

**ANNUAL REVIEW OF CITY COUNCIL STRATEGIC
PLAN**

DATE: Thursday, October 17, 2019
TIME: 9:03 a.m. - 11:00 a.m.
PLACE: Lynwood Roberts Room
First Floor
City Hall at St. James Building
117 West Duval Street
Jacksonville, Florida 32202

COUNCIL MEMBERS PRESENT:

Scott Wilson, Council President, District 4
Aaron Bowman, Council Member, District 3
Matt Carlucci, Council Member, Group 4
Randy DeFoor, Council Member, District 14
Randy White, Council Member, District 12
LeAnna Cumber, Council Member, District 5
Michael Boylan, Council Member, District 6
Tommy Hazouri, Council Member, Group 3
Ju'Coby Pittman, Council Member, District 8

ALSO PRESENT:

Steven Halverson, Chairman, The Haskell Co.

CRC Staff:

Dr. Cheryl Brown, City Council Director
Carol Brock, ECA
Nikki Evans, ECA
Tristan Denmark, ECA
Debbie Pataky, ECA
Jeff Clements, Council Research
William Coffee, Information systems
administrator.

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

2 COUNCIL PRESIDENT WILSON: Good morning,
3 everyone. My name is Scott Wilson, for
4 those of you who do not know me. I serve as
5 the Council President for this year. And
6 I'd like to welcome everyone to the Lynwood
7 Roberts Room this morning for our annual
8 review of the strategic plan.

9 Last year Councilman Bowman, when he was
10 President, began a process that hopefully
11 will continue on for years to come where the
12 members of this Body are able to identify
13 items for this year, the third year, and the
14 fifth year so we can do long-range planning
15 for initiatives that we want to see happen.

16 And so I'd like to thank former Council
17 President Bowman for initiating the process.
18 And I'd like to thank Steven Halverson for
19 moderating again this year. He did such a
20 great job last year, we brought him back
21 again this year. And we really appreciate
22 your service and your help and guidance
23 through this process.

24 And so with that, I will turn it over to
25 Councilman Bowman. He's agreed to kind of

1 chair this initiative this year. So thank
2 you for that. Here you are.

3 COUNCILMAN BOWMAN: All right. Thank
4 you, Mr. President. So I really want to say
5 thanks to Steve Halverson. I asked him last
6 year to do it, and he agreed. And, of
7 course, brought in a lot of the Haskell
8 staff to help, and a lot of the Haskell
9 staff has been helping in the background for
10 the last month putting this all together,
11 and I want to say thank you to them as well.

12 But, Steve, you're doing this on your --
13 out of the goodness of your heart, and I
14 appreciate your time and all the phone calls
15 we've had getting ready for this.

16 So what I'm going to do is go in and
17 just review the -- what we did last year,
18 what we've accomplished. I think part of
19 this process will be to validate, do we keep
20 things on there. And then I'll turn it over
21 to Steve on talking about how we're going to
22 go about the process today.

23 So that's kind of what we're going to do
24 today is get this thing started. Then we'll
25 do priorities. What we did last year is,

1 after this group met, we had a list of about
2 five things in each of the one, three, and
3 five. Then we turned that over to Rules,
4 and Rules then was responsible for
5 establishing metrics for those. How do we
6 measure what we're doing and give it a
7 little more definition, because everything
8 we had, we wanted to be able to say, yes,
9 we've accomplished something or, no, we
10 haven't.

11 And so then, after Rules was finished
12 with it, then Finance got it and said, okay,
13 what are we going to request to the
14 Administration for funding. Last year, and
15 I hope the Mayor does it again this year, we
16 met and we said, "Mayor, we get the budget
17 after it's already balanced. Can we get a
18 piece of the pie before we start?" And
19 agreed on five million. So that's what the
20 Finance Committee did is took our strategic
21 plan, our priorities, and then rolled that
22 into a budget request. And I think you'll
23 see pretty much everything, with the
24 exception of one, got funded. And I'll
25 explain that in a little more detail.

1 So one, three, and five. So the first
2 thing we talked about was we knew crime and
3 safety was a big issue, so we had crime on
4 the five-year and crime on the one-year.
5 The one-year plan was really, let's kind of
6 figure out what we've got. And if you
7 remember, we also put together the Crime and
8 Safety Task Force, and a lot of that came
9 into their responsibility, kind of do an
10 inventory. And, of course, we just made
11 that permanent and we just finished the --
12 Rules finished the last two members
13 yesterday on the task force. So there's a
14 lot of stuff they'll continue to work on.

15 I said there was one thing that we
16 didn't get last year out of our request. It
17 was one million, because we knew if we had a
18 task force, we'd need something to work
19 with. So we said, let's just give them a
20 pot of a million bucks. And what the
21 Administration did actually is said, "You
22 know what, rather than having an undefined
23 one million, let's roll it into the Kids
24 Hope Alliance." So that did get put in and
25 plussed up KHA. We did not have anything

1 remaining for the task force. And certainly
2 that's something maybe we can think about
3 because now it's going to become permanent
4 and they'll certainly need resources.

5 If you remember, the task force did a
6 report in May and said, here's what we
7 accomplished, here's what we think. And, of
8 course, we recommended we make it a
9 permanent committee.

10 And those are the subcommittees. I'm
11 not going to get into -- if you haven't
12 looked at that report, it's about 12 pages.
13 There's great information in there of how
14 they think we can address our needs of the
15 future.

16 Litter control; this is one that we have
17 made some good progress on and got money
18 plussed up in a budget. Also, all of your
19 district Council members should have been
20 contacted or at least your predecessors
21 were. And, for every district, we gave them
22 one road, here's a road we have problems
23 with and want to -- so monthly they're going
24 out and policing those roads and putting
25 more money in it. Some good process on that

1 of basically doubling our budget on litter
2 control.

3 Downtown development, a lot of efforts
4 done on this. TDC jumped in and did some
5 good funding of parks. We'll talk about
6 that later on. And, of course, the other
7 one of the five-year plan was the Emerald
8 Trail, a lot of work on that. We did the
9 overlays for downtown, so a lot of work on
10 downtown.

11 Some zoning code changes, we did some
12 zoning code changes. That was part of the
13 resiliency study. We did some zoning code
14 changes as for PUDs and also the downtown
15 overlay I talked about. We're looking at
16 buffers as well, right-of-ways.

17 Mayport, good progress on Mayport, on
18 getting the docks down at Mayport. We've --
19 we started that as a one and then Councilman
20 Gulliford came back and said, you know,
21 that's really probably a three or five, so
22 it kind of hovers in that area, but we have
23 good stuff going on there, and also OCEARCH
24 stationed out there. If you haven't seen
25 that ship, it's a pretty boat, pretty

1 insane.

2 Capital reinvestment, this one we did
3 nothing on. What is capital reinvestment,
4 what is that? It was kind of on the lines
5 if you think of Build a Better Jacksonville,
6 so that was capital reinvestment plan.
7 There are really only two ways to get money
8 for capital reinvestment and one is ad
9 valorem and one is a sales tax, so that's
10 why we've done nothing on that. But I think
11 the real story is we recognize we've got a
12 lot of major stuff that we need to do to
13 structuralize for the city, but we did not
14 do anything on this one.

15 This one is one that I personally think
16 is probably taken care of with KHA. It was
17 Jacksonville Journey 2. If you look at
18 everything that got pulled into KHA, most of
19 the Jacksonville Journey, things did. I
20 think the exception would be is KHA kind of
21 stops at 18 years old. Jacksonville Journey
22 went on up to people in their 20s to address
23 their needs. But we also established the
24 mini-grant programs on this, and we spent
25 money in the budget for next year. And Cure

1 Violence got started towards the end of the
2 last fiscal year. And, of course, we're
3 monitoring that, seeing if it continues and
4 grows.

5 These are three-year things, talked
6 about all these downtown, St. Johns River.
7 And then homelessness, that -- we started
8 the Urban Rest Stop in Sulzbacher and got
9 that kicked off last year. And, of course,
10 this year it got funded at about
11 two-and-a-half times what we were able to
12 put in the first year, so that's been a very
13 successful program.

14 Safety, lots of work left to do on that.
15 We talked about visitors, attracting
16 visitors. If you haven't seen the mobile
17 Visit Jacksonville van, you'll see it
18 shortly. We got it delivered about a month
19 ago. It's a moving kiosk that will have
20 people in there to go to different events,
21 different places, and talk about what there
22 is to do in Jacksonville.

23 Resiliency, as you know, we had two --
24 we established two groups last year. One
25 was a state requirement, the area adaptive

1 group, and the other one was the resiliency
2 task force. And one of the task forces that
3 came out is they were responsible for the
4 zoning changes and also to put under
5 contract an outside group to come in and
6 look at how we do hardening. So this one is
7 one that, I think, we have a lot of work
8 left to do on.

9 So that's kind of an update of the one,
10 three, and fives, and what we accomplished.
11 I think if you look at those collectively,
12 we can really look back at last year and
13 say, you know what, we said we were going to
14 do stuff and, by gosh, we did a lot of them.

15 So, with that, I'm going to turn it over
16 to Steve. Steve, once again, thank you. We
17 have a good turnout today, and I think they
18 all want to get their things up at the top.

19 MR. HALVERSON: Thank you very much.
20 Can everybody hear me? I don't want to walk
21 around with a microphone like I'm a cabaret
22 singer or something like that.

