeting adjourned at 11:51 a.m.)
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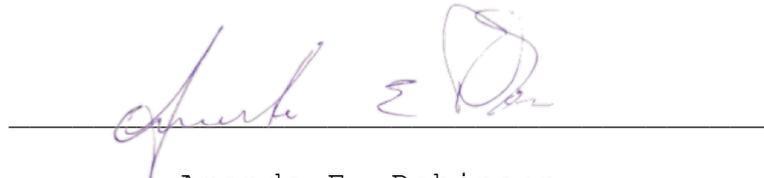
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CERTIFICATE OF REPORTER

STATE OF FLORIDA
COUNTY OF DUVAL

I, Amanda E. Robinson, Registered
Professional Reporter, do hereby certify that I
was authorized to and did report the foregoing
proceedings; and that the transcript, pages 1
through 155, is a true record of my stenographic
notes.

DATED this 12th day of September, 2019.



Amanda E. Robinson,
Registered Professional Reporter