

CHARTER REVIEW COMMISSION MEETING

DATE: Tuesday, October 15, 2019

TIME: 9:02 a.m. - 11:40 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
Chris Hagan, Board Member
Emily Lisska, Board Member
Nelson McCoy, Board Member
Celestine Mills, Board Member
Betzy Santiago, Board Member
Hon. Ronald V. Swanson, Board Member

ALSO PRESENT:

CRC Staff:

Jessica Matthews, Chief of Legislative
Services
Anthony Baltiero, Council Research
Jeff Clements, Council Research
Paige Johnston, Office of General Counsel
William Coffee, Information systems
administrator.

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

2 CHAIRPERSON BROCK: It's 9:02. We will
3 call the meeting to order. I'm Lindsey
4 Brock. And our first order of business is
5 approval of the minutes of our last meeting.
6 You've got a copy there. They've been
7 circulated around. Entertain a motion to
8 accept.

9 COMMISSION HAGAN: So moved.

10 CHAIRPERSON BROCK: Mr. Hagan moves.

11 A second?

12 COMMISSIONER SANTIAGO: Second.

13 CHAIRPERSON BROCK: All in favor?

14 COLLECTIVELY: Aye.

15 CHAIRPERSON BROCK: Any opposed?

16 All right. We've accepted the minutes.
17 Thank you.

18 Remarks from the Chair. Well, we're in
19 here again. So, if you want to speak,
20 please turn your card up to there. We have
21 a very full schedule. So we are going to
22 probably have to limit everyone to -- the
23 speakers to 30 minutes, I believe, to get
24 through this. We may have more time at the
25 end, but that way we can manage it and get

1 through and hear from everyone. So, again,
2 ask the questions you need, not the
3 questions you want. And then hopefully we
4 can move through it. I'm going to do my
5 best to recognize everyone, you know, first
6 basis here.

7 Let's see. You received an email from
8 Paige that had -- there had been discussion
9 about the JEA program and the ordinance
10 related to that on septic tanks, about \$15
11 million, it was 104 pages. I hope you all
12 read it before the meeting. I started to
13 print it out and then I saw how long it was.
14 And I said, you know what, that's going to
15 be an important thing for a subcommittee, if
16 we get to that level.

17 On that, I have some other emails that
18 have come in on the CRC website, and I'm
19 going to go through those. We'll probably
20 get those circulated around.

21 Please remember to turn your cell phones
22 to silent. Mine just beeped.

23 Then the other thing that's in your
24 packet was an email to me that's the
25 resolution of the School Board expressing

1 opposition to the local J Bill 1, which is
2 for the elected superintendent. It was sent
3 to me as Chair, so I wanted just to pass
4 that around since the School Board topics
5 are in there.

6 The one item that I don't see,
7 Ms. Matthews, is the topics that I emailed
8 out late last night.

9 MS. MATTHEWS: They should have been
10 there. I called --

11 CHAIRPERSON BROCK: Okay. I don't see
12 them. Does anybody else have topics?

13 VICE CHAIRPERSON KNIGHT: No.

14 CHAIRPERSON BROCK: Okay. So what I did
15 is I went through and -- actually, you know
16 what, hold off on it, because I did not -- I
17 did not get to add the items from the email
18 from Mr. Gentry. So I need to get that so
19 that we'll have those for our town hall.
20 But we'll get those emailed around to
21 everybody, and I'll have that final
22 revision. So, there, that was a fortuitous
23 error on that.

24 Do we have any public comment cards?
25 One. Of course, Mr. Nooney. We've got a --

1 MR. NOONEY: All right. Well, good
2 morning. How are you all doing today?

3 CHAIRPERSON BROCK: Good morning.

4 MR. NOONEY: All right. Well, thank
5 you --

6 CHAIRPERSON BROCK: Name and address,
7 please.

8 MR. NOONEY: Sure.

9 CHAIRPERSON BROCK: And, if you want,
10 you can sit there at the table. We have a
11 microphone and everything.

12 MR. NOONEY: Okay. Well, thank you. My
13 name is John Nooney, 8356 Bascom Road,
14 Jacksonville, Florida 32216.

15 And, you know, not on the agenda, but I
16 just want to start by just saying the Pledge
17 of Allegiance. I pledge allegiance to the
18 flag of the United States of America, and to
19 the Republic for which it stands, one
20 nation, under God, indivisible with liberty
21 and justice for all.

22 And, again, thank you for the court
23 reporter. I swear that the testimony I am
24 about to give is the whole truth and nothing
25 but the truth and not a Charter Revision

1 Commission fib.

2 Look, this comes around once every 10
3 years. This wasn't going to be one of my
4 topics, the Pledge of Allegiance, but I
5 really feel that at this stage it needs to
6 be in the Charter. You go to so many
7 meetings and the inconsistencies. And
8 so that is just one thing. At least we put
9 public comment back in, you know, to the
10 meetings. And I thank you for that.

11 I haven't received any email
12 correspondences back, for example, from the
13 Committee on Elder Affairs. You know, they
14 have the Pledge of Allegiance. You know,
15 Councilman Sam Newby was at that one
16 meeting, and he addressed the greatest
17 generation. And that was on there, the
18 Pledge of Allegiance.

19 So, you know, I don't, you know, know --
20 well, look, you have a full agenda, okay.
21 In fact, I even have over a minute. But,
22 you know what, I just want to say thank you
23 for listening. Please consider the Pledge
24 of Allegiance in our Charter for
25 Jacksonville. Thank you for listening.

1 CHAIRPERSON BROCK: Thank you.

2 Okay. And we have Ms. Shepler to give
3 us a presentation. And thank you for
4 responding to our invitation on behalf of
5 JTA. So name and address and then tell us
6 what you've brought here for us to, as
7 Dr. Quinton White says about Dr. Prieto,
8 pushing back the boundaries of ignorance.

9 MS. SHEPLER: Good morning,
10 Commissioners -- well, I'm not sure that's
11 on.

12 CHAIRPERSON BROCK: Does it have a green
13 light or is the back one turned on?

14 MS. SHEPLER: Good morning, Chairman
15 Brock and Members of the Commission. Thank
16 you for having us here today. I'm Jessica
17 Shepler with the Jacksonville Transportation
18 Authority, 121 West Forsyth Street.

19 I'm here on behalf of our CEO, Nat Ford,
20 who regrets he's not able to be here today.
21 He had a prior work engagement out of town.

22 This morning I'll give you an overview
23 of the JTA that shows how we work in
24 collaboration with the City as part of the
25 City -- as part of the consolidated

1 government.

2 My hope is, through this presentation,
3 you will see just how close the JTA, as a
4 state agency, must work within our local
5 government structure to accomplish our
6 mission, duty, and responsibilities for the
7 citizens of Jacksonville.

8 The JTA originally began in 1955 as the
9 Jacksonville Expressway Authority created by
10 the Florida legislature under state statute
11 349 for the purpose of building roads and
12 bridges in Duval County.

13 In 1971 there became a need to
14 consolidate bus service among the five
15 private providers in town. The decision was
16 made to roll local transportation service
17 under one entity, and the JEA became the
18 JTA, the Jacksonville Transportation
19 Authority.

20 The JTA, as an independent authority, is
21 also part of the City's Charter. It
22 surrounds budgetary matters within the
23 Charter. And then in Section 18 it
24 references the Mayor and Council's
25 participation with respect to projects and

1 programs related to transportation.

2 The JTA's governing body consists of
3 three members appointed by the governor and
4 confirmed by the senate, three members
5 appointed by the Mayor and confirmed by the
6 City Council, and the seventh member is the
7 Florida Department of Transportation
8 District Secretary from this area. The
9 appointed members may serve two four-year
10 terms.

11 The JTA has multimodal responsibilities
12 from designing and constructing bridges and
13 roadways to provide mass transit services.
14 Our mission -- and I do want to add JTA is
15 actually one of six agencies across the
16 country that has dual capabilities of both
17 roadway and bridge building, as well as
18 providing transit service.

19 Our mission is to improve Northeast
20 Florida's economy, environment, and quality
21 of life by providing reliable, safe,
22 sustainable, and efficient transportation
23 services and facilities. Here is a quick
24 look at the transit services we provide
25 throughout the community. Traditional bus

1 service through our fixed route, our
2 bus rapid transit service known as our First
3 Coast Flier, which provides limited stops
4 and transit signal prioritization along
5 major corridors in Jacksonville. We've
6 actually completed three of the lines, and
7 we are on schedule to complete the fourth
8 line by next December. And, once that's
9 complete, we'll have the largest BRT network
10 in the Southeastern United States.

11 We also have the Skyway, which -- oh,
12 I'm sorry.

13 CHAIRPERSON BROCK: BRT, that's bus
14 rapid transit?

15 MS. SHEPLER: Bus rapid transit, yes.

16 The Skyway -- I'm sorry, we have a lot
17 of acronyms.

18 The Skyway is Jacksonville's downtown
19 circulator, as you know. It is currently in
20 operation, but planned for repurposing and
21 expansion to serve 10 miles around downtown
22 Jacksonville, which you will see in a brief
23 video towards the middle of this
24 presentation.

25 We have the St. Johns River Ferry, which

1 is one of our newest modes of service. We
2 received that from the City in April of
3 2016. Chairman Brock is well familiar with
4 that transition between the City and JTA.
5 It took a couple of years, but we are very
6 pleased to have the ferry within our
7 portfolio of services.

8 Our connection service provides service
9 for people with disabilities who are not
10 able to use our regular service, and also
11 for people who are transportation
12 disadvantaged. And, in addition to those
13 with disabilities, this includes older
14 adults, low income, and then children at
15 risk.

16 And I do want to add that our connection
17 service that we provide here locally meets
18 federal and state mandates that are required
19 to be performed at the local level of
20 government. Our Game Day Express allows for
21 sports fans to park in secured lots and then
22 be shuttled to the stadium.

23 And then we have alternative services,
24 which is also newer to the JTA. We've
25 recently embarked on partnering with the

1 private sector to provide on-demand
2 services -- more on-demand services for
3 customers. An example of this would be with
4 Beach Buggies, which originated out at the
5 beach and has now expanded into San Marco.
6 So we're very pleased to be partnering with
7 them on that service.

8 If you haven't had a chance to utilize
9 that, and you're ever out at the beach and
10 need to get from one place to another, they
11 have an app you can download, and it's the
12 same in San Marco as well.

13 Another example of where we have
14 implemented alternative services are in
15 neighborhood zones where we used to operate
16 community shuttles. It is a very high-cost
17 program, and it wasn't very efficient.

18 So we have actually partnered with Al,
19 Inc., and they provide curb-to-curb service
20 within a certain zone in eight areas around
21 town. So we are actually kind of testing
22 that out. So far the demand has been really
23 well in most of the areas, and it's gone
24 very well.

25 And then we're also expanding

1 regionally. We now have service in Nassau
2 County, Clay County, and we anticipate being
3 in St. Johns County by next year.

4 As I mentioned earlier, the JTA has a
5 long history of building roads and bridges
6 on behalf of the State. In 2013 the JTA and
7 the City, working together, came up with a
8 plan to extend the local option gas tax in
9 2016, which is when it would go into effect
10 in order to issue bonds to complete
11 unfinished local road projects that had been
12 shelved due to the downturn in the economy
13 around 2007.

14 As a result, the JTA planned with the
15 City for 13 road projects, all either
16 complete or underway at this time. And
17 together we identified 14 corridors, where
18 sidewalks and crosswalks are being added,
19 ADA upgrades are being made, and bus stop
20 amenities are being improved to be more
21 pedestrian friendly and safe.

22 The JTA and the City meet on a quarterly
23 basis through a formal process known as the
24 Financial Advisory Committee and the Program
25 Advisory Committee. We all know it as

1 FAC-PAC.

2 This actually was a process that's
3 codified, it's actually a committee that's
4 codified in the municipal code, and was
5 implemented around the time that the Better
6 Jacksonville Plan took effect. And so this
7 group is made up of government officials and
8 citizens in order to oversee the progress
9 and the finances of each of these projects
10 and to ensure accountability and that
11 milestones are being met along the way.

12 In addition to that, we meet on a very
13 regular basis with City Council, the Mayor's
14 Office, the Public Works Department. Pretty
15 much any department or division or any
16 entity that's under the umbrella of
17 consolidated government, we are working with
18 on a weekly basis.

19 In addition, the requirements of all
20 JTA's construction projects and programs
21 require that we have a close and
22 collaborative working relationship with the
23 City of Jacksonville. From planning, to
24 design, through permitting, construction,
25 and then final sign-off by the City. We

1 will not be successful without a good
2 relationship.

3 The implementation of the Jacksonville
4 Regional Transportation Center at LaVilla,
5 which is playing on the screen in front of
6 you, is a great example of consolidated
7 government working together to get this
8 project done.

9 Before I move on to our budget, I want
10 to show you one more video that gives you a
11 snapshot of other local projects in the
12 works that require close coordination with
13 our consolidated government. Some of them
14 I've touched on already.

15 But, before I press play, this topic
16 actually came up when I walked in the room
17 this morning with Chairman Brock, so I
18 thought that was interesting, because I did
19 want to be sure that I mentioned this
20 particular recent example of the City and
21 JTA working together.

22 The JTA's Ultimate Urban Circulator
23 Program, that's the name that we have given
24 to the conversion expansion of the Skyway,
25 utilizing autonomous vehicle technology.

1 It's at a point where it was in need of
2 first-phase funding. And so the JTA
3 identified a potential federal funding
4 source called the Build Grant. The City, in
5 addition, also had an immediate project need
6 that could also be funded through this same
7 grant. The decision was made to file two
8 separate grants. And that was something
9 that Chairman Brock mentioned specifically
10 to me. And so the thought was: Are the
11 City and JTA, or are the City and
12 independent authorities not having regular
13 conversations, and this is the type of
14 result that happens based on that?

15 I want you to know that we both made a
16 decision to go after the same grant. Now,
17 that rarely happens -- actually, it's not
18 rare that communities file multiple grants.
19 It rarely has happened here over the years.
20 And the belief is that, if two grants are
21 filed, that it puts you at a competitive
22 disadvantage for either one or both to be
23 funded. We absolutely did the research and
24 we knew that other communities had received
25 dual awards. And so we, again, because both

1 projects are important, were important, we
2 made the decision to file. And it paid off.

3 And we worked hard together, and we
4 received a \$25 million grant, 12-and-a-half
5 went to the JTA for the first phase of our
6 U2C program, which is the Bay Street
7 Innovation Corridor, and the City received
8 its 12-and-a-half million for the Hart
9 Bridge conversion.

10 So, with that, I will just run this
11 video, because it is the JTA Way for you to
12 see.

13 (Video played.)

14 MS. SHEPLER: And, finally, I wanted to
15 touch a bit on -- on a bit of history
16 regarding our budget, to highlight some of
17 the ways that JTA, as a state agency, over
18 the decades, not just currently, but over
19 the decades has understood its role as being
20 an integral part of the consolidated
21 government of the City of Jacksonville.

22 And I want to just pause and say that I
23 do not use the term history without knowing
24 that Commissioner Emily Lisska is sitting on
25 this esteemed panel, and so -- and who

1 probably has more knowledge of these
2 particular exchanges than I do. And so I am
3 going to give you this history as it has
4 been given to me and passed down along the
5 years.

6 In Section 507 -- 5.07 of the Charter,
7 it states: The Council shall review the
8 budgets and appropriate money to the
9 consolidated government and any independent
10 agencies which request appropriations from
11 the consolidated government.

12 This pie chart shows you a breakdown of
13 our operating revenue budget. This was
14 actually approved -- this is the pie chart
15 that was recently -- or this is the funding
16 revenue that was approved recently by our
17 board and City Council. It's this year's.