23 First of all, thank you all for being
24 here and having me facilitate this session.
25 I'm looking forward to it very much. It's a

1 continuation of what we did last year, and I
2 commend Council Member Bowman for taking the
3 leadership. And I use that word
4 specifically to advise you of the leadership
5 it takes the Council to recognize its
6 responsibility and role in shaping the
7 future of the city. I think, as you can
8 see, a lot of good work came out of the
9 session last year. A lot of that got done
10 by execution, no big surprise, with some
11 strong leadership, but it was a good thing.
12 But I would say we're just beginning.

13 So talk just for a minute about kind of
14 guidelines and goals. Here's what we're
15 trying to do. The idea of this session is
16 to generate ideas, objectives and priorities
17 of a longer-term vision for the City. It's
18 not trying to decide what are we going to
19 talk about next Tuesday, or the Tuesday
20 after that, or anything like that. It's not
21 intended to supplant, you know, to supplant
22 or alter the normal rhythm and process of
23 the City Council for considering issues.
24 It's not going to eliminate these
25 considerations or anything else, but rather

1 it's trying to get a collective view of the
2 city leadership -- City Council leadership
3 on what matters. What kind of city do we
4 want to become in the future? To have a
5 common aligned point of view, it makes
6 further action and further prioritization
7 much easier and better for the City Council
8 in the work that lies ahead.

9 Open to all ideas. There's no such
10 thing as a bad idea, so just because it
11 hasn't been thought up or discussed before,
12 if it's on your mind, we want to hear about
13 it. We've got systems here set up to take
14 notes. When we get in the process, we'll
15 have a chance to vote and help prioritize
16 this.

17 Clearly we can't bind future Councils
18 for -- it's an article of faith and article
19 of law in this city. But we can indicate a
20 sense of current priorities. In a minute
21 I'll explain to you why that's so important
22 and how that can help guide and work for
23 future Councils while, of course, not being
24 binding in any sense.

25 The goal here today isn't to get down in

1 the weeds and debate specific actions, but
2 rather what direction do we want the City of
3 Jacksonville to take in the future.

4 Nothing we do today, obviously, alters
5 the role of the Council going forward or the
6 executive responsibilities and authorities
7 of the Mayor's Office. This isn't designed
8 to alter, change, or influence that, but
9 rather it's to give the City Council a
10 chance to have a collective point of view
11 about what matters in the city.

12 We've got -- in this process, there are
13 going to be some ideas that always happen,
14 that come up that are important for
15 discussion, but it's not -- we're not going
16 to be able to get to it today. So we're
17 going to create a parking lot, so just a
18 place to put ideas to remind you and remind
19 the leadership, just some things people
20 think are important, but couldn't get to
21 today just because of the nature of those
22 topics. And so we'll create parking lot
23 issues.

24 There's a number of people here. This
25 conversation is intended for and centered on

1 the City Council members talking to each
2 other. It's a properly-noticed meeting, and
3 have a chance to -- we will have a period
4 for public comment at the end that I'll turn
5 over to Council leadership to manage.

6 And the only -- I want to say, all ideas
7 are open. There is only one exception to
8 that, that we talk about -- we're not going
9 to talk about the potential privatization of
10 JEA today. There's a separate Council
11 process, separate big process for
12 consideration of that. And, if we go down
13 that particular rabbit hole, we'll never
14 come out and see the light of day.

15 COUNCILMAN CARLUCCI: And I second the
16 motion.

17 MR. HALVERSON: So we think -- but
18 everything else is on the table. It's on
19 that really.

20 So let's get started. I want to -- a
21 few of you were here, many of you were here
22 last year, so I apologize for some
23 repetition. I want to give you a sense of
24 why this kind of exercise, I think, is so
25 important. What makes cities great? This

1 is a quote from a woman I got to know,
2 Rebecca Ryan, self-described urban
3 philosopher, whatever that is. It can only
4 happen in Madison, Wisconsin, where she
5 lives. And she says: Planners plan cities,
6 engineers engineer cities, Mayors manage
7 cities, but only citizens can love cities.

8 I quarrel with that a little bit. But
9 setting that aside, it's a nice, warm, and
10 inspiring kind of thought.

11 But what's important is what's missing
12 in that. What's missing in this is Rebecca
13 doesn't talk about leadership and the
14 importance of leadership. Leadership is, in
15 any enterprise, whether it's city
16 government, or business, or a
17 not-for-profit, or a church or anything else
18 in life, leadership matters.

19 The best cities -- and I chaired the
20 Jacksonville Civic Council and the Florida
21 Council and (inaudible). So I kind of got
22 fixated in trying to understand what made
23 great cities great. What are the kind of
24 common -- they're all different. Everybody
25 has got different issues, different assets,

1 different challenges and that, but there are
2 things in common that really great cities
3 tend to do. And are there lessons we can
4 draw from that here in Jacksonville? And I
5 think the answer is yes.

6 To my eye, great cities have an
7 authentic and widely shared community vision
8 of the future. They have a sense of where
9 they want to go with their city. They don't
10 just look at things, what are the issues
11 today that we have, what fires have to be
12 put out today. They look bigger and deeper
13 and longer, which is hard -- it's easy to
14 say, it's really hard to do, because we get
15 caught up in the urgent and we sometimes
16 forget the important.

17 Second, they have a willingness to
18 deeply invest in that vision. And, yes,
19 that does mean money. It means other things
20 too, but it means money. And third, they
21 have engaged civic leadership. And
22 specifically today we focus on and give you
23 some examples of civic-elected leadership,
24 both executive, mayors, and also city
25 councils, to see what a powerful impact that

1 makes.

2 There is a quote from Richard Florida,
3 who talks -- who is not from Florida, which
4 is regrettable, great name. In his view is
5 it takes creative class, which means mainly
6 people a lot younger than me that are
7 seeking -- authentic, offer quality
8 place and engage us on a deeper level. And
9 I think that's a pretty good summary.

10 So let me give you a couple
11 illustrations around the country, and we'll
12 move from west to east. I'm going to take
13 you back in time. Denver, Colorado, 1990.
14 Colorado had a booming best economy based on
15 energy. In 1990 they had the collapse of
16 the shale oil industry. It was a big thing
17 that had driven a lot of development.
18 Denver is throwing up skyscrapers and
19 everything else. Disruptions in the global
20 oil market caused that to collapse. The oil
21 industry, essentially, left the State of
22 Colorado. Denver was flat on its back. It
23 had the weakest economy of any major city in
24 the country, the highest unemployment,
25 popularized the term see-through buildings:

1 great big skyscrapers with virtually nobody
2 in them downtown. It had the weakest
3 downtown imaginable at that time, and
4 companies were leaving in droves. Jobs were
5 leaving in droves. It was a terrible,
6 terrible time for the City of Denver.

7 Enter a young Mayor named Federico Pena.
8 I think Federico was 38 or 39 when he was
9 elected. Energetic guy, he and his wife
10 were competitive runners. And he had one
11 speech. It was called Imagine a Great City.
12 He used it in his campaign, but he used it
13 once when he was elected. He said, imagine
14 a great city with a brand new world-class
15 airport to replace the decrepit field that
16 was closed two days out of five in the
17 winter. Imagine a great city that had a
18 world-class art museum. Imagine a great
19 city that has four professional sports
20 teams. And the list went on.

21 And the prevailing sentiment was that
22 the Mayor was mentally ill. There was no
23 way remotely to do any one of these things,
24 let alone all these things, but he was
25 relentless. The standing joke was, if there

1 was three people having oatmeal, the Mayor
2 would launch into his Imagine a Great City
3 speech.

4 But a funny thing happened, people
5 started listening. They said, maybe the
6 Mayor is not crazy. Maybe this can be done.
7 The City Council listened. They built a new
8 airport, Denver International Airport. They
9 did so without any underlying leases from
10 any airlines. Think about that. That's a
11 spec airport, not even a spec house, it's a
12 spec airport, \$5 billion it ended up
13 costing. They built it anyway. And it was
14 cash flow positive in year one. They built
15 a new world-class art museum, world-class
16 library. They got four professional sports
17 teams. They had two when Mayor Pena was
18 elected and grew to four. Denver exploded.
19 Improved education.

20 Now, importantly, all this started with
21 Mayor Pena, but it didn't get finished. It
22 was left for future Mayors, Wellington Webb,
23 the first African-American Mayor of Denver,
24 did a lot of that work, followed by John
25 Hickenlooper who went on to become both

1 Mayor, Governor and, briefly, a presidential
2 candidate. Finished the work that was
3 started by Mayor Federico Pena and the City
4 Council at that time. So it took ten years.

5 But within 11 years, every one of those
6 things in his Imagine a Great City speech
7 got done, and more. It was a marvelous
8 testament to the importance of vision and
9 the importance of a sticky vision that
10 stayed with it beyond his term.

11 There's a -- if you've been to Denver,
12 there's a long road that goes off I-70
13 towards the airport appropriately called
14 Pena Boulevard in honor and recognition of
15 his extraordinary leadership. So that's
16 Denver's story.

17 Oklahoma City. How many here were on
18 the City Council -- or excuse me, the
19 Chamber trip to Oklahoma City? A few of you
20 were. Then you know some of the story.
21 Oklahoma City doesn't have a lot on most
22 cities, certainly not a lot on Jacksonville,
23 Florida. Roughly the same time period, go
24 back to 1992. This was a pretty dusty,
25 down-on-its-luck town. They had one shot to

1 make the city, and that was to attract a
2 large maintenance repair and operations
3 (inaudible) facility for United Airlines.
4 And they got to be a finalist. And they put
5 in an all-in bet. It was maybe the biggest
6 economic development package, per capita,
7 ever on this. They were going to get this
8 job and they were going to transform an
9 airforce base into this, and this was their
10 future. They lose that bid to Indianapolis,
11 and when they asked United Airlines, why
12 didn't you pick us? We had the best
13 package, best economics by far. And their
14 answer was, who would want to live in
15 Oklahoma City? Can you imagine a City
16 Council member or Mayor and have the
17 humiliation of an important company say, we
18 wouldn't make our people to live in your
19 town?

20 So instead of just being upset about it,
21 they did something about that. They started
22 a metropolitan area project. MAPS is the
23 short name. They said, we're going to
24 change this city. We're going to make it
25 attractive. We're not going to suffer this

1 kind of humiliation again. They passed a
2 one-cent sales tax on it, had a lot of
3 projects, nine projects to raise 770 million
4 in MAPS 1, as it was called. Did some
5 really important things. First they started
6 a pay-as-you-go system so they didn't bond
7 it. They said, we're going to do these
8 projects and we're going to pay for them
9 along the way, which was fiscally
10 conservative, but it also had to tie people
11 together because you had to have this
12 executed by subsequent mayors and subsequent
13 city councils.

14 Oklahoma City is a weak mayor city
15 manager form of government so it's different
16 than our city, but it required multiple
17 administrations, both Council and Mayor to
18 get that work done.

19 They also established a citizen board
20 and said, here's some ideas, you tell us
21 which ones are most important. So they
22 engaged the citizens. The citizens got a
23 say, what matters most. Maybe a dozen ideas
24 and narrowed it down to seven or nine, I
25 forget which it was, and the citizens picked

1 that. And the citizens, they had an
2 advisory group that came together that
3 provided direct oversight, lots of
4 transparency. They had web page up. You
5 could see what was happening, where the cost
6 overruns were, what the changes were. And
7 anybody could see it. And they had a
8 nongovernmental citizens group to oversee
9 that, that body, so it became the citizens
10 effort.

11 So MAPS 1 gets done, quite successfully
12 despite, if you remember, on April 19, 1995,
13 Timothy McVeigh blew up the Federal Office
14 Building. 177 died, 16 children under the
15 age of 6. You would think that might knock
16 a city off its pace. It didn't. They
17 recovered from that, mourned their loss,
18 added to their list of projects a fantastic
19 museum commemorating the victims of the
20 Murrah office bombing, so they enlarged
21 that. They were undeterred by their fate.

22 So that went on. MAPS 2 gets put
23 together. They said, this is so good, let's
24 do this again. They did in 2001. This was
25 called MAPS For Kids and it was a billion

1 dollar investment in school. Doesn't that
2 sound familiar? Billion dollar investment
3 in their schools. Same process, put it up
4 for a vote, lots of priorities to the
5 community. Citizens got to -- that passes
6 with a 64 percent approval on the MAPS. So
7 this was not a hard look. MAPS 2 gets done,
8 improves education. And then they go to
9 MAPS 3, which was another set of projects,
10 roughly another billion dollars. That also
11 passed with a very high majority of the
12 vote, improved the city again. And this
13 December they're going to the bout for MAPS
14 4 on that.

15 From a city that couldn't attract
16 anybody because it was a bad place to live,
17 this one is focused on an innovation
18 district, height deck innovation district
19 downtown. A 1.4 square mile area downtown,
20 there are some other things going on, too.
21 And that's going about this December. I
22 wouldn't bet against them passing that as
23 well.

24 So for a period of 25 years, this city
25 transformed itself. And it did so

1 through -- by establishing a vision of
2 itself. It was a bigger vision of what the
3 city ever was before, ever could imagine
4 before. And then had the continuity of
5 vision to go across multiple -- 25 years on
6 that to get that done. Oklahoma City today
7 is a city indescribably better than it was
8 in 1992.

9 The last one, the one you're probably
10 most familiar with, so I won't belabor it,
11 is Nashville, Tennessee. I remember the
12 first time I went to Nashville, maybe 25
13 years ago. It was not much of a place, not
14 much of a city at all. And I think they
15 thought so, too.

16 So about 15 years ago, maybe 20 years
17 ago, they started thinking, we're going to
18 build on ourselves. We're going to be a
19 better, important, cool city in the
20 southeast part of the United States. Well,
21 they had nothing on Jacksonville or anyplace
22 else at that point. But they did construct
23 a vision of themselves, a vision -- they
24 built on the assets they had, which
25 included, like, the music culture that is

1 important. Vanderbilt University is a great
2 asset, of course. And they built on that.
3 They built a clear vision, it's published.
4 I'll get to it in just second.

5 They started investing in that vision.
6 And today, in 2019, Nashville was ranked as
7 the strongest urban economy in the United
8 States. 378 major cities all over. Major
9 is defined in this study, and I don't
10 remember which. But they're ranked number
11 one. They've had 25 percent job growth in
12 Nashville since the end of the great
13 recession, 25 percent, so that's a lot of
14 jobs.

15 Household income in Nashville, this is
16 really important, household income is
17 \$65,000. Think -- so 25 percent or
18 thereabouts higher than here. Think of our
19 community if households, north side,
20 everywhere, 25 percent higher income. What
21 changes? Everything. Everything changes.
22 People think differently about their lives,
23 about their futures, about their
24 opportunities, their hope on that. And it's
25 because -- it's like Nashville, built an

1 economy, a powerful economy on that, that
2 let that happen. And now it's got this cool
3 factor. People flock there and businesses
4 are making money. But the biggest
5 difference is families are healthier.
6 Families are healthier.

7 COUNCILWOMAN PITTMAN: Are you speaking
8 that -- are you speaking that into existence
9 right now?

10 MR. HALVERSON: Well, these things can
11 happen. What these cities have in common is
12 they created a picture of their future, and
13 it was almost always led by elected leaders,
14 council member, mayors. It didn't just go
15 in the street. Had to have the elected
16 leaders have a cohesive vision. Of course,
17 they talked to their constituents. They
18 painted a picture of what they wanted to be,
19 a preferred future state for their
20 communities.

21 This is -- now, it's hard to read. I'll
22 give you this. They have broken down in
23 simple form, you don't have to have a Ph.D.
24 thesis on this kind of stuff. This is a
25 one-page. It's been around for some years

1 now. They modify it every year. But it is
2 the ten principle plans for Nashville and
3 it's about civic engagement, architecture,
4 business and economy, and a social justice.

5 Here's another one closer to home,
6 Pinellas County, also hard to read.
7 Pinellas County, by the way, is a story unto
8 itself. They've done some pretty
9 interesting things there. This is their
10 plan. The headlines are: Deliver
11 first-class services to the public and our
12 customers, ensure public health, safety,
13 welfare. The middle one is superior
14 environmental stewardship, big deal in
15 Pinellas County, foster economic growth,
16 create a quality workforce and a positive
17 supportive organization, their strategic way
18 of doing things to serve the public. Not
19 complicated. Wouldn't necessarily be ours,
20 but they've got a picture of where they want
21 to go and they're doing it. Pinellas County
22 is worth a visit if you haven't been there
23 recently. They're doing a lot of things.
24 It's a pretty interesting place.

25 So I talked as if they were sort of

1 static, but they're not. The greatest force
2 in nature, one of the greatest forces in
3 nature is momentum. It will take you where
4 you're headed, which can be good or bad on
5 that. But momentum is a powerful force.
6 And each of these cities, these things that
7 started ten years ago, 15 years ago, 20
8 years ago or so, continue.

9 Nashville just now announced a
10 one-billion-dollar mixed-use development.
11 They have power cranes everywhere. It's a
12 fantastic development on that, a
13 billion-dollar private sector investment.
14 Denver has a 62-acre riverfront mixed-use
15 called the River Mile. This river has no
16 water in it, by the way, compared to our
17 river. So how they -- they have no shame
18 there.

19 Oklahoma City, an innovation district,
20 1.3 square mile key business sector of
21 consolidation putting together sort of an
22 incubator of things. So this momentum has
23 continued. These cities continue to develop
24 and they develop based on having a picture
25 of where they wanted to be in the future and

1 a way to make that happen. I think it's
2 sort of a culture of consistency. Instead
3 of just getting, so we're going to do
4 today's business, whatever has to happen
5 now, we don't focus on let the people of
6 tomorrow do that. They have a consistent
7 vision. You can't bind the future City
8 Council, you can't bind future Mayors, you
9 can't predict who they're going to be. But
10 if you have a strong enough vision that's
11 shared by the public, you can have a culture
12 that will continue where people are stewards
13 of an inherited legacy. This is where our
14 community wants to go.

15 Our job is to advance the ball, and
16 that's what happened in each of those
17 cities. It went over multiple
18 administrations, multiple city councils, and
19 they stayed true. Things change. But they
20 generally stayed true to where they're
21 trying to go. And the result was in a
22 relatively short period of time, they had
23 transformative change in the city. So
24 that's what we're here today -- yes.

25 COUNCILWOMAN DEFOOR: So my two

1 takeaways of what you described: Sticky
2 vision, like you said, multiple
3 administrations and pay-go. And how did
4 they do that in these communities? Because
5 I think that's going to be important as we
6 discuss these issues.

7 MR. HALVERSON: In terms of -- well, the
8 only one that was pay-go was Oklahoma City,
9 maybe the most --

10 COUNCILWOMAN DEFOOR: So not Denver?

11 MR. HALVERSON: The other ones, they --
12 it was -- that's a great question, because
13 it's really hard to do. So they have a
14 project and they had the sales tax. Sales
15 tax has, you know, the auditor tells you how
16 much money you're going to get. And that
17 money is what they could afford to spend on
18 these projects.