18 This has evolved over time. And so I
19 want to give you a couple of examples as to
20 how it has evolved. And how it has evolved,
21 obviously, this is all captured in
22 interlocal agreements between the City of
23 Jacksonville and the JTA.

24 But, at the urging of City leaders in
25 1989, the JTA joined in support of doing

1 away with toll roads, a significant revenue
2 source to the Authority at the time; and, in
3 exchange, accepted an increase of one-half
4 penny sales tax, which was approved by the
5 voters.

6 In 2000, at the early stages of the
7 Better Jacksonville Plan, the City of
8 Jacksonville approached the JTA for a
9 portion of the half-penny sales tax and its
10 constitutional gas tax in order to fund the
11 BJP program. The City provided a full six
12 cents of local option gas tax in return for
13 the revenue lost through the sales tax and
14 the constitutional gas tax, and JTA agreed.

15 Fast forward to 2016 with the local
16 option gas tax. At that time the City and
17 JTA came together, JTA and the City worked
18 out an agreement where the JTA retained five
19 cents of the local option gas tax and the
20 City kept one cent of the local option gas
21 tax to go towards its road maintenance and
22 repair program.

23 These are just three examples -- and
24 there are many more. These are just three
25 examples through our budget that hopefully

1 makes the point that JTA recognizes itself
2 as a part of the consolidated government,
3 even as we are identified as an independent
4 authority. We are both. And we are part of
5 the government, we understand that, we know
6 that, we have a long history of -- a proven
7 track record in working under that -- under
8 the umbrella of a consolidated government.
9 And it can work well.

10 So, quickly, I did want to just review
11 our process that we typically go through
12 from a budgetary standpoint. It's about a
13 nine-month process. January through March,
14 we're doing internal budget preparation.
15 April we present the preliminary budget to
16 the board and we do an extensive workshop
17 and just working with them over the next
18 month to make sure that we get that
19 finalized.

20 Under this Mayor, Mayor Curry, they
21 requested that all independent authorities
22 meet and review our budgets with the Mayor's
23 Budget Review Committee. And I think that's
24 been a great exercise to go through. And
25 it's just -- it's helped immensely in having

1 that particular exercise occur.

2 We are required to submit our budget to
3 City Council by June 1 of every year. We
4 work through -- with the Council Auditor's
5 Office in great detail over the next couple
6 of months as the Council Auditor's Office
7 prepares to get the budget ready for City
8 Council review in the July, August time
9 frame.

10 And then we're meeting with the City
11 Council members and so forth during that
12 time to educate them on our budget, to
13 receive their feedback, answer any questions
14 they may have. And then, obviously,
15 September is the City Council budget
16 approval, which all of the budgets take
17 effect October 1.

18 So, with that, I am going to do my best
19 to answer any questions you may have. If I
20 am not able to answer them right away, I
21 will get you an answer back very quickly.
22 Thank you.

23 CHAIRPERSON BROCK: Yes, Mr. Denton.

24 COMMISSIONER DENTON: Thank you for your
25 presentation. Thanks for being here.

1 Do you -- can you explain, in a simple
2 enough way that even I can understand it,
3 why the JTA builds some roads or streets,
4 and the City builds others, and the State
5 builds others, and sometimes it's a joint
6 project? And is there a lack of clarity in
7 the Charter on that?

8 MS. SHEPLER: So I will do my best to
9 give you my thoughts. And I'm happy to go
10 back and get some additional information for
11 you on that, because I do agree --
12 originally, JTA was set up really to only
13 build roads and bridges within Duval County.
14 And it was state roads and bridges. And so,
15 really, the only time that we have begun to
16 really get involved on local roadways is at
17 the passing of the local option gas tax.

18 So we worked with the City during that
19 time, because we knew that there were a lot
20 of road projects that were on the shelf, and
21 we decided which projects the JTA would take
22 on, which projects the City would take on,
23 because there were quite a few left. And
24 that's kind of how they got divvied up.

25 And so we're working on getting through

1 those local projects. But the local
2 projects are fairly new, and that is a
3 result of the local option gas tax, because
4 that particular funding source goes towards
5 local road projects.

6 As far as the state goes, the divvying
7 up between the various projects, I'm not
8 quite sure how that worked out, but we have
9 always shared in that, in the road program.
10 And so I will go back and see if I can get
11 some clarity on how we divvy up those
12 particular projects.

13 COMMISSIONER DENTON: How you divvy it
14 up and who decides. I mean, does the City
15 give you an assignment or do you negotiate?
16 It's just very odd. I mean, I think JTA
17 designed the JTB intersection, but the State
18 built it.

19 MS. SHEPLER: That's correct.

20 Yes, okay. So there are two things:
21 One, the City roadway projects are clearly
22 stated through our interlocal agreement and
23 in the City's ordinance code. So there is
24 no confusion there; it's through our
25 interlocal agreement. We, the City and JTA,

1 sat down and said, here are the list of
2 projects we have. City Council was also
3 involved in that from a district discussion
4 and a district needs standpoint. And so
5 there is no confusion about who is doing
6 what because we have our list of projects to
7 do.

8 With regard -- and I don't know that,
9 once this grouping of projects is complete
10 from a local standpoint, whether or not
11 we'll do any more local road projects. It
12 just depends on the time and, you know, the
13 type of help that's needed, you know, at
14 that juncture.

15 Now, the State, again, we meet with them
16 on a regular basis. We are a State agency.
17 And so I will find out from our construction
18 and capital programs how we typically divide
19 those projects, and get an answer back to
20 you.

21 CHAIRPERSON BROCK: All right. Judge
22 Swanson.

23 COMMISSIONER SWANSON: Very briefly, are
24 you in a position to make any
25 recommendations concerning the Charter

1 Revision insofar as it pertains to JTA?

2 MS. SHEPLER: Well, I mean, in my
3 opinion, and I believe it's the opinion of
4 our leadership, we think that, as the
5 Charter is right now related to the
6 independent authorities, at least from JTA's
7 perspective, that, you know, what's been in
8 place over the years has worked well for us.

9 COMMISSIONER SWANSON: Status quo?

10 MS. SHEPLER: Yes, sir.

11 CHAIRPERSON BROCK: All right. I don't
12 see anyone else. That was kind of what I
13 was going to ask you as well was, again,
14 we're looking at the issues of strategic
15 planning. It sounds like, from the JTA
16 perspective, working with the consolidated
17 government and everything is going along
18 fine. That sum it up?

19 MS. SHEPLER: Yes, sir.

20 CHAIRPERSON BROCK: All right. Thank
21 you very much for your time, Ms. Shepler.

22 MS. SHEPLER: Thank you very much.

23 CHAIRPERSON BROCK: All right. Next we
24 have Ms. Boyer in the house. And we all
25 have a copy of the 2014 Blueprint II

1 Consolidation Task Force, which you chaired.

2 COMMISSIONER SWANSON: We don't all have
3 that.

4 CHAIRPERSON BROCK: Oh, it should be in
5 the notebook. Here, would you like mine?

6 COMMISSIONER SWANSON: No, we're good.

7 CHAIRPERSON BROCK: No, not in the
8 immediate packet, I apologize.

9 Here we go.

10 MS. BOYER: Good morning, Mr. Chairman
11 and Members of the Commission.

12 First of all, my apologies if I was
13 supposed to be here at 9:00. It was at 9:30
14 on my calendar. So I thought I was second,
15 not first, but I'm here. And I'm glad
16 Jessica was here, so we're good.

17 CHAIRPERSON BROCK: It all worked out.

18 MS. BOYER: And, before I jump into the
19 answers to the two questions that I was
20 asked to address, I would like to respond a
21 little bit to Mr. Denton's question. I
22 happened to be serving on the City Council
23 when we did the renewal of the local option
24 gas tax. And I can tell you that part of
25 the decision at the time to use JTA for some

1 of the road construction had to do with the
2 fact that, remember, we were in the depths
3 of the recession and coming out of it, and
4 we had cut so many City employees, and our
5 Public Works Department really lacked the
6 capacity to execute and manage a lot of
7 those projects efficiently. And this has a
8 carryover impact that I'm going to discuss
9 in terms of the independent authorities.

10 One of the things that our task force,
11 when we were reviewing things, identified
12 was that, in many ways, the central city
13 government was the last to get new software,
14 was the last to get upgrades, was -- all of
15 our independent authorities operated at a
16 higher level of modernization, proficiency.
17 So we didn't recommend abolishing them as
18 enterprises, because they were doing a good
19 job doing their business activity. But
20 there did seem to be this unfortunate
21 consequence that they all somewhat had
22 independent sources of revenue; and their
23 independent sources of revenue -- which they
24 may or may not be able to actually increase
25 on their own, like a rate structure or

1 something -- ended up allowing them to keep
2 up with the times, modernize, implement new
3 solutions, things like that, more easily
4 than the City government who was left with
5 fewer resources and more constrained
6 opportunities in how to change those
7 resources. And so we saw the kind of
8 central city government as lagging behind on
9 some of those.

10 And that really contributed to the
11 decision with respect to the local option
12 gas tax, at that point in time, to have JTA
13 supervise and execute with the funds from
14 the local option gas tax, but we thought
15 their capacity to manage the contracts and
16 get them executed was stronger at that point
17 than Public Works, which I don't necessarily
18 think is the desirable position to be in or
19 where we want to be, I just think that's
20 where we saw ourselves at that point in
21 time.

22 CHAIRPERSON BROCK: I don't have
23 Mr. Schellenberg here to remind me, but name
24 and address, he usually asks.

25 MS. BOYER: My apologies. Lori Boyer,

1 and I guess I can use City Hall, Suite 310
2 as my address, but I am here not in the DIA
3 capacity, but in the capacity of the former
4 chair of the Task Force on Consolidated
5 Government that was created during then
6 Council President Gulliford's term.

7 So the two questions that you asked me
8 to speak to you about today were the first
9 dealing with the Charter amendments we
10 recommended regarding City Council term
11 limits and the timing of elections; and the
12 second was our Strategic Implementation
13 Commission recommendation.

14 So let's talk first about the term limit
15 recommendation and the timing of elections.
16 After a very lengthy review, we determined
17 that there were several more generic,
18 broad-based concerns about how our
19 consolidated form of government was
20 operating. And, while we came out very much
21 on the positive side -- let me just say that
22 first -- one of the negatives we identified
23 was a lack of continuity for execution of
24 vision.

25 And that -- we supported the strong

1 mayor form of government. There was some
2 talk about looking at and we did some
3 investigation about going to a county
4 manager form. And we came back saying, no,
5 we really like the strong mayor form because
6 it allows you to have a visionary leader,
7 and it allows the citizens to know what
8 vision they're electing, where, if you're
9 electing -- I don't care if it's 10 Council
10 members or 20 Council members, and then one
11 of them becomes your Mayor, and you have a
12 manager, you don't really know, as a general
13 electorate of the entire city, what that
14 vision is you're going to get. That vision
15 may be shifting or may take a compromised
16 position that was not necessarily where you
17 hoped the city would be going in the next
18 four years or eight years.

19 So we supported the strong mayor form,
20 but between the time that consolidation was
21 enacted and adopted, and the Charter was
22 adopted, and the time that we were
23 initiating our review, term limits were
24 adopted. And what we really felt was that,
25 well, there is clearly strong support in the

1 public for term limits, which stems at least
2 in part from the poor ratings that most
3 elected officials and politicians have, more
4 so at the national level than at the local
5 level; but, nevertheless, generally
6 speaking, there is not strong public belief
7 in their elected officials, and leads to
8 term limits, makes it very hard to change
9 term limits.

10 But fairly much across the board the
11 cities that we go to on chamber trips to
12 visit and the cities that we feel have
13 really soared do not have term limits. And
14 we were looking at individual location after
15 location where you had long-term mayors, 20
16 years, 30 years. You know, you looked at
17 Joe Riley in Charleston, you looked at -- we
18 looked at Indianapolis, we looked at -- I
19 can go through a long list.

20 And the challenge was that, in those
21 jurisdictions, a mayor who was elected and
22 had a vision for how the -- how the future
23 of the city would look, who they would
24 become, what their identity was, had been
25 able to carry that out over a long time.

1 It is very hard to move this ship
2 significantly in four years. And maybe in
3 year six or seven you've started to get it
4 steered and moving in a direction, and then
5 you're out. And then you become a lame
6 duck.

7 And we think that one of the challenges
8 that our current Charter and our form has,
9 was that with the term limits on both the
10 Mayor and City Council, you had this loss of
11 knowledge, loss of continuity. You would be
12 moving in one direction and then you elect a
13 new Mayor and a new City Council, and they
14 all want to put their stamp on it and have
15 their own new vision and don't really want
16 to be carrying out some prior
17 administration's program. So it gets
18 renamed, or it gets reshaped, or whatever.

19 Long story short is we thought that was
20 a challenge for our form. So we had some
21 discussion about whether we would extend the
22 term limits for both Mayor and City Council,
23 we would recommend that. We ended up only
24 recommending it for City Council, although I
25 think an argument could be made for both.

1 The argument against it is primarily that
2 the person in office has a huge advantage
3 over -- as an incumbent. And the thought
4 was that was exacerbated by someone in the
5 position of Mayor, who then is in charge of
6 the administration; and, therefore, had even
7 more advantage as an incumbent.

8 But how you weigh that and your thoughts
9 on that -- we ended up concluding only to
10 make the recommendation as to City Council.
11 We made it to extend it from two four-year
12 terms to three four-year terms still having
13 a term limit.

14 I can tell you that this was presented
15 to the City Council to implement and was an
16 extreme political hot potato. So I would
17 suggest --

18 CHAIRPERSON BROCK: Mr. Schellenberg, I
19 think, was one of the ones --

20 MS. BOYER: Yes. He was an advocate for
21 it. And I applaud him for taking to heart
22 the recommendation and advancing it. And
23 there is another reason for it with respect
24 to City Council in particular. The
25 governance of the Florida League of Cities

1 and the Florida Association of Counties is a
2 rising leadership structure. And
3 Jacksonville never plays in those
4 organizations and has any influence in those
5 organizations because we never have the time
6 to rise to positions of influence, because,
7 again, there are people in there that have
8 been in there for 20 years. And they become
9 the committee chairs and ultimately -- so
10 it's very difficult for our Council, which
11 is the body that then serves on those, to
12 have significant impact on a statewide level
13 on the policymaking of those organizations.
14 So that was just an aside as another reason.

15 But the real thought there was that at
16 least you would have a Council who had been
17 involved in approving initiatives of a prior
18 administration that would have an interest
19 in seeing them through, and be continuing to
20 push for their implementation rather than
21 abandon something at a point and then shift
22 directions. So that was kind of the
23 rationale behind it, to create some
24 continuity.

25 The other aspect that we addressed as a

1 Charter amendment was the timing of the
2 election of City Council members. And our
3 recommendation ultimately was a November
4 election in what we call the off-off year.
5 So a November election that did not coincide
6 with the governor's election or with the
7 presidential election.

8 And here was the rationale behind that:
9 From a -- I think the strongest case to be
10 made for the March election cycle right now
11 is the fact that local offices get
12 attention.

13 COMMISSIONER SWANSON: Could you say
14 that again?

15 MS. BOYER: Local offices get attention.
16 So the electorate has some ability to pay
17 attention to who is running for City Council
18 in their district, there is some ability to
19 get air time, there is some ability to be
20 interviewed on a radio program. You can get
21 your message out, and it is easier to do
22 when you are not competing with the state
23 legislative races, the governor's race or,
24 God forbid, the presidential election.
25 Because then the down ballot races, and City

1 Council is way down ballot, just get hidden.

2 So that was the real reason we liked
3 March is because voters who wanted to learn
4 about the candidates had a better
5 opportunity to do that and to make that
6 decision.

7 But we recommended the move to November
8 for two reasons: One is we were concerned
9 about March turnouts. We might still have
10 the problem in November, but the perception
11 was that voters are used to November
12 elections. It's -- they do it regularly,
13 and that that might improve turnout on the
14 local election cycles if they were held in
15 November. So that was one rationale.

16 And the other rationale deals with
17 something that's very specific to the
18 governance role; and that is, the budget
19 timing and approval. So budget is presented
20 by the Mayor to the Council in July. And
21 needs to be passed out -- is vetted in
22 August and needs to be passed out and
23 adopted no later than September 30th, that's
24 state law, that's not going to change, no
25 matter what we do in terms of our election

1 cycle.

2 So, by changing the election to November
3 and having people take office in January,
4 that gives them six months in office prior
5 to the time they are approving their first
6 budget, more familiarity with what the
7 departments do, more opportunity to see
8 where they think funds are needed. And so
9 that was why we were recommending the change
10 of timing.

11 So I'm going to move on to the next
12 topic, and you can ask me questions later.
13 But that's basically the rationale on those
14 two.

15 The other item I was asked to address
16 was the strategic -- what did we call it
17 even here? So I told your Chair that it was
18 the least well developed of all of our
19 recommendations, strategic planning and
20 integrated mission. And, if you go back and
21 read Blueprint I, which was the document
22 that was the founding document that
23 accompanied initial consolidation, which was
24 our Bible, that's where we started, and we
25 were comparing ourselves to and how well we

1 had done or we hadn't.

2 One of the things that they talked about
3 was they had way too many boards and
4 commissions, and they had segregated county
5 parks department and city parks department,
6 and they went through all of that.

7 And the whole idea was to simplify and
8 have an integrated consolidated city
9 government. So there was one place where
10 there was a consistent vision and there was
11 a consistent implementation. And that was
12 done in 1968. And post 1968 there has just
13 been a creeping de-consolidation. And that
14 creeping de-consolidation has led to many of
15 the same issues that had been identified in
16 1968.

17 So that would be the independence of the
18 port and the airport -- which at one point
19 were combined, and at one point weren't a
20 separate enterprise at all -- JTA, JEA --
21 which at one point the City operated water
22 and sewer, and prior to that the City
23 operated electric. So, if you went back to
24 1968, many of these things had been City
25 departments and had now become independent

1 authorities.

2 And, as a result of them being
3 independent authorities, it wasn't that we
4 said they're doing a bad job at operating
5 their enterprise. To my earlier point, they
6 do a good job at operating their individual
7 enterprises, but they're all focused on --
8 it's a siloed approach of being focused on
9 what their enterprise activity is. How do I
10 provide water and sewer efficiently and at
11 reasonable rates for my customers? Or how
12 do I provide transit service appropriately
13 for my customers. And those are good
14 missions.

15 But, if the more general mission of the
16 City is how do we improve quality of life
17 for our residents, and how do we grow the
18 economic base of the City, and how do we
19 provide opportunity for all of the residents
20 who live here, there might be ways that, if
21 we were operating those facilities within
22 the City, you might make a different choice,
23 you might have a different pricing
24 structure, you might have a different
25 service level, whatever, because your

1 mission is a little different.

2 And so our goal was how do we bring
3 everybody under the same tent for a regular
4 conversation and ultimately an agreement on
5 what that mission is and how we can work
6 together to become that.

7 So the example we always used to use
8 when we were talking about this is: What if
9 we wanted to be the greenest city in the
10 country? You know, you can pick anything,
11 but we picked that one as our example. And
12 there would be opportunities for JTA to work
13 toward that goal; there would be
14 opportunities for JEA to work toward that
15 goal; there would be opportunities for the
16 City to work toward that goal; there would
17 be opportunities for private business to
18 implement things to work toward that goal.

19 So our idea was, again, how do you get
20 everybody in a tent and how do we have that
21 consistent mission, vision of where we want
22 to be in the future.

23 And we felt that the lack of that was a
24 real challenge for us in terms of becoming
25 the city that we want to be, and that there

1 was an opportunity there, not an easy thing
2 to do. I'm not suggesting it's easy. And
3 we struggled with our recommendation. I
4 don't know that we came up with the perfect
5 format on that, and that's one of the
6 reasons you haven't seen a lot of movement
7 toward implementation. While we implemented
8 many of the things we recommended, this one
9 was a little fuzzy.

10 And there had been talk about whether it
11 was just government officials that were on
12 the commission, like you had to be the CEO
13 of the Port, or of JEA, or the Mayor, so you
14 had -- and City Council President. And
15 you -- so it was all government people,
16 Chair of the School Board. Or did you
17 include the President of the Chamber and the
18 various community organizations as part of
19 it.

20 We ended up with an advisory committee
21 of community organizations, and all
22 government or independent authority folks on
23 the actual commission itself as voting
24 members.

25 Again, this was heavily debated, went

1 back and forth. It was really a concern
2 about how many people, how effective you
3 could be. But it addresses many of the
4 things that you hear come up in some recent
5 debates that had been going on in
6 Jacksonville.

7 Had the School Board and the Strategic
8 Planning Commission been on exactly the same
9 page in moving forward, we wouldn't have had
10 the conflict that we see now, and that has
11 been in the news, and is a problem for the
12 City. And the City -- you know, as we're
13 tussling that out.

14 You wouldn't perhaps have the same issue
15 that you have with JEA if there had been an
16 opportunity for the groups to come together
17 upfront and plan how we wanted to approach
18 the future as a city.

19 And so that was what we were trying to
20 get to. Maybe highly idealistic and
21 unrealistic, but it was something that we
22 thought was valid and that we saw similar
23 structures in other places work well.

24 And some of that had to do with -- so we
25 used an example of, in Pittsburgh, they have

1 individuals that come together from all of
2 the various cities and the county, and that
3 group of elected officials from those
4 various entities come together and have a
5 regular regional initiative planning
6 organization.

7 We thought we could do the same thing,
8 even though it's not different geographic
9 areas, but it's different subject matters.
10 And we have lots of people -- you know, I
11 think a prior Charter Revision Commission
12 had talked about School Board, they had
13 talked about the Sheriff and other
14 constitutional officers, and whether they
15 should change the structure of that.

16 We looked at all of that. And our
17 ultimate landing point had been, no, we just
18 need to work together better, we need to
19 talk to one another more, and we need to
20 decide upfront where we're going and then
21 help each other get there. So that was
22 really the concept.

23 If you want to take that on, I would
24 applaud you. And good luck at figuring out
25 exactly what structure you recommend.

1 Again, we have not only what's in this book,
2 but there's a lot of research data that went
3 behind each of these committees that I think
4 you have access to or I can get for you.

5 So I'm open for questions.

6 CHAIRPERSON BROCK: Judge Swanson.

7 COMMISSIONER SWANSON: Thank you so
8 much. It was very informative. I very much
9 appreciate your comments.

10 I'm going to -- as I understand, we have
11 three minutes.

12 CHAIRPERSON BROCK: Yes.

13 COMMISSIONER SWANSON: So I'm going to
14 ask you a couple questions and, if I get an
15 opportunity, we'll come back, because I have
16 several. In terms of the --

17 CHAIRPERSON BROCK: What I'll do is I'll
18 turn mine up when it's one minute left.

19 COMMISSIONER SWANSON: In terms of the
20 timing of the election, it seems, based on
21 data that's been provided or that we're
22 aware of, the March election time frame has
23 lower voter turnout. The flip side, from
24 what you've indicated here today is, well,
25 but there is more focus.

1 So, if you went to a November cycle,
2 even if it was during the governor and
3 presidential cycle, the concern would be it
4 would suck the oxygen out of the local race,
5 but you would have a much greater voter
6 turnout.

7 So my question is really -- I suppose
8 it's philosophical, it's a tradeoff. Would
9 it not be advantageous to have that greater
10 voter turnout, to have more citizen
11 participation in the election; or, at the
12 end of the day, is that simply a
13 philosophical question that's void by some
14 of the issues that I pointed out?

15 MS. BOYER: So my answer to that is
16 that's why we went to the November election
17 and recommended that, but we chose -- I
18 mean, we were doing this as a gradual
19 progressive step to see if this increased
20 turnout by being in November, but still gave
21 you the focus on the races. Our concern was
22 that, if you went to the presidential
23 election or gubernatorial election, you will
24 be like many people are with the Soil and
25 Water Conservation Board today or many of

1 the other down ballot offices, where either
2 they leave them blank or they simply have no
3 idea who the candidates are and what they
4 do. And that was our concern that we didn't
5 want.

6 So that's why we tried an intermediate
7 step. We were conservative in the approach
8 and said, let's try moving it to November
9 and see if we can boost turnout by being in
10 November, but still have it a separate
11 election. And, if that didn't work, then I
12 think the next step would have been let's go
13 to the gubernatorial and legislative race,
14 as opposed to the presidential.

15 COMMISSIONER SWANSON: Term limits.
16 Clearly there are those that philosophically
17 would argue that, by having term limits, you
18 put the corporate knowledge with staff or
19 with the career employee versus the comments
20 that you made that would suggest lack of
21 term limits would empower certain elected
22 officials to have a greater length of time
23 to carry out with the visions that they
24 might have concerning enhanced local
25 government. At the end of the day, do you

1 think that the electorate would accept
2 rejection of term limits?

3 MS. BOYER: I think it's probably
4 unlikely. And I think the only way it would
5 happen is if there were a group like your
6 group -- I mean, it can't come from City
7 Council because then it's self-serving. It
8 has to come from some outside group saying,
9 we think this would be good, who would be
10 willing to run a true campaign to sell it
11 and explain it. Otherwise, it would not
12 pass.

13 COMMISSIONER SWANSON: Am I down to a
14 minute?

15 CHAIRPERSON BROCK: No. That's actually
16 your time is up.

17 COMMISSIONER SWANSON: If I get an
18 opportunity to circle back, I will.
19 Otherwise, thank you very much.

20 CHAIRPERSON BROCK: All right. So we've
21 got -- these are the three that we'll finish
22 up with these questions. And I see
23 Mr. Hogan has arrived. So we'll keep our
24 process moving.

25 Ms. Baker is next.

1 COMMISSIONER BAKER: Hi. I'll be really
2 quick. Going back to timing of elections.
3 So I do have the same concern that, if we
4 are on the gubernatorial or the
5 presidential, that people would not perhaps
6 get down to the last local elections and
7 even leave them blank, but also the cost to
8 the people running for the office, the cost
9 to get on TV becomes a lot higher. Sending
10 out mail, people are already bombarded with
11 a lot of mail from the top of the ticket all
12 the way down. So there is a big cost, in my
13 opinion, to those people running for office
14 that perhaps it would be really hard to get
15 their message out. And I think you share
16 that same concern.

17 MS. BOYER: Absolutely. And more than
18 that, the whole -- to me, there is a very
19 local part of local races. And it's an
20 opportunity for someone who doesn't have a
21 big budget or who doesn't have a big list of
22 donors to actually start a, you know, public
23 service career where they're able to
24 convince the people in their area that
25 they'll serve them. And I think you start

1 to lose that the more it becomes all a
2 fundraising battle, which it becomes more of
3 if you're competing with all the other
4 races.

5 COMMISSIONER BAKER: Thank you.

6 CHAIRPERSON BROCK: Okay. Next we have
7 Mr. Gentry.

8 COMMISSIONER GENTRY: Good morning.

9 MS. BOYER: Good morning.

10 COMMISSIONER GENTRY: With respect to
11 strategic planning, I was wondering in terms
12 of the commission or whatever entity it is
13 that creates the plan -- and I'm really
14 focused on the macro plan, the goals and all
15 that -- I'm wondering why you -- y'all ended
16 up with the commission being -- or whatever
17 it's called being composed entirely of
18 elected officials and department heads, as
19 opposed to having the community be that
20 entity that ultimately -- with some
21 appointments from your leadership, be the
22 entity that sets those goals for the
23 whole community.

24 MS. BOYER: I would say it was an issue
25 primarily of size, because as we started

1 going down -- and if you look in this, if
2 you started going down through all of the
3 representative stakeholder groups that we
4 thought needed to have a voice, by the time
5 we started to get into that, it was huge.
6 It was a really large list.

7 So, instead, we wanted them -- and then
8 we were sure we had left out a lot of other
9 important groups. So that's why we ended up
10 making those as an advisory commission and
11 saying that the formal voting body had to
12 listen to them, had to meet with them, had
13 to present plans to them and engage them,
14 but didn't have them on it.

15 But it was purely size. I mean, we
16 didn't want to -- we had -- I think it got
17 to 50 or 60. And it was like, okay, this is
18 unworkable in terms of a group coming to
19 decisions and being able to really debate
20 something. So that was really the concern.

21 CHAIRPERSON BROCK: Okay. Next we have
22 Mr. Hagan.

23 COMMISSIONER HAGAN: Thank you,
24 Ms. Boyer, for being here. I think that you
25 probably hit on a lot of good topics,

1 especially the term limits for this group,
2 as we've expressed a lot of support in what
3 your group has come up with.

4 Another thing that I am big on -- I
5 think it's something we need to address --
6 is staggered terms. We have a slew of new
7 Council members come in. And it is a
8 learning curve for them to get off the
9 ground running as quickly as possible. And
10 it takes them, you know, as we've seen,
11 unlike yourself, it takes them quite a long
12 time to catch on.

13 So, as I wrap my head around this -- and
14 as we break off into groups, I hope I can be
15 a part of the election, or whatever we're
16 going to call it, term limit subcommittee.
17 But just so I can help wrap my head around
18 it -- because I kind of equate it to the
19 recycling, I never know when the recycling
20 truck is coming because it's every other
21 week, right. So I don't know what week I'm
22 on. But if you usually do it -- and I go to
23 2021, and then 2022 would be the federal,
24 congressional, state, legislature, and then
25 2023 could possibly be another City election

1 as well if you do the staggered terms. Is
2 that kind of where you were headed in that
3 or do you want to kind of expand on that a
4 little bit?

5 MS. BOYER: So we still have four-year
6 terms. And we specifically did not choose
7 to stagger terms. We talked about it a lot,
8 and we rejected the idea. And I'll tell you
9 why we rejected the idea. You'll understand
10 it. You can explain it to other people.

11 So the challenge is that the year prior
12 to an election people's focus shifts to
13 fundraising and building support for the
14 actual campaign, and less on the legislative
15 and policymaking work that they're actually
16 doing. Their voting patterns change in
17 response to the fact that they have donors
18 that are putting pressure on them. And the
19 particular matters that come before you are
20 different if people who have a legislative
21 initiative may choose to bring it or not
22 bring it, depending on how close you are to
23 an election cycle.

24 So the concern was, if you have an
25 election every two years, that you are

1 making those dynamics play every other year.
2 And it creates a lot of disruption.

3 With a four-year term, you get a couple
4 of years where the body is really working on
5 matters that come before them and are not as
6 much focused on the next campaign. So I'm
7 going to leave it at that. You can read
8 between the lines.

9 CHAIRPERSON BROCK: Okay. And then I
10 want to make sure I recognize Ms. Mills for
11 the first time. And we're probably not
12 going to have time for second go-arounds
13 because Mr. Hogan is here.

14 COMMISSIONER SWANSON: We will or not?

15 CHAIRPERSON BROCK: We won't.

16 But, Ms. Mills, you can go ahead, and
17 we'll do Ms. Lisska and then you'll be --

18 COMMISSIONER MILLS: Good morning. I
19 just wrote down a couple of questions. I
20 just have two quick ones. You made a point
21 about lack of trust with City Council. And
22 I think we were talking about timing with
23 elections. And it's about, you know, how
24 you present yourself to the people who you
25 say you're going to represent.