19 COUNCILWOMAN DEFOOR: So it was sales
20 tax?

21 MR. HALVERSON: So it slowly -- they
22 didn't do it all at once because they
23 couldn't. They could have taken that and
24 bonded it and got things done a lot quicker;
25 they chose not to. And they did that, I

1 think -- I'm speculating, but I'm talking
2 within -- they did that to generate
3 confidence in the community, that we're
4 going to be careful stewards. We're not
5 going to pay what we don't have. We're
6 going to keep our spend down. And, yes, it
7 slowed down the development. So they could
8 have shortened that by years had they taken
9 bonds, but they didn't. And they didn't for
10 a reason.

11 But the side effect was that those
12 things couldn't get done in one
13 administration or even two. It just took a
14 longer time, so people sort of stayed with
15 it, they stayed active, and they had a lot
16 of community engagement around managing
17 those projects.

18 I'm not saying pay-go is necessarily the
19 only way to go. I thought it was a smart
20 thing at the time for that community. There
21 is -- you know, that's not an evil word,
22 it's just something to be applied carefully.

23 Yes.

24 COUNCIL PRESIDENT WILSON: I just want
25 to start out by welcoming School Board

1 Member Andersen, she joined us. And I'd
2 like to share that this meeting is being
3 recorded. I believe Mr. Halverson's
4 comments are being captured by the
5 microphones that drop down. If everyone
6 else could use a microphone, that would be
7 appreciated. Thank you.

8 MR. HALVERSON: Thank you. I'm done
9 talking. This is now your -- but I see
10 Council Member Pittman has a question.

11 COUNCILWOMAN PITTMAN: I just -- I don't
12 know if this is on or not. Steve, I also
13 wanted to ask if Baltimore would be one of
14 the cities that we could use as an example
15 as well, because it's similar to
16 Jacksonville? And I'm just wondering, you
17 know, over the years it didn't matter what
18 political leader came in place, they stuck
19 to a plan to really develop their city.

20 MR. HALVERSON: The answer is yes. You
21 could make another list of ten cities. I
22 just picked out three that were just --
23 these are just illustrations of a larger
24 point of the importance of leadership.
25 Baltimore is a good one. And, you know,

1 make up your own list. So I'm not saying
2 these are the three models for Jacksonville
3 to copy. I don't think anybody should be
4 copied. I think this should be our vision
5 for our city by our leaders. But the point
6 I'm trying to illustrate is the importance
7 of having a vision and one that's authentic
8 to your community and that comes from, or it
9 starts with, often, elected leadership that
10 has to have a continuity of purpose and
11 have -- and that means it has to be a big
12 enough idea that people care. So that's
13 where we're headed. We're going to keep
14 heading there until we get there on that.
15 And communities that manage to do that, by
16 whatever means they choose, tend to succeed.
17 And I think Baltimore is another good
18 example of that in a lot of ways.

19 COUNCILMAN HAZOURI: Steve, thank you
20 very much. What a -- just like being in a
21 lecture. It was excellent.

22 You know, I look at Nashville and I
23 think they still are the biggest area
24 (inaudible) our city as far as tourism, as
25 far as conventions, a mid-size city, and

1 apparently most people are considering, when
2 they talk about a convention, to go to
3 Nashville. Now, we don't have the music,
4 they've had it forever. We have the river,
5 we have different things. I agree with you
6 that we, you know, we go to different cities
7 and we try to (inaudible) Baltimore,
8 Harvard, and we try to bring back this, that
9 and the other, and that's good. But the
10 biggest thing I think that you hit on is
11 what I've always advocated, and that's
12 sustainability. What you've got -- what we
13 started last year, if you stay on track,
14 yeah, you're going to tweak things as you go
15 along, each Mayor, each Council, and I think
16 that's tremendously important. Otherwise,
17 it goes back to putting your studies and
18 letting them accumulate dust and nothing
19 comes from them. We've been doing that too
20 long.

21 And I think we're headed in the right
22 direction, as far as keeping that sustained
23 effort to move forward and not leaving in
24 toto, you know, what we want to do with the
25 river.

1 I think this past -- since I've been on
2 the Council and Lori has done an excellent
3 job, and what we've done with the river. I
4 mean, that is our biggest asset, and if we
5 don't continue to build on that, and to make
6 this city -- you know, when you said
7 something about people, you know, "I don't
8 want to go to Oklahoma City." I hate to
9 hear what Jalen Ramsey is saying in L.A.
10 right now. But I love this city. And I
11 think that what we've done over the years,
12 we could have done it faster. And we are
13 not interested too much in taxes, and that's
14 the unfortunate part. I don't mean the
15 sales tax. The low property tax rate we
16 have here, it's a plus for our citizens, but
17 it's also a minus, I think, for our growth.
18 And I don't know if that will ever come
19 about in the next several years to get us --
20 to pull that trigger to move us with a giant
21 leap forward.

22 MR. HALVERSON: You know, I want to get
23 into your ideas next, but people talk about
24 taxes, won't things cost. There's not a
25 city in the country more conservative than

1 Oklahoma City, politically and otherwise.
2 Tight-fisted Midwesterners. They didn't
3 have any money and they were broke. The
4 citizens voted to tax themselves because
5 they had a vision.

6 When I was running Haskell, if you can't
7 get the right answer, you're starting with
8 the wrong question. The wrong question to
9 me is "Do you want your taxes higher?"
10 Well, of course not; I don't, nobody here
11 does.

12 But if you paint a picture of a vision:
13 Would you like to live in a city like this?
14 Yeah. Would you be willing to pay money for
15 it? Yeah. You get a different answer.

16 But taxes, absent a vision, that's a
17 pretty unpopular thing. Having a vision and
18 then convincing people, we can afford this,
19 we can do this, come up with a plan to
20 finance, that's more possible. So in my
21 mind, it starts with a picture of the
22 future.

23 And that's a shared obligation, it's not
24 just the Council. The Mayor is clearly an
25 important part about that, but it's a

1 conversation dynamic to what this is.

2 COUNCILMAN HAZOURI: Just to add, the
3 one thing I disagree with you on, but I
4 don't think I totally disagree to that
5 issue, is, to me, what makes a great city,
6 and what you said to get those taxes, is the
7 people. The people are the ones that can
8 make a city. And the more people you're
9 getting moving here, who had expectations
10 from what they've had up north, or out west
11 or whatever, have those same expectations
12 here. And I think we're seeing that trend
13 and why they're supporting a sales tax
14 increase here or sales tax increase there.

15 And you're right, I think that the
16 people are the ones that have to make the
17 move and rally around that flag. And if you
18 don't get that support, if you don't get
19 that buy-in, you're never going to get a
20 giant step forward. You're not going to
21 make that step, and I agree with you on
22 that.

23 MR. HALVERSON: So now comes the fun
24 part. And I'm just a referee trying to keep
25 things moving, keeping us on track. But if

1 I understand correctly, there is -- you've
2 got a list of things that have been
3 compiled, ideas that your colleagues have
4 submitted; is that right?

5 COUNCILMAN BOWMAN: Yes, we do. So on
6 your desk you should have copies of what
7 were the initiatives last year, and then
8 you've got a list of proposals for this
9 year. So --

10 COUNCILWOMAN DEFOOR: Are we presenting
11 ours or --

12 COUNCILMAN BOWMAN: I think, now, Steve,
13 is the time for the new initiatives that we
14 give the opportunity for the Council members
15 who submitted those 30 seconds on what it is
16 and why.

17 MR. HALVERSON: So the process I'm going
18 to use here, and we have them broken down,
19 for simplicity, to one, three, and five.
20 Two things: Don't feel time-bound. These
21 are approximations, I mean, short, medium,
22 long.

23 And second, don't feel -- certainly we
24 can change or modify some of these things.
25 Some overlap a little bit. Try not to edit

1 comments out of existence so we can see your
2 fingerprints on this.

3 So to give people a chance to talk,
4 speak passionately what their top priorities
5 are, we're going to go through a voting
6 process. We've got these fancy little dots
7 here. The City is on a budget, so. And
8 we're going to have them written up here and
9 give people a chance to vote on that.

10 But out of this long list, we're not --
11 we're going to try to narrow this down to
12 which things are most important, and have
13 you vote on those so we can start to develop
14 a -- tease out a sense of priorities in
15 that.

16 COUNCILWOMAN DEFOOR: I just want to let
17 everybody -- I have to leave at 10:10, so if
18 I could present mine.

19 MR. HALVERSON: Well, then you go first
20 and say what's important.

21 COUNCILWOMAN DEFOOR: Okay. Mine is on
22 the second to the last -- do we go and write
23 it up there or how does this work?

24 MR. HALVERSON: What page is it?

25 COUNCILWOMAN DEFOOR: It's on the first

1 page, second-to-last bullet point where it
2 begins: Partner with the State Attorney's
3 Office to research liability for criminal
4 mental health project. This has been done
5 in the Miami-Dade area, it was done with
6 Judge Weisman. And what they found is that
7 they did a mental health court with
8 wraparound services. It has resulted -- and
9 what I mean by wraparound services, it gets
10 the -- it puts the person, it gives them
11 mental health services including medication
12 and then they use their SSI benefits for
13 housing, for permanent housing. And the
14 result of that program, which we can use
15 their program, we can try to -- is it
16 resulted in immediate 25 percent reduction
17 in the beds in the jail. Because, as you
18 know, the jail is our largest provider of
19 mental health services. So it was a huge
20 cost reduction in the jails itself and it
21 went to mental health.

22 Now, it's a human -- to me, this is a
23 great story about what we can do with human
24 life and a great story about what we can do
25 with our community because it also impacts

1 the homeless, so it's a win-win. I think we
2 need to at least look at it and partner with
3 Melissa.