1 But, when you say lack of trust, how do
2 you think we can make recommendations in the
3 Charter as to how that can come into play
4 that, you know, people would be more
5 interested in coming out to vote, what can
6 the person that's in office do already?

7 MS. BOYER: So, first of all, I think
8 that the -- I mean, consistently, national
9 polling and information shows local
10 officials have a higher level of trust and
11 are perceived better than others. But I
12 think the biggest problem with it or one of
13 the largest problems with it is that many
14 people running for office don't really know
15 what authority they are going to have to do
16 something or not do something. So they
17 promise things that they cannot execute
18 because it is not possible for them to
19 execute it.

20 And I don't know how you change that in
21 the Charter. But then the electorate feels
22 let down that they didn't do X. But
23 sometimes X is just -- it's either not
24 within your jurisdiction, I mean, like I'm
25 going to eliminate all guns in the City of

1 Jacksonville, you campaign on that, but it's
2 not within -- it's preempted by the State,
3 you don't have any authority to do that. I
4 mean, you can't promise that, but the voter
5 doesn't know that. And then they're
6 frustrated.

7 So I think that one of the biggest
8 opportunities might be if there was almost
9 some kind of educational program for
10 candidates that kind of clued them in to,
11 you know, where your boundaries are going to
12 be and what's going to be -- so don't
13 overpromise, maybe that would help.

14 But I don't think it's that people are
15 not well intentioned in office. I was
16 really pleasantly surprised once I was
17 elected. We all came from different
18 perspectives, we had different goals, but
19 people were generally trying to do things
20 for their constituents, which was a positive
21 feeling.

22 COMMISSIONER MILLS: Can I say one more
23 quick one?

24 CHAIRPERSON BROCK: Yeah, 30 seconds.

25 COMMISSIONER MILLS: How did you feel

1 about the recommendations? I know there was
2 a lot of work put in, research and time.
3 One of my concerns, and I'm sure everybody
4 on the Commission knows that, is that how
5 can we value that the City Council is going
6 to take the recommendations and pay them
7 some attention? Because I've heard in the
8 past they didn't even read the
9 recommendations in there.

10 MS. BOYER: Well, with our
11 recommendations, because I was a Council
12 member who was still serving, I mean, we
13 spent a lot of time -- Councilman Gulliford
14 and I spent a lot of time working through
15 different recommendations and presenting
16 them to Council. We got many of ours
17 passed.

18 From your perspective, I think it's
19 going to be a real marketing effort, if you
20 will, where you are clearly communicating to
21 all the individual members why your
22 particular recommendations are important and
23 encouraging -- you know, if you can't win
24 their support, how are you going to win the
25 electorate support for a Charter amendment?

1 So, I mean, I think you've got to get there.

2 CHAIRPERSON BROCK: Thank you. And I
3 see that Ms. Lisska has traded hers to
4 Ms. Santiago for a player to be named later.

5 Ms. Santiago, you are the last
6 questioner.

7 COMMISSIONER SANTIAGO: Just very
8 quickly. Thank you for being here. But my
9 question is why not two six-year terms? Why
10 three four-years? It kind of goes back to
11 what you were talking about, the staggered
12 terms, as well.

13 MS. BOYER: Going back to Chris' point
14 about turnover and frequency of elections,
15 the three four-year terms gave you more
16 stagger, and they were -- we felt they were
17 long enough apart that you avoided the
18 constant campaigning.

19 But two six-year terms would get you
20 there; it was just that then you started to
21 have greater turnover challenges, our
22 perception was, much like you do now where
23 you might have half of the body or more
24 turnover at an election cycle.

25 COMMISSIONER SANTIAGO: Thank you.

1 CHAIRPERSON BROCK: All right.

2 Ms. Boyer, thank you very much, appreciate
3 your time, appreciate your insight, your
4 experience and your service to the City.
5 And I'm sure that you will be a resource
6 that we may be drawing upon in the future as
7 we go into our subcommittee work.

8 MS. BOYER: Thank you. And I encourage
9 your members, if you had individual
10 questions that you didn't get answered,
11 please reach out to me directly. Jessica
12 has my information.

13 CHAIRPERSON BROCK: Thank you very much
14 for that.

15 All right. Next we have the Honorable
16 Mike Hogan.

17 MR. HOGAN: Could you tell my wife that?
18 I can't get her to use that term.

19 Good morning.

20 CHAIRPERSON BROCK: Good morning, name
21 and address.

22 MR. HOGAN: Mike Hogan, 5007 Eagle Point
23 Drive, Jacksonville, Florida, in the west
24 side.

25 CHAIRPERSON BROCK: Thank you, sir. The

1 floor is yours.

2 MR. HOGAN: Well, I'm not really sure
3 what you wanted to hear. So I have a couple
4 of subjects I think are probably near and
5 dear to your hearts.

6 Listening to the end of what Lori was
7 talking about, I came in with term limits
8 when I ran for the house -- excuse me, for
9 the City Council back in 1999. Ten of the
10 candidates that won that year beat
11 incumbents. And none of them had the money
12 that the incumbent had. So you can win with
13 shoe leather and with friends and with your
14 ideas. It doesn't take money. It's good to
15 have it and everybody wants to have enough.
16 But I'm not sure I know what enough is. If
17 you look at what we're spending on elections
18 now days, it's an incredible number.

19 From the very beginning, I've always
20 been against term limits. I think the
21 ballot box should determine the person's
22 ability to stay or not stay in office. But
23 I softened over the years on that. It makes
24 good sense.

25 I sat next to the guy that -- I wish I

1 could remember his name -- that led the
2 Eight is Enough Challenge in Florida. And
3 they were successful. I was sitting with
4 him at a banquet, and he asked me what I
5 thought about Eight is Enough. And I said,
6 well, I'm not a fan of term limits. I said,
7 but I could have gone with 12 years, three
8 terms or, in the case of the house, six
9 terms.

10 And he said, well, actually, that's the
11 way I feel about it. He said, but eight is
12 enough, was a wonderful marketing slogan and
13 so we stuck with it.

14 CHAIRPERSON BROCK: Much better than the
15 dirty dozen.

16 MR. HOGAN: That's out of the horse's
17 mouth.

18 When I was on the Council, I did try a
19 couple ways to stagger terms. The first
20 effort was to -- on the Council specific,
21 that if you were a District Councilman or a
22 Councilwoman, or an At-Large Councilman or
23 Councilwoman, you have a different
24 electorate. So why not allow the person
25 that ran for an at-large seat after two

1 terms run for a district seat and vice
2 versa? That would give you the ability to
3 probably keep your institutional knowledge,
4 which is a real key factor.

5 And I'm going to share one event that
6 occurred in 1999 that I think is one of the
7 most significant financial events that we've
8 encountered and struggled with; and that
9 was, on July 1st, 1999, was the first year
10 that term limits were implemented. And 14
11 of the 19 left the Council, okay.

12 One of the last items that the former
13 Council had worked on was the fact that our
14 pension fund was in surplus. We had more
15 money than we were supposed to have in
16 there. And the State doesn't allow you just
17 to keep pouring money in there. There is a
18 limit on how much you can have in surplus.

19 So I believe it was Terry Woods that
20 came up with the idea that why don't we take
21 that surplus and put it in a trust fund and
22 that trust fund can only be used if there is
23 a deficit year in the pension, meaning the
24 stock market is down or tax money is
25 reduced, because of the economy or whatever.

1 And they could only use that money if there
2 was a deficit, and it will pull from that
3 trust fund to make up the deficit. It was a
4 good idea, I thought. It passed.

5 Well, that group left June 30th, 1999.
6 And, before December was out, the new
7 Council voted on a new type of pension plan.
8 Instead of negotiating every three years
9 with the union, they made up a contract that
10 was 30 years. Now, there is not even
11 insurance companies that want to go out on
12 30 years on investments. And, certainly,
13 none of them would have gone out on a
14 30-year investment for a guaranteed money of
15 eight-and-a-half percent, maybe two, three
16 at tops.

17 But that struggle would have never
18 happened had you not had term limits,
19 because the group that was there before knew
20 that you just don't mess around with the
21 pension, you make sure that you have the
22 money there.

23 And, to me, that was -- it was a good
24 decision if you just look at the contract at
25 the time, I believe, the interest rates

1 about that time were about 12 percent, and
2 so the money was -- saving your money was a
3 good idea. Investing your money was a good
4 idea. But the rates were not going to stay
5 there. And so, as we moved out through the
6 years, when eight-and-a-half percent was
7 still being paid and our cost of money was
8 greater than that, and our return on our
9 money was quite a bit less than that, it
10 created a financial disaster almost for the
11 city. So those are things that I've noticed
12 over the years about term limits.

13 Again, to take a piece of what Lori
14 said, staggering, I'm all in favor of that.
15 The School Board does that now. They were
16 wise enough to stagger their terms so that
17 they don't have a complete turnover. And
18 you could, all depending on the
19 circumstances that were going on.

20 The biggest issue, if you'll remember
21 back in 1991, was the garbage fund and who
22 voted for it. I believe a lot of those
23 incumbents lost because they voted for the
24 cost, the increase in garbage fees. So
25 that's my two cents worth on term limits.

1 I know that you've been talked to about
2 ranked voting, rank choice voting, as it's
3 called. And I will tell you that doing the
4 research on it -- and I've been looking at
5 it for about three or four years -- I'm not
6 a fan for a number of reasons. Number one,
7 there are 11 cities in the United States
8 that use rank choice out of 19,000. That's
9 not a sign to me that this is in vogue and
10 we need to jump on the band wagon.
11 Australia uses it only, I believe, for their
12 lower house elections. It does not produce
13 some of the benefits that the proponents
14 will share with you. There have been
15 elections where the top voter -- vote-getter
16 didn't get elected. There is an extensive
17 study that was done by a group back in
18 2016 -- and I brought a copy for everybody.
19 Is there someone to share these?

20 CHAIRPERSON BROCK: What I've learned
21 is, yes, look for people with lanyards
22 around their necks.

23 MR. HOGAN: And then, of course, there
24 was a comment about their was rank choice
25 voting in Florida, in Sarasota. Well, it

1 was proved by the City of Sarasota, but
2 it's -- they've never had a rank choice
3 election for a couple reasons. One, they
4 can't meet constitutional muster; it doesn't
5 match up. So the constitution has to be
6 changed for them to be able to implement
7 their plan.

8 Number two, there is no certified
9 equipment to do the tabulation, so the
10 supervisor, Ron Turner in Sarasota are -- he
11 is prohibited from running an election
12 that's rank choice because he doesn't have
13 certified equipment to do the tabulation.

14 I would suggest, if this Committee is
15 very interested in it, that you could still
16 utilize this as one of your recommendations
17 to the Council, but I would always wait on
18 state law to catch up with something like
19 that. And I just wouldn't suggest that you
20 look at it at this particular moment in
21 time.

22 The other thing that I would share with
23 you, and this -- I have more fun with this.
24 I'm going to go ahead and pass these out.
25 When I speak to rotary clubs and to other

1 civic organizations, not everybody knows
2 everything about elections until you're
3 really on the inside. And so I'm sure there
4 is enough for everybody.

5 One of the problems we have, especially,
6 is with -- in mail ballots. And I've given
7 you a copy of a real ballot. The only thing
8 you're missing is the top of it. The top
9 gives you the instructions. You're supposed
10 to color in the oval with a black or blue
11 pen. Correct?

12 Well, you can see I've given you
13 examples of the types of things that we
14 receive in our office in every single
15 election. Unfortunately, the law requires
16 that my office, through the canvassing
17 board, has to go through and determine the
18 voter's intent, who are they really trying
19 to vote for.

20 This is what made the recount in 2018 so
21 difficult, because the programmer for the
22 ballot -- the ballot is looking only at a
23 digital mark where those ovals are. So, if
24 they don't color in the oval and they make a
25 check, it doesn't see it, it doesn't

1 recognize it. If they cross out or circle
2 or check the party line, that's not in the
3 area that the tabulator is looking so it
4 doesn't count. That's why you see the votes
5 count differently when we have to do it by
6 hand, is because the tabulator doesn't see
7 those marks.

8 Take the first one, the -- they colored
9 in the oval for the right end, but they
10 didn't put a name. When we were doing the
11 recount, to my staff and to me -- and, by
12 the way, the recommendations of law, that's
13 a no vote. One of the parties was claiming
14 that, no, that was actually a vote for
15 Nelson because that's the closest mark to
16 his name. That's a theory. The canvassing
17 Board rejected that, but we had hundreds of
18 those.

19 Who did the person vote for in the
20 second item? A checkmark is started in the
21 dem, and so my brain would say, yeah, that's
22 a vote for Selmont. But the rule says, if
23 you cross through another oval, that's an
24 over-vote. Ron DeSantis in the next one,
25 they color in the oval, but then they also

1 colored in the oval and wrote in DeSantis.

2 COMMISSIONER SWANSON: I guess they
3 liked him a lot.

4 MR. HOGAN: Yeah, they wanted two votes
5 for him. Unfortunately, that doesn't
6 happen. That was an over-vote by the
7 tabulator, but when we have to do the
8 recount, that actually -- that vote would
9 count. It was clearly the intent of the
10 voter to vote for DeSantis. Whether he or
11 she wanted to vote for him twice is
12 immaterial; he's only going to get one vote.

13 How would you handle the next one, the
14 attorney general? They did color in, or
15 close in, the oval for Sean Shaw, but then
16 there is a big X. Which came first, the big
17 X or the coloring of the oval?

18 Now, when you get in to rank choice
19 voting, you're going to experience what's
20 called voter exhaustion. You don't have the
21 other side of that ballot, but this is the
22 largest ballot we've ever printed here, and
23 that would be Eclipse in 2020, because now
24 we have to print them in English and Spanish
25 on the same ballot. That's going to be a

1 real test.

2 But, remember, you have these amendments
3 on the other side and a lot of voters don't
4 even turn it over because they're exhausted
5 by going through this and/or who wants to
6 read all those if you haven't already read
7 them before you got there, hopefully they
8 do, but they don't.

9 So when you have rank voting, if you
10 have five candidates, and you only voted for
11 three, you don't even care about the other
12 two. Well, if your three that you voted for
13 didn't make the first round, you're
14 eliminated, your vote didn't even count,
15 wasn't even tabulated, basically.

16 So there are a lot of problems with rank
17 voting. And many times it does happen where
18 the person that got the most first-place
19 votes didn't win the election.

20 So I would tell you to be very cautious
21 about it, study a little more. This -- I'm
22 not sure -- I tried to find someone that was
23 not partial for or against, and it's very
24 difficult to find that. This one cited
25 several studies that I was comfortable with.

1 And, really, those were the only things
2 that I wanted to discuss with you. So I'll
3 answer any questions, hopefully.

4 CHAIRPERSON BROCK: All right. We have
5 about 15 minutes left. I see Mr. Denton was
6 the quickest on the draw. So Mr. Denton,
7 Ms. Lisska, and then Judge Swanson.

8 COMMISSIONER DENTON: Good morning.
9 Thanks for being here.

10 MR. HOGAN: Thank you.

11 COMMISSIONER DENTON: This is really
12 discouraging for someone like you who fought
13 for democratic processes for a long time.
14 Can you tell us how common this is? How
15 many -- you wouldn't have thrown out the
16 entire ballot, but you would have thrown out
17 many of the choices. How common and how
18 many of the -- of the attempts to vote did
19 you have to throw out because --

20 MR. HOGAN: It all depends on the number
21 of ballots. As to how many? But thousands
22 in large elections. Now, there is a process
23 that we have to go through on this, and I
24 didn't really share that; and that is, when
25 these occur, they occur all the time, I

1 didn't talk to you about the ones that have
2 coffee on them and blood stains, really,
3 literally, but -- or they're torn, if you
4 tear anything over here in the timing
5 mark -- anything that leaves our hands and
6 goes to the public, we don't know how it's
7 going to come back to us.

8 But there is a process. And the first
9 thing that we do is one of my staff members
10 will take a ballot that the tabulator will
11 not count and bring up that same ballot
12 style, this is 235, so you bring up 235, one
13 is duplicated and one is duplicated, all
14 right. And he or she will go through there
15 and mark the ones that are obvious on the
16 new ballot. The ones that are not obvious,
17 they leave blank.

18 So then those ballots come in a pair to
19 the Canvassing Board. And there are three
20 members of the Canvassing Board, the
21 supervisor, the chief judge's
22 representative, and the president of the
23 Council or their representative. And then
24 those three individuals will say, okay,
25 let's take a look at number -- at the tax

1 collector. And this is very common, we call
2 those pen rests. And sometimes the machine
3 is so sensitive, it sees it, so it throws it
4 out as an over-vote for Mia Jones and Jim
5 Overton, okay.

6 When we look at it -- again, we have
7 some guidelines that the State gives us. If
8 it's less than half of the oval, then the
9 intent would be the one that was clearer.
10 So, in this case, we would have -- all three
11 sign off on Jim Overton, and that new ballot
12 would have been marked Jim Overton.

13 COMMISSIONER DENTON: Quick follow-up,
14 Mr. Chairman.

15 CHAIRPERSON BROCK: A few seconds.

16 COMMISSIONER DENTON: Aside from the
17 question of rank order voting, can you think
18 of anything that the Charter could do that
19 would address this, anything we can do in
20 our area of responsibility?

21 MR. HOGAN: I'm probably Hard-Hearted
22 Hannah. I believe that the voter has
23 responsibilities. And, "If I were governor
24 for a day, I would say, if you can't mark
25 this correctly, I'm not going to have a team

1 of people redoing ballots that extend the
2 election because you couldn't follow
3 instructions." And they're so clear. So I
4 would just not count those votes that were
5 unclear.

6 Just it's very difficult. I've not
7 shown you all. I mean, we struggle with
8 some of these. But I don't know any other
9 way right now. There is a guideline, and we
10 follow it.

11 CHAIRPERSON BROCK: Ms. Lisska.

12 COMMISSIONER LISSKA: Anything
13 electronic I don't know. Thank you for
14 being here, Mr. Hogan. I really appreciate
15 it. And I'm really looking forward to you
16 today.

17 There have been a lot of issues recently
18 in the City Council where what your office
19 does is certainly critical, and particularly
20 when it comes to timing for special
21 elections. I apologize for not rereading
22 through parts of the Charter last night, but
23 I previously have. And there are at least
24 two parts to the Charter that address
25 special elections.

1 It was a little confusing to me, maybe
2 even a little ambiguous, it seemed like it
3 needs to be very clear in the Charter how
4 quickly a special election, I guess,
5 depending on the type, could be put
6 together. And I know as a voter and I think
7 to other voters, very disconcerting to say,
8 maybe we can, maybe we can, we don't know.
9 And part of it is the date something would
10 get to your office as well.

11 Can you tell us what we could do to make
12 the Charter clearer about special elections,
13 or do you think it's perfectly clear and
14 maybe the communication with the public or
15 the City Council or whatever entity needs to
16 be a little better?

17 MR. HOGAN: First of all, there are so
18 few of them that it really doesn't come to
19 the forefront for us. This one obviously
20 did. We would have never had -- I could
21 have stated to you that we've never had an
22 all-mail ballot election, so we were facing
23 the first in our history. So there wasn't a
24 lot of rules for us on that.

25 COMMISSIONER LISSKA: Would you repeat

1 that again? You've never had a what?

2 MR. HOGAN: An all-mail ballot special
3 election.

4 COMMISSIONER LISSKA: An all-male
5 ballot?

6 CHAIRPERSON BROCK: M-a-i-l.

7 COMMISSIONER LISSKA: I am so sorry.
8 Are you sure you want to keep talking to me?

9 MR. HOGAN: I'm certainly not advocating
10 that either.

11 I'm sorry. Sometimes I revert to shop
12 talk. So a vote-by-mail election, how about
13 that?

14 I think some of the rules that should be
15 there in the Charter are actually just
16 designed in the legislation that comes to us
17 that instructs us to perform a special
18 election. For instance, I got sued by an
19 attorney for -- if you'll remember when
20 Mr. Carter decided he wanted to go ahead and
21 resign, he was resigning to run for tax
22 collector, but then he wanted -- after that
23 he decided he didn't want his office to
24 maybe be absent a leader for six months or
25 less than six months. So he asked for a

1 special election, and the Council gave him
2 that.

3 Well, they have to -- now, the attorneys
4 have to write up all the rules for that
5 election. That election is a municipal
6 election; it's not a state election. So I
7 can't apply all the state law to that
8 election. And so the gentleman sued me
9 because I didn't put it in the newspaper, an
10 ad, that there was going to be a special
11 election.

12 And the statute says, state statute
13 says, if the Governor or the Secretary of
14 State calls a special election, you must
15 notify the public through a periodical or
16 a -- what's the term I'm trying to think
17 of -- a publication of community --

18 CHAIRPERSON BROCK: General circulation.

19 MR. HOGAN: Yeah, general circulation.
20 I can't talk today.

21 But that's not required in the local
22 statute. And I actually, when I got my
23 message that there may be one, they wanted
24 to know my opinion, I said, this is way too
25 late. The candidates can't raise money.

1 They're not going to be able to get
2 petitions. I would not recommend that you
3 run an election this late. And I said, I
4 already am receiving my ballot instructions
5 from the State. We have to get them on the
6 same ballot. But they went ahead with it
7 anyway.

8 The courts held that I did nothing
9 wrong, in fact, that he actually sued the
10 wrong person; he should have sued the City
11 Council because they set up all the rules
12 for a municipal election, and they didn't
13 ask for a public notice. So, yeah, I think
14 those things should be there and be clear.
15 Not expecting this question, I apologize, I
16 would have brought you some other things.
17 In going back, I'll maybe send you some
18 ideas on that.

19 COMMISSIONER LISSKA: Thank you. That
20 would be perfect.

21 CHAIRPERSON BROCK: Our final questions
22 will come from Judge Swanson.

23 COMMISSIONER SWANSON: Thank you. I
24 have one brief comment and then a brief
25 question.

1 MR. HOGAN: Sure.

2 COMMISSIONER SWANSON: The comment: I,
3 as a county judge, years ago served on a
4 canvassing board, and I can tell you this is
5 not uncommon. But the canvassing board goes
6 to great lengths to determine voter intent.
7 And, in terms of your comment that you would
8 be a little tougher in terms of throwing
9 some of these out, I can understand that
10 perspective having sat on a canvassing board
11 and gone through hundreds of these and being
12 very frustrated. Nonetheless, I think if
13 that was the approach taken, a strong
14 argument could be made that you're
15 disenfranchising a large number of voters,
16 and I just can't see that that would be the
17 approach that we would or should take. If
18 you can find the voter's intent, you should
19 count his vote or her vote.

20 Now, in terms of my question, very brief
21 and to the point: Have you given any
22 consideration to at-large voting for the
23 School Board and whether or not that would
24 be a Charter issue that we should address?

25 MR. HOGAN: First of all, I agree with

1 your assessment. And I would be wrong if we
2 do it, it's just very frustrating, as you
3 mentioned. And I think it's the right thing
4 to do, yes, sir.

5 But I do need more clarity on your
6 question on at-large --

7 COMMISSIONER SWANSON: How are School
8 Board members elected now? Aren't they from
9 districts?

10 MR. HOGAN: Districts.

11 COMMISSIONER SWANSON: Is that
12 preferable to just having a school board
13 elected at-large?

14 MR. HOGAN: Well, I can tell you, as a
15 former Councilman, I like the fact that you
16 had a mixed group. You had some that were
17 elected at-large. Your focus is a little
18 different. Let me tell you, when you're a
19 district Council member, you're looking for
20 what can I bring back home to the west side.
21 And so the at-large has -- can look more at
22 the larger picture. And so I like that.

23 COMMISSIONER SWANSON: You like what?

24 MR. HOGAN: Having a mix. So I would --
25 if I were able to change the Charter, I

1 would probably have some at-large School
2 Board members, as well as District members.
3 How many, I don't know, but I would
4 certainly think that's a very good point.

5 COMMISSIONER SWANSON: Thank you.

6 CHAIRPERSON BROCK: All right. I have
7 been told very quick question from
8 Ms. Baker.

9 COMMISSIONER BAKER: Thank you,
10 Mr. Chair.

11 Quick question: We've had a handful of
12 speakers recommend nonpartisan elections in
13 our local elections. Do you have any
14 opinion on that, on if that would be
15 beneficial to Duval County to take --

16 MR. HOGAN: I believe my opinion doesn't
17 matter. I think the State has already
18 decided that, that nonpartisan is -- it has
19 to follow the state law. The county can't
20 come up with their own on that.

21 COMMISSIONER BAKER: No?

22 COMMISSIONER SWANSON: With
23 constitutional officers.

24 COMMISSIONER BAKER: The constitutional
25 officers, but with City Council --

1 MR. HOGAN: Because they just tried that
2 and reversed it in Orlando.

3 COMMISSIONER BAKER: That was for
4 constitutional officers only, I believe.

5 MR. HOGAN: School board members are
6 constitutional officers.

7 COMMISSIONER BAKER: But City Council
8 could be nonpartisan.

9 MR. HOGAN: Well, City Council is a
10 constitutional office too, you are both.
11 And the City likes to argue what you are
12 when it serves their pleasure.

13 CHAIRPERSON BROCK: As a result of being
14 the County Commission, as well as the City
15 Council.

16 MR. HOGAN: If I could -- did I answer
17 your question?

18 COMMISSIONER BAKER: Sort of.

19 MR. HOGAN: No?

20 COMMISSIONER SWANSON: If I could, I
21 think there is confusion on that issue.
22 Frankly, I've talked to a City Council
23 member who took that position that it was a
24 constitutional officer. I'm not sure what
25 that case out of Orlando -- that that's what

1 that case said. If we could ask our
2 representative from the General Counsel's
3 Office to just give us an opinion or an
4 answer on that issue, who qualifies as a
5 constitutional officer that has to be
6 partisan under that case out of Orlando,
7 that would be helpful.

8 CHAIRPERSON BROCK: We can. But I
9 really want to keep us moving. We have both
10 of our last speakers here, and I need to
11 prioritize between them because I know
12 they --

13 MR. HOGAN: Two points, if I could, on
14 term limits: One, I do not support them for
15 the constitutional group that's normally
16 recognized, constitutional officers,
17 supervisor of elections, the clerk, the
18 sheriff, the tax collector and the property
19 appraiser. And I offer that because they
20 are administrators; they're not
21 policymakers. It takes two years just to
22 get certified. And, by the time you get
23 certified by the State, you have one cycle
24 left.

25 So a lot of the counties have moved

1 there decisions on that. Those that even
2 went to term limits have extended them
3 because you just don't throw the executive
4 out when they're just following the law.

5 And the other point must not have been
6 very important because I can't remember it.

7 CHAIRPERSON BROCK: Thank you very much,
8 Mr. Hogan. I'm sure if anybody else has any
9 questions, they can direct them to you.

10 MR. HOGAN: Absolutely, contact me.

11 CHAIRPERSON BROCK: Thank you. Thank
12 you for your service to the City.

13 MR. HOGAN: Thank you for serving.

14 CHAIRPERSON BROCK: Okay. We have our
15 two and -- I had it down here for
16 Mr. Fussell at 10:30, Mr. Rossi at 11:00.
17 Are we still good with that? We're running
18 a little bit behind, but, okay.

19 Name and address, sir, and the floor is
20 yours. Thank you for being here.

21 MR. FUSSELL: Thank you, Mr. Chairman.

22 Good morning. I'm Ronnie Fussell, I'm
23 the Clerk of the Circuit and County Courts
24 for Duval County. And I am term limit, the
25 only term-limited clerk in the state of

1 Florida.

2 Let me just share a little bit, and I
3 will try to be as short and sweet about our
4 office as possible, because our office is a
5 little confusing to certain people.

6 Thank you, Mr. Chairman. That works
7 even better.

8 The Clerk of the Courts Office was
9 established in 1838 under the Florida
10 Constitution under Article 5, and revoked
11 Duval County and -- for the Fourth Circuit.

12 And, you know, it's really a unique
13 place in government, because I have two
14 separate budgets, I have a county budget and
15 then I have a state budget. Handle
16 different functions, the county function
17 that I handle are really just four different
18 functions that we handle, which are
19 recordings, marriage license, passport and
20 tax deeds. And the other -- that's about 15
21 percent of what we do. The other 85 percent
22 are court-related and statute-driven
23 functions is what we do.

24 I took office in 2013. Since then we
25 have not taken any money from the City's

1 general fund. Usually our finance
2 committee -- as Ms. Baker can tell you, our
3 finance committee meetings are pretty short
4 and sweet. They usually don't even ask us
5 any questions, because we generate revenues
6 and we don't take any money from the general
7 fund. We have our own fund balance that
8 cannot be swept per an opinion in the
9 constitution. So we have that. So we
10 function on that.

11 But that's been one of my goals, one of
12 my goals coming in. As we hear so much
13 about running government like a business,
14 you can't -- in this world that we're in,
15 like I say, a lot of people don't understand
16 what we do in the Clerk's Office, but you
17 can apply some business principles, is what
18 we try to do in the office, and we do do.
19 But you can't totally run it, because a lot
20 of our departments -- and we have 29 of
21 them -- do not generate revenue. So there
22 is no way to truly generate a revenue,
23 especially on the state side, for that
24 function. So we're unique in that way, in
25 our structure.

1 One of the things that was -- what it
2 says in Article 5, there shall be a -- in
3 each county, a clerk of the circuit court
4 shall be selected pursuant to Article 8,
5 Section 1. So in every county there is --
6 except for Orange, Orange has a comptroller
7 and an elected clerk. In Duval, I am not
8 the comptroller, per the consolidation and
9 Charter amendment that was done, Charter
10 change that was done in 1968. I do not
11 perform the comptroller or the audit
12 functions for the City of Jacksonville. The
13 executive branch has their own finance
14 department, and the City Council has their
15 own audit department. So we do not perform
16 those functions.

17 I'm governed that I carry out statutory
18 authority through the duties and the
19 functions of our office; also answer to
20 about 61 different agencies for audits and
21 some type of reporting within the state and
22 the federal government. And, additionally,
23 of course, we're accountable to the voters
24 of Duval County.

25 I think, me and Ms. Lisska has probably

1 talked about this before, I think I'm one of
2 the unicorns, one of the folks that, during
3 my 30 years of business of public life, I've
4 served in the three branches of government:
5 I've served in the executive, an appointed,
6 and I've been in the legislative branch, and
7 now I'm in the judiciary. So I always came
8 in with my eyes kind of wide open, but you
9 still learn a lot when you get here.

10 So the Clerk's Office was interesting,
11 because the year that I was elected Clerk in
12 the state was the first -- it was a 33
13 percent -- 66 percent turnover. We were 22
14 new clerks that came in at that time. So --
15 I take it back, a third of 33 percent
16 change. A third of them will change.

17 So what the Clerk Corporation did at
18 that time was they created a Clerk Academy,
19 which is very beneficial. We went over for
20 a whole week to Tallahassee and actually
21 learned -- some of us know because of our
22 previous roles or what we think about this
23 office, but they truly taught us a lot about
24 the office, where to draw your lines in the
25 sand, where to do your audits, what was your

1 predecessor's, what was yours, and how to
2 move forward.