4 MR. HALVERSON: So we've heard -- we're
5 going to write these out and kind of get
6 this narrowed down, so we'll stick with the
7 one-year ones first. And we'll get a list
8 that will be a subset of this, and then
9 we'll get people to vote on it.

10 COUNCILMAN CARLUCCI: Steve, I just have
11 a procedural question. This is my first
12 year. I'm really excited about it. I think
13 it's a great idea that then-Council
14 President Bowman put together. But I'm not
15 quite clear.

16 So I have three initiatives. I put one
17 that I wanted to get done this year.
18 Actually, all the ones I wanted to get done,
19 I wanted to get done the first year, but
20 some of them might take two or three years
21 to get done, so I would put the one like on
22 the job training that Councilman Bowman
23 had done with Goodwill, and the task force,
24 and so forth. I'm not sure if I should have
25 put that as under the first year, but I want

1 it to go for at least three years. And then
2 I had one on resilience, and that's going to
3 take at least five years to get a good start
4 on. So I put it under five-year. I'm not
5 sure if I should have put that under
6 one-year.

7 MR. HALVERSON: I wouldn't worry a lot
8 about what category it's in. It's just a
9 way to start organizing this a little bit.
10 I would translate one, three, and five into
11 short, medium and long. And just use your
12 best judgment about things like resilience,
13 that's clearly long.

14 COUNCILMAN CARLUCCI: That's a long
15 haul, but it needs --

16 MR. HALVERSON: Some things are
17 clearly --

18 COUNCILMAN CARLUCCI: It probably needs
19 to start now. That's the only thing I was
20 saying.

21 COUNCILMAN BOWMAN: Can I clarify on
22 that? So just because you put something on
23 a five-year plan, it doesn't mean we wait
24 five years to do it. It means it's going to
25 take a long time to do it.

1 COUNCILMAN CARLUCCI: That's what I
2 mean. Thank you, Councilman.

3 MR. HALVERSON: Yes.

4 COUNCILMAN HAZOURI: Pre-consolidation
5 is on our list, and that's one that's going
6 to have to transcend all the years. And
7 that's addressing needs that people, whether
8 they're real or unreal -- the promises we
9 made: septic tanks, grocery stores, all of
10 those things, what was promised, and to
11 review what was promised in
12 pre-consolidation to make sure that we don't
13 leave that behind, because you're not going
14 to be able to accomplish these other things
15 if you don't convince half of our city that
16 we're addressing the needs in the past.
17 So --

18 COUNCIL PRESIDENT WILSON: Again, we
19 have microphones. Everybody, please try and
20 use them.

21 COUNCILMAN HAZOURI: Pre-consolidation
22 commitment, whatever they are.

23 MR. HALVERSON: The second was
24 pre-consolidation promises, for shorthand.

25 COUNCILMAN HAZOURI: C-o-n-s-o-l.

1 MS. EVANS: Now you messed me up.

2 Pre-consolidation project?

3 MR. HALVERSON: Promises.

4 MS. EVANS: Promises.

5 MR. HALVERSON: What else?

6 COUNCILMAN CARLUCCI: Are we suggesting
7 now, is that what we're doing?

8 MR. HALVERSON: Yes.

9 COUNCILMAN CARLUCCI: Of the three that
10 I have on there, the one that I think is the
11 most critical is a special committee to have
12 an ongoing comprehensive assessment of the
13 health of the river. That would include
14 failing septic tanks and so forth. And
15 resilience, that would be maybe a special
16 committee on resilience in the health of the
17 St. Johns River as tributaries.

18 MR. HALVERSON: Shorten it up, river
19 health.

20 COUNCILMAN CARLUCCI: Resiliency.

21 MR. HALVERSON: Resiliency, I think
22 that's the keyword.

23 COUNCILMAN CARLUCCI: Resiliency and the
24 health of the river, but whatever you put it
25 under.

1 MR. HALVERSON: So a special committee
2 on resiliency, would that be --

3 COUNCILMAN CARLUCCI: And the overall
4 health of the river. It's a comprehensive
5 look of it, but one is as important as the
6 other, perhaps --

7 MR. HALVERSON: Most important, because
8 we won't remember what we said here, so they
9 have all the power, by the way. So please
10 be nice to them.

11 COUNCILMAN CARLUCCI: Okay. Thank you.

12 COUNCILWOMAN PITTMAN: I have railroads,
13 create and enforce legislation regarding
14 trains that block interways for communities
15 and schools for longer than the allotted
16 time, and create and implement a better way
17 to notify travelers in advance. We have in
18 certain areas, especially in urban core and
19 in the west, my district, where the trains
20 are coming. And it's inconvenient; it's a
21 safety issue because kids are jumping, you
22 know, the train tracks, and it's in several
23 areas in my district. And so we want to
24 make sure that we create a time, one where
25 constituents can get to work on time and

1 kids can get to school on time. And it's
2 become a big issue.

3 MR. HALVERSON: So improve train
4 crossing management, okay. That's on the
5 list.

6 COUNCILMAN HAZOURI: Railroads.

7 MR. HALVERSON: Yes.

8 COUNCILMAN CARLUCCI: Go ahead, Aaron,
9 and then I'll go.

10 COUNCILMAN BOWMAN: I'm sorry. I didn't
11 see your hand behind me, Randy.

12 COUNCILMAN WHITE: Only my mother can do
13 that.

14 COUNCILMAN BOWMAN: I had one I would
15 like proposed to add on the one-year plan
16 and I wanted to wait, make sure that the
17 task force got up and running. But one of
18 the task force things was to establish a
19 mentorship program, and I really think
20 that's key. I know we have a small program
21 at the KHA. I would like to establish a
22 robust internship program for the City of
23 Jacksonville, so we should put that up there
24 on the one-year.

25 MR. HALVERSON: For whom?

1 COUNCILMAN BOWMAN: For youth.

2 MR. HALVERSON: For youth, okay.

3 COUNCILMAN WHITE: Yes. Mine, I would
4 change the name also. I think it would be
5 the easiest one to do, and affect the most
6 people, would be beautification of the main
7 corridors. I would change that to just
8 clean up the city. It's a dirty city. I
9 think it affects most people. Like we did
10 25 years ago when the Super Bowl was here,
11 it was clean. And I think that's -- it
12 would cost the least and be the easiest to
13 do, and that would start all these other
14 things because people would buy in. That's
15 what I hear most; paper on the roads and
16 there is a wreck and the front bumper is
17 left there. I think we had a Mayor's --
18 what was it called?

19 UNIDENTIFIED SPEAKER: Mayor's Litter
20 Control.

21 COUNCILMAN WHITE: We can call it that
22 or Tommy's Litter Control, whatever, but the
23 city is dirty, and I would like to see that
24 in the one or two or three, but that's my
25 deal.

1 UNIDENTIFIED SPEAKER: Take communities
2 and neighborhoods back.

3 COUNCILMAN BOYLAN: Just a quick
4 comment. As we take a look at all these
5 things, I'm hopeful that we're thinking
6 about them and including and involving the
7 nonprofit sector and the private sector in
8 this process. We can't solve any of these
9 by ourselves in that. To the extent of
10 that, and the one that Mr. Carlucci
11 introduced, I'll later on talk about how we
12 can play a role and help coordinating all
13 the efforts and resiliency that's happening
14 in our community.

15 My specific, the one on -- your one is
16 the last one on the first-year initiative,
17 which really speaks to economic mobility
18 within the opportunity zones. And again,
19 working with -- so if you want a title for
20 it, economic mobility opportunity zones, the
21 idea of trying to help and understand the
22 entities that are out there working to
23 improve, as you said, raise the salary level
24 of those to build a community and do an
25 inventory as to what's effective out there,

1 particularly within those areas. We can't
2 do it with the entire city, but we can
3 certainly focus on the opportunity zones.

4 COUNCILMAN CARLUCCI: I would put under
5 three-year, because I think we're starting
6 it this year, but I'd like to see it
7 continued, and that is the A-Step, to
8 continue and expand the Goodwill A-Step Job
9 Creation Program that was established by the
10 Safety and Crime Reduction Force, Councilman
11 Bowman, and his Finance committee. I'd like
12 to see that continue for three years. And I
13 also would like to see, as the results come
14 in of that this year, it might could be
15 satellited around the city and expanded.

16 Job creation is, just what you said
17 earlier, it's huge. And it's huge in this
18 city. And a good job resolves a lot of
19 problems. A good paycheck takes care of a
20 lot of problems. I think this is one of the
21 real concrete steps I've seen towards that
22 direction, and it needs to be placed in
23 vulnerable neighborhoods, which are all over
24 the city; they're not just in certain areas.

25 COUNCIL PRESIDENT WILSON: Thank you for

1 that.

2 COUNCILMAN HAZOURI: Including your
3 district.

4 COUNCILWOMAN CUMBER: Not in district
5 four.

6 COUNCILMAN CARLUCCI: So that's what I
7 would like to see on the three-year.

8 MR. HALVERSON: Did you get that? Good.
9 What else? And what's notionally, the
10 one-year, the short term?

11 COUNCILWOMAN PITTMAN: I would say
12 grocery stores and food desert, communities
13 that provide quality produce, fresh produce
14 as well.

15 MR. HALVERSON: We have about eight.
16 We're going to get to the mid-term and
17 long-term ones. Anything else you want to
18 put in the short-term?

19 Okay. So let's take this and try to --
20 this is a very fluid process, so it will put
21 things in the three-year and the five-year.
22 Let's look at sense of priorities. And
23 so -- did we let people have five stickers?
24 You have five stickers. Vote on which one
25 you think -- you can't put five on one.