3 And I commend the City and the City
4 Council for working with us. Last time with
5 JU, with their newly elected officials and
6 setting up through their public policy, I
7 went over and spoke to them -- you're going
8 to hear a lot of the same things I spoke to
9 them. But we were able to speak to the
10 newly elected City Council folks then to
11 share with them a little bit about what we
12 do. And I think it helped tremendously to
13 other elected officials and appointed
14 officials, and just the electorate in
15 general to know what we do. Because they
16 only get to hear about when we're good, bad,
17 or ugly. So it was a good thing. So I
18 would urge the City to continue to do that
19 for the newly elected officials.

20 There is a book that was done by the
21 Clerk Association called the FC- -- we have
22 all kinds of acronyms, FCCC, CCOC, you name
23 it. There are over a thousand functions,
24 you know, that the Clerk's Office does in a
25 day from the county to the court side of it

1 in the normal course of business.

2 In Duval County, I have over 400 team
3 members, only about 36 are county employees
4 and the rest are state. I run my payroll
5 through the City. We actually pay the City
6 to do our payroll, so they make money off us
7 to do our payroll.

8 As I said, I have two budgets, because I
9 have to go to the Clerk Corporation, through
10 the legislature for my state budget, which
11 we just finished on September the 30th to
12 kick in October 1. We have an office at the
13 beaches, it's a very busy office. We have
14 an office in the Ed Ball building that we
15 set up to help homeowners and builders and
16 developers so, when you come in to file
17 for -- you get your permit, you used to have
18 to pull your permit and run over to the
19 courthouse and file your notice of
20 commencement. Now we have that ability
21 there in the courthouse.

22 And thank goodness for technology, there
23 is a little -- some kind of fiber switch we
24 were able to put in that the person, if
25 they're not busy with what's going on there,

1 they can actually reach into our queue and
2 pull out a continue to work through that
3 queue to do other work that they don't
4 happen to have someone in front of them at
5 that time.

6 So -- and there is a big difference,
7 some people get us confused sometimes -- and
8 if I talk too fast, y'all tell me to slow
9 down. But the employee anniversaries early
10 this morning, which is always fun to do. I
11 just finished an interview with Channel 4 on
12 Operation Green Light, so I'm kind of
13 rolling. But, if you want me to slow down,
14 just tell me.

15 We're different from the court
16 administration. Court administration is a
17 separate arm within our building, and they
18 handle the judges and the judges' staff,
19 from their judicial assistants, to the court
20 attorney staff, to other functions that they
21 do in there. I believe they have probably
22 over 100-something employees they have
23 within the court of administration. But
24 we're totally different. So when you tell
25 the City Council when they go through the

1 budgets each year, make sure you look for
2 what's court and what's CL, which is clerk,
3 so we don't confused them.

4 Some of the things that we do do --
5 contrary to what a lot of people think, I
6 don't attend all those hearings. We have 55
7 judges in our circuit and lots of hearings,
8 but we attend the court hearings through our
9 trial clerks that sit in there. They're the
10 person that's sitting down in front of the
11 judge taking the docket. And we file the
12 indictments, the information, verdicts. We
13 process all civil and criminal cases, high
14 profile, tobacco high-profile cases. We
15 haven't had any in the last year or two, but
16 my first two years in office we had one
17 high-profile case. We did it twice in one
18 year we enjoyed it so much. But it really
19 went off very well. It was a hung jury the
20 first time. I think we got to do it again.
21 I think we fine-tuned it from there.

22 But those carry, you know, certain --
23 with sequestering and different things that
24 you do, the high-profile trials cost a
25 little more money to operate, it's not

1 always calculated in our budget. So we go
2 back for that.

3 We handle the appellate process. We
4 handle jury management. Of course, we
5 collect and disburse fines in courts,
6 forfeitures, fees and service charges. One
7 of the things we've done since we came into
8 office is we've done ePay. We've been
9 creeping up slowly. In the beginning it was
10 with tickets, but now it's with different
11 types of court costs and fines that you can
12 go online and ePay. And it's brought down
13 the number of people that have to come into
14 our building, anywhere from 25 to 30 percent
15 that you can go online and pay your fees
16 without having to drive and come down and
17 find a parking spot. So we're real proud of
18 our team in doing that.

19 Of course, we conduct the mortgage
20 foreclosures. We maintain custody of all
21 evidence. That was the eye-opener in the
22 Clerks Academy. Two things was finance and
23 evidence. As Commissioner Gentry can tell
24 you, once that is entered into the record,
25 it's mine, and I've got to make sure it's

1 taken care of in a safe way. And some of
2 you don't know we have a lot of -- we've
3 been working through it, we had a couple
4 warehouses when I came into office. We
5 worked out of those warehouses. By statute
6 you're able to destroy things after certain
7 time frames. So we reduced our cost by
8 getting rid of those.

9 And then there are some things we keep.
10 As long as someone has an appeal attempt, it
11 can be a hundred years if they live that
12 long. We have to keep certain evidence. So
13 we're the controller, and have custody of
14 the exhibits and the evidence there.

15 We handle small claims court process.
16 Of course, we handle -- what is real tough
17 and growing, unfortunately, is domestic
18 violence. Domestic violence injunctions and
19 applications come through us. And I get a
20 little emotional about those because there
21 will be over 6,000 this year that we'll
22 handle. That's the ones we know about.

23 Right now we're celebrating domestic
24 violence awareness month. If you have been
25 by the courthouse, there are purple flags in

1 the lawn. We're taking donations to help
2 the Hubbard House. So there are lots of
3 things that you can do to help us in that
4 arena, but it has grown over last year. It
5 looks like from the pace it's going to grow
6 three or four percent. And that is
7 something we get no fee for. And that is
8 something that takes two to three hours,
9 depending on the situation, to take in that
10 application, that input.

11 Another one is mental health, we get no
12 fee for mental health. We handle -- I think
13 the pace right now is about 2,500 Baker Acts
14 this year, and we'll handle those.

15 And why I say that I get a little
16 sentimental and we've worked hard to make
17 sure our folks in the six and a half years
18 I've been there to start getting
19 appropriately paid, and the Mayor's office
20 and the Council has helped us, is those
21 folks that sit in those roles hear things
22 that no person should have to hear. The
23 person that's telling them should never have
24 to suffer it. But it never leaves you once
25 you hear it or see it. We have to redact

1 it, but somebody has to read it to redact
2 it.

3 And so those things are very -- I'm
4 mindful of those with our folks. And it's
5 a -- there is a lot of them that are tough
6 to read. So we take that part very
7 seriously. We hope to see those numbers
8 drop, some of the things going on in the
9 world.

10 Of course, we maintain the court
11 registry, guardianship, probate. Now we
12 have -- in 2014 also we did the efile. But
13 now only the pro se -- the attorneys can't
14 walk up to the counter anymore and file, and
15 neither can the state attorney. I think we
16 did the civil filings were in April and the
17 criminal started that fall, where you could
18 no longer -- you had to file online, which
19 is very good also. It should make the world
20 easier for everyone with that. And those
21 have increased. I can give you numbers on
22 all those things later.

23 Of course, one of the big things we did
24 going in '14/'15 was the online records.
25 Probably have one of the most accessible

1 online records systems in the state.
2 Through some Supreme Court orders and
3 working with them, we were able to fine-tune
4 those as much as possible.

5 One of the things that we've done on the
6 county side to create income, so that we
7 don't have to come back to General Counsel,
8 is passports. And, hopefully, if you don't
9 know, we do passports. We do them pretty
10 efficiently and quickly. This year -- since
11 we started them in '16, we've already done
12 32 passports, 32,000 passports have already
13 been processed. And the majority of those,
14 believe it or not, almost 70 percent, are
15 processed through our Beaches office. So
16 we're real proud of that. And, actually,
17 we've been given an award by the state
18 department for our office being a highly
19 functional service center for the passports.
20 So that's some of the things we do.

21 We also -- what we've done since I came
22 in office, one of the first things I saw, I
23 got certified for -- to see the cameras. We
24 have 540 security cameras in the building.
25 Also, we give tours. If you ever want

1 tours, we're happy to give tours on what
2 happens in the courthouse or what you can
3 see and do.

4 One of the things I saw is I stood there
5 and watched in the traffic ticket area, was
6 people standing, someone with a baby, or
7 armloads of kids, or briefcases, or whatever
8 they were doing. We got with our team and
9 immediately we partnered with the Tax
10 Collector, who already had a queuing system,
11 took us a little while to go through the
12 procurement process. We got that queuing
13 system up for our 29 departments. And we
14 have the largest queuing system for that
15 company in the country.

16 And what that did was it brought down
17 the level -- the person standing in line for
18 an hour, now they sit in a chair. The
19 person behind the window who is dealing with
20 the person who has been standing in the line
21 for an hour, it brought the level down a lot
22 in that.

23 So couple other things -- like I said, I
24 can give you all kinds of numbers. Some of
25 the things that we also partnered with, the

1 State Attorney's Office, a new program
2 called Keys 2 Drive where we try to restore
3 and reinstate folks that have former records
4 to be able to get their driver's license.
5 We do it -- we're in the process right now
6 of Operation Green Light where you can come
7 in and have your driver's license reinstated
8 and you don't have to pay your collection
9 fee cost, which could be up to 40 percent.
10 You still have to pay your fine and your
11 court fee, but you can skip up to 40
12 percent.

13 So far through -- we started Saturday,
14 this one is going to run a week. We've
15 processed over 500 people and brought in
16 over \$135,000 so far, to which everyone gets
17 a piece of that pie, from the Crime Stoppers
18 to multiple trust funds.

19 We are kind of a conduit. We bring in
20 around \$400 million that comes through us.
21 And then we ship it back out. We collect
22 260 something different fees, and then we
23 distribute it to 300-something different
24 folks through that window.

25 I can give you -- in the '17/'18 year,

1 we had almost 300,000 walkup customers
2 served. We processed about 50,000 ePay
3 payments. We filed and had about 233,000
4 new cases filed. We did almost 6,800
5 marriage licenses issued. We had 306
6 official documents recorded. We had
7 a-million-18,000 efiled documents. And, no,
8 the paper society is not going away, 1.5
9 million paper documents were also processed.
10 So we're still not paperless.

11 But those are some of the things that
12 we -- our budget on the county level is
13 about 5 million, 36 employees. The state
14 level is almost 20 million, another 370
15 employees.

16 I believe that is a quick and fast. I'm
17 happy to answer any questions or get out of
18 you way, whichever one you want.

19 CHAIRPERSON BROCK: Okay. We have about
20 14 minutes left. Mr. Gentry was first on
21 the jump.

22 COMMISSIONER GENTRY: Thank you.

23 Good morning.

24 MR. FUSSELL: Good morning, Mr. Gentry.

25 COMMISSIONER GENTRY: You're a

1 constitutional officer and much of your work
2 involves Article 5, judiciary, state
3 attorney, and the court system.

4 MR. FUSSELL: Yes, sir.

5 COMMISSIONER GENTRY: And then you've
6 talked several times about the county side.
7 Under the Charter as it presently exists, at
8 least as construed by the General Counsel's
9 Office, as I understand it, there is
10 authority to amend the Charter to not only
11 impact your county side but your state side,
12 including, we know, term limits on --

13 MR. FUSSELL: Correct.

14 COMMISSIONER GENTRY: So do you have any
15 thoughts about whether or not you think it's
16 important or necessary for the Clerk's
17 Office, at least in terms of state
18 functions, to not be subject to changes that
19 may be at the whim of the City Council or
20 someone here at the local level?

21 MR. FUSSELL: Yes, sir, I do. I --
22 number one, term limits are voted in. So
23 I'm one of those that will leave in a year
24 or so. And what my previous speaker spoke
25 about, it does take you a little while to

1 get certified, number one. And I have to
2 keep my certifications up. And, by the time
3 you get the office squared away -- and, in
4 my world, it was technology changes that
5 came along, by the time you work on those.

6 So I think that, you know, you need to
7 think long and hard with the Charter based
8 on some of those might be what we have to
9 deal with now with unfunded mandates. If
10 you change something in the Charter that
11 might affect my Article 5, but you don't
12 fund it, but you give me your takeaway, I
13 think you need to be -- those need to be
14 carefully viewed before you attempt any of
15 those, depending on what they are.

16 I would be very cautious about that. I
17 think you need to leave Article 5 -- like I
18 said, 85 percent of what we do is Article 5
19 duties and -- in the Charter side of it,
20 which was modified in '68 just to reduce us
21 to those four types of functions for the
22 county side of it.

23 But I think you should be very cautious
24 of any Charter that would affect the state
25 side. And I know we have gotten mixed

1 opinions about that. But we just had an
2 amendment 10 voted in that absolutely said
3 all the officers should be --
4 constitutionals should be voted -- or
5 elected. Unfortunately, like I said,
6 because of ours and the way it is, *Telli vs.*
7 *Broward*, we're termed out. But I would be
8 very cautious on the Charter, you know,
9 changing the Charter in some way that would
10 affect our Article 5 functions.

11 CHAIRPERSON BROCK: Okay. Any other
12 questions?

13 Mr. Fussell, thank you very much for
14 your time here. You are, I guess, a trivia
15 question answer now of name one elected
16 official that served in all three branches
17 of government. That's the one takeaway I
18 got here.

19 MR. FUSSELL: That's Ms. Emily's area of
20 expertise. But we worked very great,
21 Ms. Emily, we stored a lot of historical
22 things.

23 So if y'all ever want to come do a tour
24 of the courthouse, we're happy to help
25 facilitate that too. It's a great building.

1 CHAIRPERSON BROCK: Thank you very much
2 for your service.

3 MR. FUSSELL: Thank y'all for what y'all
4 are doing. By the way, I served on Charter
5 Commission, in the -- I'm old -- in the
6 '90s, early '90s. I appointed the previous
7 Charter Revision Commission as Council
8 President and now I'm speaking to y'all. So
9 I'm very honored. So thank you for what you
10 do.

11 COMMISSIONER LISSKA: Another triple
12 threat.

13 MR. FUSSELL: Thank you.

14 CHAIRPERSON BROCK: A couple more trivia
15 questions there.

16 All right. Next, Mr. Rossi.

17 MR. ROSSI: Good morning.

18 CHAIRPERSON BROCK: Thank you, sir.
19 Name and address, and the floor is yours.

20 MR. ROSSI: I'm Richard Rossi. I'm the
21 CFO of the Jacksonville Aviation Authority.
22 I live at 814 Southwest Bali Lane, Lake
23 City, Florida. And, pursuant to
24 instructions from Jessica, I have a
25 PowerPoint, and I'll pass those out to you.

1 CHAIRPERSON BROCK: You may want to get
2 closer to that microphone.

3 I was confused I was looking up and saw
4 the Department of Health.

5 MR. ROSSI: No, that's not me.

6 We appreciate the opportunity. We love
7 to tell the story of the airport. So what
8 I've done is we have a few slides that go
9 through, tell you an overview of the
10 airport, and the last couple of slides gives
11 you how we interact with the City under our
12 Charter.

13 I can wing it off the paper if you want
14 me to go ahead.

15 CHAIRPERSON BROCK: Yeah. We'll go
16 ahead and get started with that. We'll
17 catch up.

18 MS. ROSSI: First slide we have, we're
19 very proud to report we increased the number
20 of airlines offering passenger service at
21 Jacksonville International. So the first
22 slide you see on here shows the current
23 airlines providing service at the airport.

24 The second slide shows you the
25 Jacksonville catchment area. This is where

1 all of our passengers enplane and deplane
2 come from. It extends far beyond Duval
3 County. You can see it all the way down to
4 Gainesville and to Daytona Beach and out to
5 Live Oak and Hamilton County in the west.
6 It shows, by the color you have on there,
7 how much the approximate market is we're
8 capturing from each county.

9 We're pleased to report, on the third
10 slide, Jacksonville Airport is the fastest
11 growing airport in the country
12 percentage-wise. For the last two years,
13 we've had the highest percentage increase in
14 passengers, and we're very proud of that.
15 So that's some of the reasons you see the
16 growth and the expansion and the
17 construction at the airport.

18 The next slide shows you how our
19 passenger traffic has gone. We're just
20 finishing our fiscal year, which terminates
21 September 30th. We believe the final
22 numbers will show that the airport had a
23 total of 7,300,000 passengers enplaned and
24 deplaned in fiscal year 2019, which is
25 approximately a 16 percent increase. So

1 we're doing very well on that.

2 We also like to point out we are very
3 proactive in addressing needs and
4 maintaining our facility, and addressing the
5 needs of community. One of the recent
6 projects we have done, we have replaced and
7 refurbished and reconstructed all of the
8 bathrooms in the terminal. We're very, very
9 proud of that.

10 One of the things I've learned in my
11 career, the most complaints and compliments
12 you get back, especially from the women, are
13 on the bathroom. So we're very proud of
14 that.

15 The next slide shows you all the places
16 you can fly direct nonstop flights from
17 Jacksonville. There is one change on here.
18 Air Canada, which used to have Toronto that
19 you see on here, they withdrew service about
20 two months ago. All the rest of them it
21 shows on here.

22 We put in the next slide to show you the
23 challenge that we're facing. These are the
24 ten largest airports that we do not have
25 nonstop service to by traffic. As you can

1 see, most of them are concentrated on the
2 west coast. We're working very diligently
3 trying to get a direct nonstop flight to
4 Phoenix and to California or D.C. -- I mean,
5 to Washington or Oregon.

6 JIAA is made up of four airports. I
7 think a lot of times people just think of
8 JIA. So we thought we would run through and
9 tell you about the four airports in the
10 system. The first is Jacksonville
11 International Airport. What you see at
12 Jacksonville International Airport is you
13 will see -- this is the only airport that
14 has regular scheduled traffic. Also, we
15 have FANG, the Florida Air National Guard is
16 a Jacksonville International Airport.

17 We also have a strong FBO presence,
18 which these are -- basically, FBOS are gas
19 stations for airlines, two FBOs at JIA. And
20 we also have a JIA -- a large number of
21 tenants that we serve.

22 This next one you see is Jacksonville
23 Executive Airport at Craig. We call it
24 JAXEX. JAXEX is basically a corporate
25 airport. Most of the tenants that you see

1 at JAXEX are corporate companies or have
2 their own private planes, and they base out
3 of JAXEX.

4 The third airport in our system is
5 Cecil. I'm sure everyone is aware this came
6 back from the federal government about a
7 little over 20 years ago to the airport.
8 This is one of our great success stories.
9 Cecil has become an operation and
10 maintenance airport. If you go out to Cecil
11 today, you'll see companies let their --
12 there are tenants like Boeing, Lambert, LSI.
13 These are companies that, if you go out, you
14 will see the large jets. They refurbish and
15 do the repair and maintenance work on the
16 jets for the large companies.

17 We also have a strong military presence
18 at Cecil, which is we have -- the Coast
19 Guard is out there and also the Navy. And
20 we also have a growing number of tenants out
21 there who are doing training for foreign
22 pilots at Cecil.

23 The fourth airport is Herlong. We call
24 this our neighbor who has a Cessna airport,
25 or our recreational airport. This is where

1 most people go if you have your small,
2 singular or double engine airline.

3 The last two slides are to tell you
4 about the Authority. In October 1st, 2001,
5 the Jacksonville City Council agreed and
6 sponsored legislation -- which was approved
7 by the Florida senate and the house --
8 authorizing JIAA as an independent authority
9 akin to that of a county. They said the
10 board would be run by a board of directors
11 of seven people. Four members of the board
12 are appointed by the governor and affirmed
13 by the senate. Three members of our board
14 are appointed by the Mayor of Jacksonville
15 and confirmed by the City Council. What
16 I've shown you is our current board of
17 directors and the ones that have office.

18 Under our chart in the organizational
19 summary, how we interact with the City of
20 Jacksonville, we are an independent
21 authority in the nature of a county. We
22 take no money from the City of Jacksonville.
23 We take no tax dollars. We always make sure
24 everybody understands that.

25 We exist solely on -- we get the federal

1 grants from FAA and FDOT for maintenance of
2 the runways and things of that nature;
3 because, otherwise, the cost, we couldn't do
4 it. And we exist by a profit we generate on
5 our daily operations.

6 We can use any services of the City, but
7 we're not required to do so. We are
8 required to use the legal services of the
9 City unless we have some area which is an
10 area of expertise that they don't want -- do
11 not cover, for example, tax law or something
12 of that nature, and they recommend us to use
13 someone outside the OGC.

14 We do also require -- when we took it
15 under our Charter, we use the City fire and
16 rescue department. We pay them
17 approximately over \$4 million a year for
18 their services.

19 That is mine. That's great, Will.

20 Our budget is presented to the City
21 Council for approval. They cannot deny an
22 article on it, but they can move something
23 below the line. Our records can be audited
24 at any time by the City Council or the City
25 of Jacksonville. We have an excellent

1 relationship with the City, and we think
2 it's working very well.

3 Any questions? And before I get -- I
4 want to thank Will and Jessica, they have
5 been great assisting me to make sure I met
6 you requirements. So thank you.

7 CHAIRPERSON BROCK: Thank you very much
8 for praise to our staff. We're very proud
9 of all the work that they do for us.

10 I see Mr. Gentry.

11 COMMISSIONER GENTRY: Good morning.
12 First I want to thank you. I got in from
13 Atlanta last night, my baggage was already
14 there when I came off the plane.

15 MR. ROSSI: We thank you for using our
16 airport. Thank you, sir.

17 COMMISSIONER GENTRY: This isn't really
18 a Charter issue. I just want to ask you:
19 It seems we have terrible connections in
20 transportation within the state itself,
21 Southwest Florida, West Florida, all the way
22 to New Orleans. What does it take to get a
23 regional air system where we here in
24 Jacksonville can get to Tampa or to
25 Pensacola without having to go to Atlanta,

1 or to New York, or to, I don't know,
2 wherever, Minnesota, come back?

3 MR. ROSSI: We can get you direct to
4 Minnesota, to Minneapolis.

5 COMMISSIONER GENTRY: But the regional
6 transportation seems to be very --

7 MR. ROSSI: There is not. We think
8 shortly we will have a flight coming in
9 that's going to be going to Tampa. That is
10 not definite. We think that's in the works.

11 All the airline's decisions are driven
12 by the bottom line. They look at the number
13 of people who wish to take that route. That
14 is exactly what they do.

15 We use our marketing department to
16 promote everything here to tell them what we
17 have and can do. The Jacksonville Chamber
18 and Jax USA support us in -- with us
19 together to give a presentation.

20 Within the state you can get to Fort
21 Lauderdale, we can get you to Miami.
22 Otherwise, you have to go to Atlanta or you
23 go to someone else to go there. The major
24 airlines just do not have enough business
25 going that way to justify the flights. When

1 they stop in such short legs like that,
2 those are not profitable for them.

3 COMMISSIONER GENTRY: Thank you. Okay.

4 CHAIRPERSON BROCK: Okay. Next we have
5 Mr. Denton.

6 COMMISSIONER DENTON: Thank you. Thank
7 you for being here. I have two questions;
8 I'll ask them at the same time. One is one
9 of the things we're talking about is whether
10 or not the Charter should mandate strategic
11 planning on the part of City agencies and
12 authorities. Could we get your opinion
13 about whether you think the Airport
14 Authority could benefit from that? And then
15 the other question is do you see any other
16 Charter issues that you'd like to bring to
17 our attention?

18 MR. ROSSI: The airport does strategic
19 planning. We're required by the FAA to have
20 5- and 10-year plans going outward. So we
21 do those, which they're continually updated
22 every year. It gets into environmental
23 issues, expansion of the airport runways and
24 things of that nature. So we do address
25 those and we are held accountable. We have

1 to comply with those in order to maintain
2 our certifications to offer passenger
3 service.

4 I'm probably going to be in the minority
5 of the people who sit before you; we think
6 what we have is working very well. And I'm
7 a traditionalists from the old school: If
8 the car runs well, kick the tires and crank
9 it back up and keep on going.

10 So we don't have any changes we would
11 ask for. We have an excellent relationship
12 with the City. It's worked well.

13 One of the things I forgot to point out
14 to you, in JD Power's survey, this year we
15 came in number two on customer service. We
16 lost by two points to Indianapolis. Last
17 year we were number one; we beat
18 Indianapolis by three points. So we think
19 we're doing it right. And we think that we
20 have a system that works really well.

21 COMMISSIONER DENTON: My question was
22 not about whether you do strategic planning
23 within your authority, but strategic
24 planning citywide, with the City itself, and
25 City agencies, and the Council, and the

1 Mayor, and so forth. So you would plan
2 things that affect your four airports.

3 MR. ROSSI: I really don't know I'm
4 qualified to give an opinion on that, to be
5 honest with you. I can say our experience
6 has been that all the other departments in
7 this City have been very cooperative. They
8 keep us very well informed when anything is
9 coming up that would affect it. So I don't
10 mean to not give you a direct answer, but I
11 don't think I'm qualified to answer that
12 without more information.

13 CHAIRPERSON BROCK: All right. Next we
14 have Ms. Knight.

15 VICE CHAIRPERSON KNIGHT: Good morning.
16 I just wanted to clarify your organization
17 summary slide, where these comments are made
18 along the way. So independent authority
19 nature, so no money from the City. May use
20 City services, not required to. Required to
21 use legal services. And then, when you said
22 the budget, you said they can't deny
23 something, they can move the --

24 MR. ROSSI: They cannot challenge or
25 change and refuse an expense or something

1 like that. They can move something below
2 the line, which means, basically, before we
3 spend those funds, we have to make sure
4 they're informed of what we're going to
5 spend them for or how it's being done. Yes,
6 sorry.

7 VICE CHAIRPERSON KNIGHT: Thank you.

8 CHAIRPERSON BROCK: Mr. Gentry, did you
9 have follow-up?

10 COMMISSIONER GENTRY: I'm sorry, no. I
11 just forgot to do that.

12 Ms. Knight, we got you.

13 I don't see any other questions. So
14 thank you very much --

15 MR. ROSSI: Thank you for having us.

16 CHAIRPERSON BROCK: -- for responding to
17 our request and thank you for everything
18 you're doing there to keep the planes up in
19 the air.

20 MR. ROSSI: We invite you out any time.
21 We're very proud of them. We're glad to
22 give you a tour of our facility. You have a
23 great airport out there serving this
24 community.

25 CHAIRPERSON BROCK: Thank you very much.

1 Ladies and gentlemen, I am so proud of
2 all of you, we got five speakers with time
3 remaining. And I was so worried that we
4 were going to have a significant time crunch
5 here.

6 So, again, we've got time to -- well,
7 first, does anybody have any updates of any
8 meetings you had with anyone that you want
9 to share with us, any follow-ups that you
10 had with any of the speakers? No? Okay.

11 Want to go over then, again, the -- how
12 we're going to handle the -- let's talk
13 about the town hall. So the town hall is
14 going to start at 5:30. We will be in the
15 Council Chamber. There will be security.
16 It will be a normal City event happening.
17 We will not be up on the dais. We will be
18 sitting down front.

19 Unlike what we've done at the rest of
20 our meetings where we just gavel it in and
21 start going, I will probably have everyone
22 introduce themselves just so that people
23 know who they're talking to and they hear
24 our names. We'll likely have the name cards
25 out there. I think it's good, since we will

1 have a group of the public in there, that we
2 have that opportunity.

3 I will ask -- there she is.

4 Ms. Matthews, can we make sure for our town
5 hall that we have some sort of big, like,
6 writing thing so that we can write,
7 whiteboard or the flip -- I think probably
8 the paper so we can fill it up and flip the
9 paper over.

10 MS. MATHIS: I can do that.

11 CHAIRPERSON BROCK: W.C., you know how
12 to work those.

13 COMMISSIONER GENTRY: I don't know what
14 you're talking about.

15 CHAIRPERSON BROCK: So that we can get
16 the ideas down and write them down, as we
17 hear from the public and talk about those
18 and see how we incorporate those priorities
19 in there, so that's kind of how I envision
20 that. We'll just -- generally, I'll explain
21 to them, we'll have copies of the topics
22 that I mentioned that we would be -- be
23 revising.

24 And I'm glad we didn't email it out,
25 because it was missing the two items, Mr.

1 Gentry, that you had emailed out in there.
2 I think I got one of them in, but I want to
3 double-check in there.

4 So I'll explain that to the members of
5 the public, that these are the topics that
6 we're looking at. But we want to hear, A,
7 do they think which ones of these should be
8 priorities, or if there is a new one that
9 they would like to see on there, and then
10 we'll make sure to capture all of those
11 ideas down in there.

12 As the speakers are coming up and, you
13 know, as we look and see, we'll probably
14 just have a five-minute limit in there. I
15 think it's probably healthy to have a little
16 bit of give-and-take if someone presents an
17 idea that is intriguing and -- but you want
18 a little more clarity, is that we have the
19 Commissioners ask some questions and say,
20 when you say X, do you really mean X, plus
21 Y, something along those lines so we can get
22 clarity on those ideas.

23 And we'll be in session until 7 o'clock.
24 My hope is that everybody can be there.

25 And then from that we will put together

1 our final list of topics. And, by we, I'm
2 turning the W upside down and saying me, I
3 will be working with staff so that we have
4 all that together.

5 On our meeting on the 25th, we will look
6 at that topic list and make sure everybody
7 understands what they are, make sure that
8 we've captured everything that we have
9 talked about over these past few months. We
10 will then rank those; again, one being your
11 highest priority, all the way down. Nobody
12 should have voter fatigue, I want a number
13 by every letter. I've already gone through
14 and done them as A, B, C, D, so we can do
15 that.

16 We will then go through, tabulate those.
17 And the three lowest scores will represent
18 the three with the highest priority votes.
19 We will look at those. We'll get a
20 consensus as to whether we think those three
21 priorities, if they're large to where we
22 say, you know what, that's going to be a lot
23 of work to look at these, then we may stop
24 there. But I will open the floor to where,
25 if somebody has a recommendation, that we

1 expand it to the next highest ranked,
2 somebody wants to make that motion and
3 second, and we discuss it and debate it, and
4 then we can go to four.

5 I don't see us really going past five
6 simply on a numbers basis, because that
7 means three people per committee, because we
8 don't want to do the overlap because I think
9 we'll have burnout. So I think four is
10 probably the most.

11 I will take on, as I mentioned, the
12 recommendations regarding putting the
13 Charter Revision Commission actually into
14 the Charter, and the process for how that
15 would look, and some of the one-offs that --
16 or the authorities, commissions, things that
17 are no longer active that are just dead
18 blood in the Charter, for lack of a better
19 phrase. I will take on that task as well
20 and will be reporting back to the Commission
21 as a whole.

22 After we get our priorities set, what I
23 then would like everyone to do is we will
24 pass out your ballots probably a second
25 time, and then I would like for you to maybe

1 on the other side of the page, rank those
2 ones that you would like to serve on as a
3 subcommittee.

4 And then, if you do not want to serve as
5 a chair, please indicate on there no chair,
6 you know, I'm not interested, I don't have
7 the time or whatever, if you're not
8 interested in serving as a chair.