1 COUNCILMAN HAZOURI: We did last round.

2 COUNCILMAN CARLUCCI: Only politicians.

3 COUNCILMAN HAZOURI: We put ten on one.

4 MR. HALVERSON: There are no voting
5 blocks and things like that. Just use your
6 stickers. We're going to add them up and
7 sort of see where there seems to be some
8 consensus that comes up.

9 COUNCILMAN BOWMAN: I'll sell mine for
10 \$1 each.

11 COUNCILMAN HAZOURI: Just one on each,
12 is that what you said, Steve? Steve, one on
13 each?

14 MR. HALVERSON: Yes.

15 (Pause for voting.)

16 MR. HALVERSON: Okay. Why don't we
17 resume?

18 I'm very pleased to see that this
19 Council exercises independence of thought.
20 There's a lot of different ideas, but the
21 runaway choice that you say is first place
22 is keeping pre-consolidation promises, nine
23 votes for that. Three-way tie for criminal
24 mental health project, blight cleanup of the
25 city, and a special committee on resiliency

1 on that. And only one was food deserts, and
2 other things had less importance. Does that
3 feel about right to you?

4 COUNCILMAN HAZOURI: And some of them
5 are all-encompassing in some of these
6 categories. Food deserts could be part of
7 that.

8 MR. HALVERSON: What we're going to do
9 is take all this, take your feedback and
10 thoughts, and put that into a report that
11 will go to the City Council president for
12 whatever action you do. So we're not trying
13 to set the agenda, but say, here's what we
14 heard, and give that report, and then the
15 Council will decide what to do with it.

16 Okay. Now we've got a feel for it,
17 warmed up on the short-term stuff. This
18 gets progressively bigger-thinking as we
19 move forward.

20 COUNCILMAN BOYLAN: Steve, you talked
21 about early on in the process the importance
22 of vision in this. I would ask, as we take
23 a look at these, I mean, blight and cleaning
24 up the city, I mean, I want to see what's
25 the vision statement that drives that and to

1 see what we do in this process. If we are
2 going to do this, I think the first place we
3 need to start is: What vision do these
4 entail or what do they represent?

5 MR. HALVERSON: That's a fair point. I
6 struggled with how to go with that, about
7 whether we start with big ideas vision and
8 then it boils down into shorter-term things
9 or the reverse. Rightly or wrongly, sort of
10 warming up and getting into the process with
11 things. My prediction is we'll see the most
12 engaged, animated discussion when we get to
13 the big ideas, because those things
14 constitute vision.

15 COUNCILMAN BOYLAN: I would agree with
16 you, but I do encourage, as you said, if
17 we're working in reverse, make sure we get
18 to the vision piece.

19 MR. HALVERSON: The one-year things are
20 essentially a to-do list, not really a
21 vision. We're warming up and getting our
22 sea legs and we're going to move forward.

23 So let's look at the midterm, three-year
24 objective. And don't feel constrained by
25 what's on -- if you have a different idea,

1 I'm certainly open.

2 Matt.

3 COUNCILMAN CARLUCCI: I'll put this one
4 on three years. I was going to put it on
5 one-year, but Councilman Bowman convinced me
6 three-year might be better. But what I want
7 to do is to use the historic trust fund with
8 a large sum of money, I won't say exactly
9 how much, but I have to build -- put some
10 seed money in it now, but I guess just
11 infuse a significant dollar amount, to
12 infuse a significant cash into the historic
13 trust fund, infuse historic -- infuse
14 significant cash in the historic downtown
15 trust fund. And I might add that every
16 project that the trust fund has touched has
17 turned out to be a great success: 11 East
18 Forsyth, The Carling, the Chophouse, the
19 Dyal-Upchurch Building, and the list can go
20 on, but I checked to make sure those dollars
21 gave the city a great internal investment.
22 Downtown is such a great place to invest
23 because it's our most fertile tax base, and
24 the trust fund shows a commitment to public
25 policies of restoring our downtown and

1 leveraging the charm since the place -- that
2 the older historic buildings bring
3 Jacksonville, such as Laura Street Trio, the
4 Chophouse, the Barnett and the other
5 buildings that it's touched.

6 So that's my pitch for it. Just a
7 little title, Kristin did a good job with
8 that.

9 COUNCILMAN HAZOURI: Move the bill. Oh,
10 sorry.

11 COUNCILMAN BOYLAN: If you take my
12 year-three initiative, mine is actually the
13 last, the one on that page. For some reason
14 I'm the last one on all three of these, but
15 that's okay, too.

16 We've use the quote before from Richard
17 Florida, quality of place and engaging
18 our -- on a deeper level. And the whole
19 model you talked about was on the municipal
20 level in terms of getting vision and getting
21 a consensus amongst the community and then
22 striving towards it.

23 Number three here I talk about the fact
24 that we have communities like Springfield,
25 San Marco, and others that have a sense of

1 cohesiveness and a uniqueness to them. And
2 there are a lot of us -- a lot of
3 communities that don't. And what I am
4 proposing here in working with the
5 neighborhoods department is helping
6 communities like Mandarin and others that
7 don't have that sense of center and vision.
8 So I would call it probably helping
9 neighborhoods build community, because we
10 can do this on a macrolevel, but I think we
11 need to do it on a microlevel, because the
12 micros then come together to build the
13 macro.

14 COUNCILMAN HAZOURI: I agree with what
15 Michael is saying. A great example is
16 Riverside, San Marco. And I know we kid
17 Scott about it, but his -- I'm just using
18 that district, that neighborhood is right
19 next to Arlington. We're doing a Renew
20 Arlington. We need to be renewing all of
21 our neighborhoods like you're talking about.
22 Mandarin is heading in that direction. We
23 got caught short with some of the
24 development, unfortunately. But there are
25 so many areas of town; Springfield

1 north side, that we haven't capitalized on.
2 And how you capitalize on everything that he
3 said and bring it into one tent is what
4 needs to be done. And I agree. I mean, I
5 don't know how you go about -- the district
6 councilman or however you want to do it.
7 You know, it's taken Scott a year, two years
8 just to do a senior center, but that
9 district is half and half; half
10 impoverished, a lot of it, not
11 impoverished-impoverished, and then kind of
12 middle class.

13 Well, I'd like to see them all like
14 Michael wants, that we start rebuilding our
15 neighborhoods, just like, you know, Rebuild
16 Jacksonville. And the only way you're going
17 to do that is not leave some neighborhoods
18 behind. And I don't mean just on one side
19 of the river or the other, I mean the whole
20 neighborhood.

21 MR. HALVERSON: I used to live in Los
22 Angeles before moving to Jacksonville, and
23 talking to the then-mayor, I just asked him
24 a naive question: How do you manage a city
25 this big? It was a metropolitan area of 13

1 million people or whatever it is, and it
2 went on forever on that. And his answer
3 was, you make it a small city. I said, what
4 do you mean?

5 If you look at Los Angeles as Los
6 Angeles, it's big. If you look at it as the
7 largest Korean population on this side of
8 Korea, the largest Chinese population on
9 this side of China, the largest Mexican
10 population on this side Mexico, it starts to
11 rationalize. That happens to be cultural
12 background. There's other ways to think
13 about it. It's not, they said, in our
14 community. He said, and the strategies for
15 each of those are different. What it takes
16 to make public safety in some of these,
17 basically, is that the approach is in
18 strategies in Koreatown or in Chinatown are
19 different than Brentwood. So we had to
20 think about it as a collection of
21 neighborhoods or smaller communities. And
22 those are more ethnically identified, but
23 there's different ways.

24 COUNCILMAN HAZOURI: And most big cities
25 have a Chinatown --

1 MR. HALVERSON: I thought it was an
2 interesting way to think about how do you
3 manage a large, diverse metropolitan area,
4 and geographically nobody is larger than we
5 are.

6 COUNCILWOMAN PITTMAN: I would say
7 overhaul of rezoning in neighborhoods, and
8 what I see in my district is that a lot of
9 the broken promises allow any and everything
10 to be developed in those areas. So I'd like
11 for us to evaluate for a more appropriate
12 land use and zoning as an overlay at certain
13 neighborhoods.

14 MR. HALVERSON: What else?

15 COUNCILWOMAN DEFOOR: Let me ask a
16 question. Are we continuing with what's set
17 out for previously, like continuing to
18 monitor the crime initiative, successes such
19 as getting KHA grant to Cure Violence? Do
20 we need to reinsert that here, or is that
21 automatically -- I'm asking the question --

22 COUNCILMAN BOYLAN: The preexisting
23 strategies.

24 COUNCILWOMAN DEFOOR: Preexisting, they
25 exist or do we need to re- --

1 COUNCILMAN HAZOURI: The original list.

2 MR. HALVERSON: I would like to restate
3 them.

4 COUNCILWOMAN DEFOOR: You would?

5 MR. HALVERSON: My thinking is it's
6 still important, still a priority.

7 COUNCILWOMAN DEFOOR: Then I would like
8 to continue to monitor the crime
9 initiative's successes such as the KHA grant
10 to Cure Violence.

11 COUNCILWOMAN PITTMAN: I'm glad you
12 asked that question, because I thought we
13 were just adding to.

14 MR. HALVERSON: Yes.

15 COUNCILMAN WHITE: Can I assume
16 something that's on year one, then continue
17 that program, whatever it is, throughout or
18 do we have to -- cleaning the city, I want
19 to keep cleaning.

20 MR. HALVERSON: If it's on the list,
21 it's -- it will continue until it gets done.

22 Okay. What else?

23 COUNCILWOMAN PITTMAN: I do have one
24 more. Retention ponds, the -- again, those
25 have been issues in my district before

1 consolidation. There are a lot of, I want
2 to say, I guess, safety -- let's see how I
3 said it on here -- safety of retention ponds
4 and maintenance, and also rivers,
5 riverfronts in the district as well. Kind
6 of like downtown, you know, we had the
7 Ribault River, we're close to the Huguenot
8 Park, we have Trout River as well, and to be
9 able to have those cleaned up and
10 maintained.

11 MR. HALVERSON: I was giving her a
12 chance to write.

13 COUNCILMAN HAZOURI: Steve, under crime,
14 and we dealt with that with the inventory
15 and all. The important issue for me, and I
16 know others, is human trafficking. I don't
17 want to get into the weeds, but it's not
18 really included in anything that you see
19 when we're talking about crime reduction,
20 and that's a big issue for me. I know for
21 Cumber, for a bunch of us, for everybody
22 probably, in how you incorporate that to
23 make sure that that's not left out of the
24 crime reduction.

25 MR. HALVERSON: So are you suggesting

1 that be a --

2 COUNCILMAN HAZOURI: A piece of that.

3 MR. HALVERSON: Specifically identify
4 each piece, crime reduction --

5 COUNCILMAN HAZOURI: Included in that.
6 I don't want to make it a separate issue.

7 MR. HALVERSON: It's not a bad separate
8 issue.

9 COUNCILMAN HAZOURI: No, it's not. And
10 we've all got some things going for it, but
11 I don't want to leave that like it's not --
12 it doesn't exist, and it does.

13 MR. HALVERSON: Let me put it down as a
14 separate -- because one of the things that I
15 suspect Council leadership will do is take
16 this and consolidate some of these things,
17 overlap, and get it down and say, okay, we
18 got this guidance, we're going to boil it
19 down. So I'd encourage a habit of the
20 separate issue, and then that will -- it
21 will get rationalized.

22 COUNCILMAN HAZOURI: Appreciate that.
23 Thank you.

24 MR. HALVERSON: Great. What else?

25 COUNCILMAN HAZOURI: Your writing gets

1 longer as you go to the --

2 MS. DENMARK: It does, and it tends to
3 go this way, even when I was in school for
4 education, we had a class on writing on the
5 board and it was (indicating).

6 COUNCILWOMAN PITTMAN: Do you have
7 septic tank?

8 MS. DENMARK: It is part of the
9 pre-consolidation, Councilwoman.

10 MR. HALVERSON: All right. Get your
11 dots.

12 (Pause for voting.)

13 MR. HALVERSON: Okay. A little more
14 dispersion this time. You ranked most
15 important helping neighborhoods build
16 community, seven votes. Second is human
17 trafficking as a separate or a specific
18 emphasis on the crime reduction effort
19 garnered six votes. And then it got kind of
20 even after that. Continue A-Step Program
21 for jobs got five votes, and the others you
22 can see are four votes or they're all four
23 votes. So pretty even sense of priorities
24 with a couple things that stand out.
25 Communities and crime, no big surprise for

1 prominence in this list. Does this feel
2 about right?

3 COUNCILWOMAN DEFOOR: Yes.

4 COUNCILMAN CARLUCCI: Other than the
5 fact that I saw Tommy stick about three on
6 his.

7 COUNCILWOMAN PITTMAN: I saw him, too.

8 COUNCILMAN HAZOURI: Y'all are bad. I
9 don't have that many.

10 MR. HALVERSON: Think about these last
11 two exercises as sort of the warm-up. This
12 is the five-year, which -- I'm going to
13 change five-year and just say think
14 long-term. It will take a long time. And
15 that's vision. What do you really want this
16 community to look like? Not what tasks do
17 you want to get done, not what's on your
18 to-do list this year or next year or even
19 the year after, but when you close your eyes
20 and imagine, what kind of community do you
21 want to shape for the future?

22 Somebody once told me leaders should
23 seek to be great ancestors. So what do you
24 want two generations to remember about the
25 time that you helped lead this city? This

1 is the great thing they did that we're
2 benefitting from now. What are those?

3 You've got your list that you came up
4 with. I'm going to gently encourage you to
5 think more deeply about that. When I think
6 of visionary-type things, I tend to think of
7 bigger, broader ideas that others will have
8 to implement.

9 By way of illustration only, but to pick
10 an easy example, we have a school -- public
11 school district with 122,000 schools, one of
12 the largest in the country, in the top 20,
13 I'm not sure exactly where. Why not seek to
14 be, by all measures, the most highly
15 regarded, best large urban school district
16 in America, which is actually part of the
17 vision the School Board has already. But to
18 make that a community, not priority. Think
19 of the difference people -- and to the point
20 you were saying, what makes you want to come
21 here? Well, if you're a young family and
22 looking at jobs and a chance to relocate, if
23 I get a job in Jacksonville, Florida, why
24 would I go there? The best schools in the
25 country. If I want to be an urban resident

1 and I have young children, wouldn't you want
2 to go to the city that, by common consent,
3 has the best school system of any large city
4 in the country? It's an illustration only.

5 You mentioned resilience. I can't think
6 of anything more long-term than having a
7 resilient strategy that, for southeastern
8 cities, we're not precisely (inaudible),
9 we're not so far. We're close and we get
10 closer every year. Having a resiliency
11 strategy, think about how you want to
12 characterize that, that makes Jacksonville
13 the most physically-secure,
14 environmentally-secure city in the
15 southeastern United States compared to
16 Miami, which is flooding when it's not
17 raining, or Charleston, or others that have
18 significant challenges.

19 We're a little bit advantaged because,
20 having some -- better protected by the
21 Intracoastal seaway, we're off the ocean a
22 little bit, the bulk of our community, but
23 not all of it. Think about things like
24 that.

25 Or in public safety. In the safest,

1 large urban area, or top five, or however
2 you want to think about that, what are the
3 differences?

4 I don't know how to word this, but
5 somebody asked me, said, if you had one
6 thing to measure the health of a city, what
7 would it be? My answer was rising personal
8 incomes.

9 COUNCILMAN HAZOURI: Rising what?

10 MR. HALVERSON: Rising personal incomes,
11 across the whole community, not just for a
12 few, not just Ortega and San Marco. But if
13 I had a gauge in the city that would measure
14 everything we did as -- every single thing
15 we did that caused an increase in personal
16 incomes across the whole city, all sectors,
17 I would view that as a worthy vision.
18 Everything good comes from that; crime goes
19 down, everything gets better, people feel
20 better about their future, everything.

21 COUNCILMAN CARLUCCI: Put that on the
22 five-year plan right there. Put that on the
23 five-year plan.

24 COUNCILWOMAN DEFOOR: I think we need --

25 MR. HALVERSON: Those are just

1 illustrations of larger --

2 COUNCILMAN CARLUCCI: I'm teasing,

3 but --

4 COUNCILWOMAN DEFOOR: I think a vibrant
5 downtown is an indicator of everything you
6 just mentioned. If you have a vibrant
7 downtown, typically you have industry that's
8 come to town, you have a great school
9 system. I mean, I totally agree with you.
10 The school system is the tail wagging the
11 dog, but we don't control that.

12 And thank you for coming today because
13 we appreciate you being here.

14 So I say vibrant downtown.

15 MR. HALVERSON: I can't argue with that.
16 In fact, somebody challenged it and said, is
17 it really absolutely necessary to have a
18 vibrant downtown? I said, okay, that's a
19 fair question. But I couldn't think of a
20 single example. There must be -- but I
21 can't think -- in the world. What do you
22 think is a really great city that doesn't
23 have a vibrant downtown? There probably is
24 one, but I can't think of it.

25 COUNCILWOMAN PITTMAN: Can you just

1 maybe put in parentheses with that, maybe,
2 an increase in economic wealth in all
3 neighborhoods?

4 MR. HALVERSON: That's fine. Those are
5 simply illustrations of the level of things.

6 MS. PATAKY: You want that on the same
7 one or the next one?

8 COUNCILWOMAN PITTMAN: The next one.

9 COUNCILMAN HAZOURI: When Defoor said a
10 vibrant downtown, and for me -- and, I mean,
11 that's what everybody would like. Like,
12 when we grew up, there weren't the suburbs
13 that we have, so downtown was that vibrant.
14 But when you're talking about vibrant, to
15 me, it's cultural, educational and livable.

16 MR. HALVERSON: So I'm going to stop
17 talking. Suggestion: Make that -- then put
18 maybe a couple bullet points underneath it
19 or sub points saying, what does that mean.

20 COUNCILWOMAN DEFOOR: So
21 pedestrian-friendly. I'll add to it,
22 everybody jump in, pedestrian-friendly,
23 cultural, for downtown, we need grocery
24 stores. It's not just vibrant, it's
25 independent. So all the needs that anybody

1 would have, all your basic needs.

2 COUNCILMAN HAZOURI: Livable.

3 COUNCILWOMAN DEFOOR: Livable, would be
4 downtown.

5 COUNCILWOMAN PITTMAN: A one-stop shop.

6 COUNCILWOMAN DEFOOR: Right. Parks.

7 COUNCILMAN CARLUCCI: I think this falls
8 under that as well. I'm not sure how you do
9 it, but an educational outreach to suburbs
10 or our suburban population of the importance
11 of a vibrant downtown, because so many in
12 the suburbs have given up on downtown, and I
13 think there needs to be more emphasis on
14 explaining the benefits of a vibrant
15 downtown, actually, to the suburbs.