9 My -- so and then, for the most -- we
10 have the priorities on the committees. I do
11 want to have -- I'll be making those
12 selections. We'll email that out. I
13 believe we can email that out. Can we email
14 that out to the members of the subcommittee?

15 MS. JOHNSTON: The information, yeah.

16 CHAIRPERSON BROCK: The information on
17 that, okay, I can do that. I just want to
18 make sure I'm not hopping out of the
19 Sunshine.

20 So we'll do that. We'll have those and
21 then I'll select the chairs. And then it
22 will be the duty of the members of each
23 committee to get together through the chair
24 and begin your tasks of much like what we've
25 been doing here except with a much narrower

1 focus of identifying those areas in the
2 Charter and people that you need to speak
3 to, then coming back and reporting at our
4 monthly meetings.

5 And I would ask everyone to please, for
6 the 25th, bring your calendars so that we
7 can at least set our monthly meetings that
8 we will have as a body of the whole for the
9 rest of our time together. We may need to
10 add additional ones, but I'm hoping that we
11 can at least set our calendars out through
12 the end of March, because we do need to turn
13 in our report at the end of March.

14 And so my goal is that we have one last
15 meeting towards the end where we all are in
16 agreement that this is our report. I've
17 already got research department working on
18 some of the preliminary things in there and
19 gathering together all the people that we've
20 heard from to this point in there.

21 I think that covers everything.

22 Mr. Hagan.

23 COMMISSIONER HAGAN: Thank you,
24 Chairman. And thank you for that diligent
25 timeline. I was trying to keep up.

1 The only question I have is I'm not
2 going to be able to attend the 25th meeting.
3 Based upon your timeline, that sounds like a
4 pretty important meeting to be at. So --
5 and maybe this is a question for Paige, but
6 when you send out the priorities of the
7 topics that we want to attend -- you're
8 going to come up with a list after the town
9 hall meeting.

10 Is it okay, is it in violation of
11 Sunshine, if we send out those topics and I
12 kind of send it back to -- maybe it's
13 Jessica that I send it back, kind of my
14 thoughts and where I rank them, if I can't
15 be there on the 25th.

16 CHAIRPERSON BROCK: It's on.

17 MS. JOHNSTON: Yeah. I think instead of
18 responding directly to the Chair in any
19 regards, if you would either send comments
20 to me or to Jessica, we can coordinate that.
21 Or if the priority list is made in advance
22 of that meeting, potentially, you could pick
23 up one of those lists and you could have it
24 returned here for that meeting on the 25th
25 and have your responses.

1 CHAIRPERSON BROCK: So that way we'll
2 tabulate them all, we will have your vote.

3 COMMISSIONER HAGAN: And then when we
4 talk about which ones are most important to
5 us, after we get to three or five, that's a
6 different date or is that --

7 CHAIRPERSON BROCK: I want to do all
8 that on the -- so, if you want to go ahead
9 and just put the ones you would like to
10 serve on beyond -- if you want to put all
11 the ones on there that you're interested in,
12 and then hopefully there will be some of the
13 ones, I'm sure they will. I believe we all
14 kind of have a view as to what's going to
15 rise to the top on our list.

16 COMMISSIONER GENTRY: Mr. Chairman.

17 CHAIRPERSON BROCK: Yes, sir.

18 COMMISSIONER GENTRY: I, likewise, have
19 a problem with the 25th. I have a number of
20 things I have to do. I'm trying to change
21 this one, because it's important. Is it
22 possible that we can, at least if we can get
23 free, to look in? And, likewise, if I can't
24 get it, I will send it in writing and get my
25 thoughts to you like I've been doing. Is it

1 possible to have a Skype or something so
2 that we can at least plug in and be present
3 to that extent for those of us who are maybe
4 out of state?

5 CHAIRPERSON BROCK: Is there any
6 Sunshine issues for that? If we've got a --
7 just as a for example, if we FaceTime, and I
8 just put him up there, and he's speaking
9 remotely.

10 MS. JOHNSTON: Having them participate
11 in conference call or by Skype would be
12 permissible. Generally, the City Council
13 has rules as to not being able to appear by
14 phone and things of that nature for their
15 Council rules. And, typically, some boards
16 don't allow people to vote. They can attend
17 the meeting, but it doesn't count towards
18 the quorum and they're not able to vote on
19 certain substantive matters. But someone
20 could certainly participate by phone and
21 listen in.

22 I would recommend if they're not going
23 to be at the meeting, that they try to
24 provide their information in advance like
25 they've been talking about doing and just

1 listen in for the conversation, if we can
2 avoid having anything where they needed to
3 vote on anything, would be preferable.

4 CHAIRPERSON BROCK: Are those rules that
5 make it impermissible for voting, does that
6 apply to us? Please say no.

7 MS. JOHNSTON: There are not any
8 particular bylaws for the Charter Revision
9 Commission so I'm falling back on the City
10 Council rules because you're created under
11 the City Council. I can get some more
12 clarification on whether you would be able
13 to participate.

14 CHAIRPERSON BROCK: If you could, that
15 would be great, because I would love to be
16 able to have Skype and have something in
17 there where we can get your input, your
18 vote, and you're participating. It's the
19 21st century. I don't see any issue with
20 that, but if --

21 MS. JOHNSTON: I'll double-check.

22 CHAIRPERSON BROCK: If those are the
23 rules, then those are the rules. But, if
24 the rules don't apply to us, then --

25 COMMISSIONER GENTRY: And, if there is

1 anything I can do to assist with the
2 process, since I'm the one causing it --

3 CHAIRPERSON BROCK: Would you be able if
4 it were --

5 COMMISSIONER HAGAN: By Skype, sure.
6 Maybe that's a new topic we can --

7 CHAIRPERSON BROCK: We'll get rid of
8 the -- we'll allow remote participation in
9 there.

10 Okay. So does everybody understand what
11 we're going to be doing on Thursday night
12 and what we'll then be doing on the 25th
13 with as many people here physically as well
14 as electronically should the rules allow?

15 COMMISSIONER GENTRY: One last thought.
16 On the town hall meeting, and -- I don't
17 know if anyone else on this Board has been
18 on an elected board before. My experience
19 with so many of these types of meetings is
20 that invariably you do have a few speakers
21 who are very negative. And so I just would
22 bring that up and -- because you had
23 mentioned having some dialogue and I know at
24 most of the -- I think the Council,
25 certainly School Board did, if you confront

1 that situation is not to engage.

2 I just raise that upfront because we
3 will have probably, there are usually two or
4 three people who always come to things and
5 complain. And we will likely have -- maybe
6 we won't, but we likely will have that. My
7 experience is, if you engage with that, then
8 it becomes --

9 CHAIRPERSON BROCK: Yes. And I agree.
10 I will do my best to let everyone know that
11 we're here to discuss the Charter, and
12 changes that can be made to the Charter, and
13 that is our focus. I will not tolerate any
14 personal attacks against any of the
15 Commissioners up here. If that happens --
16 and I will make this clear in the very
17 beginning -- the microphone will be taken
18 and they will be -- if we need to remove
19 them, then we will.

20 But we will be civil, and we will be
21 focused on the Charter. And those are very
22 simple. And maybe I'll get a sign out
23 there, "Be nice or leave."

24 And with that -- okay. Anything else?

25 All right. We'll go to public comment.

1 Billee Bussard, name and address,
2 please, ma'am.

3 COMMISSIONER GENTRY: I think she's on
4 the sample ballot we got.

5 MS. BUSSARD: I saw that. No wonder I
6 didn't win. Another suspect voting.

7 My name is Billee Bussard, 2115 Forest
8 Gate Drive, Jacksonville, 32246.

9 I'm sorry I had to miss the last
10 meeting. Prior to that I had mentioned that
11 I wanted to do some research on campaign
12 reforms and voting reforms. And among the
13 things I came up with, which I gave to Ms.
14 Matthews, was this report on campaign
15 finance reform that a lot of municipalities
16 have adopted.

17 I think part of the reason we're having
18 low voter turnout -- and I can tell you from
19 being a candidate and going out and speaking
20 to a lot of people -- is there is a lot of
21 cynicism about the money in elections. And
22 there are some very creative ideas here on
23 how we can get more participation of people
24 into elections with simple campaign finance
25 reforms, including having matching money for

1 the City to candidates from low donor
2 participants. In one city a small donation
3 will be matched six times by the city.

4 Citizens United, I am very fearful, is
5 really ruining our democracy. I think
6 you're going to see more and more activism
7 to do things to counteract that. I think
8 there needs to be transparency on the hacks
9 that contribute. And I hope, if you take up
10 that issue, you will consider campaign
11 finance reforms. Wouldn't it be nice for
12 the bold new city to be the bold city that
13 addresses these inequities and sets the
14 example for the rest of the nation?

15 Ms. Matthews said she'll scan this in
16 and have it in your packet.

17 CHAIRPERSON BROCK: Thank you very much,
18 ma'am.

19 Next we have Harry Waag, W-a-a-g. Two
20 As in there, I wasn't sure if it was Waag
21 (pronouncing). Name and address, please,
22 sir.

23 MR. WAAG: My name is Perry Waag, 355
24 West Tropical Trace, 32259. I appreciate
25 the work you guys are doing. And I've

1 actually been attending ever since that
2 first time in August because I was expecting
3 Mike Hogan to come. But now I'm emotionally
4 invested, so I'll be here through when you
5 guys vote and everything.

6 I'm not going to debate the merits or
7 reasons against rank choice voting, that's
8 one thing, if you guys decide to take it up
9 and talk about it more. I want to briefly
10 clarify a couple quick points. I actually
11 already addressed them in my email of 8/29.
12 But Sarasota passed this in 2007 as a ballot
13 measure. They weren't able to do it for the
14 first 10 years because their voting
15 equipment did not allow them to do rank
16 choice voting.

17 Their software now, since 2017 they use
18 ESNS, which is the same software vendor that
19 Duval County uses. And ESNS does have a
20 rank choice voting module in their software,
21 it just has -- the state law is that the
22 Secretary of State has to certify the local
23 software for elections.

24 The issue that Sarasota has been dealing
25 with for the last two years is to get the

1 Division of Elections to certify their
2 software to use the rank choice voting
3 module. What it's coming down to is this
4 might be something, I don't know if you want
5 to ask the General Counsel folks to do some
6 kind of research or memo on is -- so the
7 State Constitution very clearly says that
8 all elections are supposed to be on a
9 plurality basis, but now you have all these
10 cities like Jacksonville who have been doing
11 majority elections for decades. So if the
12 state law is, you know, 100 percent it has
13 to be plurality basis, then all these city
14 elections have been, for lack of a better
15 word, illegal for decades.

16 Obviously, because we have a Charter, we
17 have leeway to do our own stuff. So that's
18 really where Sarasota and the Secretary of
19 State Office are at loggerheads right now.
20 You know, they're not wanting to deal with
21 it because they're saying, you guys can't do
22 it because it's plurality basis, but they
23 have a Charter. So that's really -- so for
24 clarification purposes, it might be
25 something you might want to have the General

1 Counsel do some kind of research on.

2 And I think that was just the main thing
3 I wanted to point out. The only other thing
4 was just that article that Mr. Hogan shared,
5 I do want to point out it's from 2016.

6 Maine had all sorts of drama around it.
7 The two parties were against it. And it got
8 passed by the voters. And the state
9 legislators tried to repeal it. And got
10 passed by the voters a second time. And
11 they just passed it recently, and it's going
12 to be used statewide -- it was just used
13 statewide for even their federal races in
14 2018. And they're going to be using it next
15 year for 2020 even for the presidential
16 primaries and stuff. That's all I wanted to
17 share. Thank you.

18 CHAIRPERSON BROCK: Thank you, sir.

19 Mr. Nooney, I see one of your topics
20 relates to waterways access. I should let
21 you know the one meeting you missed, we
22 discussed it, and we actually put it on our
23 topics list of prioritizing waterways
24 access.

25 MR. NOONEY: Well, thank you.

1 CHAIRPERSON BROCK: I want to let you
2 know that.

3 MR. NOONEY: All right. Well, John
4 Nooney, 8356 Bascom Road, Jacksonville,
5 Florida 32216. Just to continue with
6 background information that you can take
7 when you are discussing it, you know, this
8 is the agenda from the recent Jacksonville
9 Waterways Commission meeting.

10 And, you know, Chairman Brock, you're on
11 Waterways. And, you know, I applaud what
12 you've been doing and really the Commission
13 as a whole.

14 And my biggest concern, again, is, you
15 know, the Charter. It meets every 10 years.
16 And I'm just simply asking that a Charter
17 amendment for any CRA or DIA, that touches
18 the waterway, if the property is given to
19 anyone, with taxpayer money, that public
20 access to that waterway will be guaranteed
21 for Joe Q. Public. And in downtown, you
22 know, within the DIA that we currently have,
23 again, I believe it's under federal. And,
24 like I said, on Hogan's Creek, I had my
25 picture taken with Smokey the Bear. You

1 know, you don't break out Smokey. It wasn't
2 Jaxson de Ville or South Paw, but Smokey.

3 So, anyway, on another topic, right now
4 there is active legislation, this is before
5 waterways, this is a resolution for whether
6 or not we want to stay within the Northeast
7 Florida Regional Planning Council. And the
8 reason I bring that up, you know, that's
9 seven counties. Clay opted out in 2015.
10 Also, there is a thing with the Northeast
11 Florida Regional Council where there is no
12 procurement involved. In other words, if
13 somebody wants some money, boom, there it
14 is.

15 Also, right now I just attended another
16 meeting, and with Councilwoman Boyer. Here
17 is the City Council strategic plan
18 initiatives. This is being done right now
19 with some noticed meetings. And I'm just
20 down to 50 seconds. So year one, complete
21 comprehensive crime reduction inventory,
22 increase park maintenance, develop
23 comprehensive litter control plan, continue
24 downtown development of public spaces,
25 update and clarify zoning code, develop

1 Mayport riverfront property.

2 In year three, develop comprehensive
3 capital reinvestment plan, initiate and fund
4 phase of Jacksonville Journey, accelerate
5 downtown activation, complete St. Johns
6 River Park, (inaudible reading) waterfront
7 park and Emerald Necklace, reduce homeless
8 population, establish a homeless resource
9 center.

10 Year five, establish Jacksonville as the
11 safest urban center in the country, become
12 the cleanest city in the country, and most
13 attractive city to visitors, and develop and
14 fund resilient strategy for natural
15 disasters, economic and environmental
16 threats.

17 Let me just say real quick, I
18 participate in a kayak tournament at River
19 City Brewing, Dr. Quinton White was doing a
20 survey. And he mentioned Commissioner
21 Gentry, you know, when you were just talking
22 about that. And --

23 CHAIRPERSON BROCK: Thank you very much.

24 MR. NOONEY: Okay. And thank you for
25 considering this.

1 CHAIRPERSON BROCK: Thank you.

2 All right. Any further business for the
3 good of the order? And we are adjourned.

4 (Meeting concluded at 11:40 a.m.)

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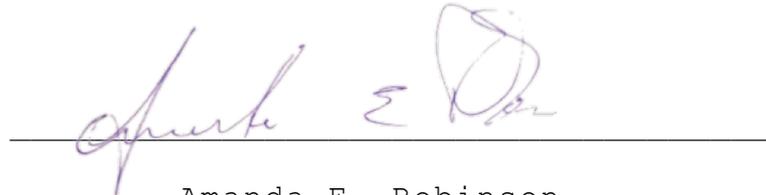
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CERTIFICATE OF REPORTER

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 138, is a true record of my stenographic
notes.

DATED this 30th day of October, 2019.



Amanda E. Robinson,
Registered Professional Reporter