16 So, Charlotte. They'll tell you that
17 their suburbs love downtown because they get
18 so much money from Charlotte; it's like it's
19 a cash cow. And the money just flows to the
20 parks, to the libraries, to the entire tax
21 base. And I really think, as I talk to
22 folks about downtown, there are those that
23 are like, hey, man, I love it, I love it,
24 I'm all for it. And there are some that are
25 so negative on it. And I think it's because

1 they don't see the connect between downtown
2 and their quality of life where they're
3 living at.

4 MR. HALVERSON: That's a great point. I
5 grew up in the Indianapolis/St. Paul area,
6 and my first job, I worked for the
7 Metropolitan Council and they passed -- this
8 could only happen in a place like Minnesota
9 -- called the Fiscal Disparities Act. And
10 they took 40 percent of the commercial
11 industrial tax base of that whole region,
12 seven counties, put it in a pot and
13 reallocated it.

14 So -- and the suburbs hated it. It was
15 taking their money and sending it downtown.
16 But the payouts -- and the (inaudible)
17 predicted it, said, watch what happens in
18 ten years. So what happened was downtown
19 was the net recipient of suburban money at
20 first, and then the reverse happened. And
21 today downtown is an exporter up to
22 the suburbs under that same formula. And I
23 thought -- and I was just a kid. I didn't
24 really understand that. But I thought it
25 was really on the far side. They can see

1 that and they ended up being right about it.
2 So now the whole region --

3 COUNCILMAN CARLUCCI: Because we're
4 consolidated, I think that makes it a little
5 more difficult.

6 MR. HALVERSON: I think they understood
7 the interconnection between suburbs and
8 downtowns and the importance -- importance
9 of a vibrant downtown once they got it. You
10 know, it was spinning off the economic
11 (inaudible) of everybody.

12 COUNCILWOMAN PITTMAN: Can I -- I have
13 to leave to go to a meeting. I want to just
14 put one of the best cities for retirement,
15 because our growing population here is
16 getting older, so I would like to see
17 Jacksonville. And if you would vote for me,
18 I'd appreciate it. Put two on that one and
19 two on vibrant downtown. Thank you. See
20 you later.

21 COUNCILMAN HAZOURI: What was it she
22 said? What was hers?

23 MR. HALVERSON: Best city for
24 retirement.

25 COUNCILMAN HAZOURI: I have a thought.

1 How do you do this? We're talking about
2 downtown, we're talking about suburbs. What
3 I found is you can't -- as much as we want
4 to do, J lot, this, the Landing, everything
5 downtown, bring medical complexes here,
6 downtown, and to the suburbs. The problem
7 is to me that, if you don't show why you're
8 doing downtown -- because this is the thing
9 you hear from a lot of people. If you're
10 not -- if you're doing it downtown, what
11 about me? What about me? What about my
12 septic tanks? What about my drainage? What
13 about this and that? You need to make sure
14 that you're doing other things visibly that
15 people see on the north side, west side,
16 beaches, wherever, while we're trying to do
17 downtown so it doesn't look like we're just
18 trying to show off downtown. Because I
19 think that's -- other than education, when
20 people come, downtown is the first thing
21 they look at and they judge you by that
22 downtown, and I agree with that. They want
23 to know what your downtown looks like. But
24 if you don't do the others while you're
25 doing that, then people think that they're

1 left out. And --

2 MR. HALVERSON: I think that's
3 important. That's why when I talk to
4 Councilman Bowman, let's not just talk big
5 vision, let's have some short-term things,
6 because it's not an either/or, it's and. So
7 you've got to do some things to build
8 confidence and trust that you're looking out
9 for the community while you have a driving
10 core vision for tomorrow. So you don't have
11 the luxury of only doing one. Fair point.

12 What else?

13 COUNCILMAN BOWMAN: I like your guidance
14 of thinking big, but I also think we know we
15 have some issues, and it was on the last
16 one, I think resiliency. We have to keep on
17 looking at that, what's going on in our
18 world, and I'd like to put up, make sure
19 that we have -- we have a program in place
20 to harden the city and also have thoroughly
21 reviewed all of our process, ensure that
22 we're not constructing new stuff that is in
23 harm's way. So --

24 MS. PATAKY: You want me to be more
25 specific?

1 COUNCILMAN BOWMAN: That's fine. We'll
2 let Rules get specific on the metrics.

3 COUNCILMAN CARLUCCI: What might also be
4 dovetailed into that, because that it is so
5 correct, that is every development downtown
6 or in the suburbs, wherever, there should be
7 some sort of resiliency plan built in with
8 everywhere and everything we construct in
9 order to work as a whole, to keep water out
10 of people's, you know, houses.

11 MR. HALVERSON: So would you call that
12 resilient development strategy? I'm just
13 making up words.

14 COUNCILMAN CARLUCCI: I would if Council
15 Bowman thinks that makes sense.

16 COUNCILMAN BOWMAN: I don't think that
17 captures everything. I mean, that's for
18 development. I think what we also know we
19 need to do is look at what we've already got
20 in place and harden it. Hardening the city
21 and ensuring proper development or -- I
22 don't know. What were your words you put?

23 COUNCILMAN CARLUCCI: I said a resilient
24 strategy, that every development should have
25 a resiliency strategy, they should have to

1 pay attention to that issue, and adding that
2 to what you said.

3 MR. HALVERSON: And your point is it's
4 not just future development, but it's
5 current assets and infrastructure.

6 COUNCIL PRESIDENT WILSON: Comprehensive
7 resiliency plan, maybe.

8 MR. HALVERSON: Resiliency plan, okay.
9 Like I say, take a deep breath, which
10 usually means a deep thought is right behind
11 it.

12 COUNCILMAN BOYLAN: As I look as these,
13 I want to make certain this is something
14 that every citizen in our community can
15 relate to and, as we challenge with the
16 vibrant downtown piece to that, I harken
17 back, we at our church had to build a new
18 family parish, parish family center, and I
19 led the campaign on that. And we called it
20 Building a Place For You In My Father's
21 House, Building a Place For You, we took it
22 out of Scripture. So I want to make sure
23 whatever we do recognizes that.

24 I think -- but the one I see up there
25 that does that the best for me, and it goes

1 back to my point of economic mobility,
2 because that is a measurable device we can
3 use to say, how have we grown? Increase not
4 only the mobility, because we all know how
5 entrenched some of our communities are, and
6 can't get out.

7 So I think the second one, I guess, is
8 what I want to make sure we stay focused on,
9 is increasing economic wealth in all
10 communities. And I think we have to be very
11 purposeful because, if we are able to do
12 that, as you mentioned what happened in
13 Nashville, we saw the growth in employment,
14 we saw the growth in revenue or personal
15 income. Those communities grew because of
16 that, and the benefits of a downtown and
17 resiliency and others can be a result of
18 that. So that's really -- as I look at a
19 vision statement in terms of long-term, it's
20 raise the water for everybody. Raise -- so
21 all the boats rise together.

22 COUNCILWOMAN CUMBER: Not raise the
23 water.

24 COUNCILMAN BOYLAN: Not raise the water;
25 raise the boats.

1 MR. HALVERSON: You need a better
2 metaphor.

3 COUNCILMAN BOYLAN: High winds, we're
4 looking for high winds.

5 COUNCILWOMAN DEFOOR: That's not good
6 either.

7 COUNCILMAN CARLUCCI: If nobody else has
8 anything they want to add, I want move to a
9 little bit of a different subject, but I
10 think it's very important and I wish --
11 perhaps we have some good number of at-large
12 colleagues here, but we need to keep the
13 Mayport Plan in place. They have a Mayport
14 Master Plan, and that is a -- could be a
15 wonderful enclave for our community to
16 leverage people to go. But it's a mess out
17 there, and the previous Council worked hard,
18 particularly Councilman Gulliford, and I
19 would like to see that we keep the Mayport
20 Master Plan on our radar screen.

21 I just think that's huge. If I did not
22 do that, I would be remiss as an at-large
23 Councilman if I didn't express my concerns,
24 because I spend a lot of time at Mayport,
25 and there is a lot of great things at

1 Mayport, but it's -- it needs some help. It
2 needs some cleaning up. And we need to
3 leverage our Port Authority to help us with
4 that a bit.

5 COUNCILMAN BOWMAN: Steve, if I may
6 comment on that. And I know there is a
7 little discussion going on out there with
8 the media. I think you and I talked about
9 that we're not just throwing last year's
10 strategic plan out the window. I think the
11 final piece of this is to go through this
12 and say which ones stay on the list and
13 which ones don't.

14 MR. HALVERSON: That's our next step
15 before we bring the public comment.

16 COUNCILMAN CARLUCCI: Oh, I see.
17 Develop Mayport was on last year's list.

18 MR. HALVERSON: What else?

19 Yes.

20 COUNCILMAN WHITE: I've got last one I
21 would like to add, I think it's the most
22 important. It's the most vulnerable people,
23 but we've talked about doing something with
24 the homeless, but we need to solve it,
25 whatever that is. You can go two blocks to

1 the west and one block to the north and
2 there's 10, 12, 15 poor folks laying on that
3 sidewalk right now today. And I don't know
4 what we do. And you sound like you've been
5 to a lot of towns, I don't know what they've
6 done, but -- and we're doing a lot, but
7 we -- it's -- we need to solve that for
8 whatever --

9 MR. HALVERSON: In my experience, nobody
10 has quite found the metric solution.
11 Everybody struggles with that in different
12 ways. Even a place I think of as rich, like
13 San Francisco, has it enormous, much worse
14 than here. I mean, it's a huge detriment.
15 And otherwise --

16 COUNCILMAN WHITE: It makes you ill when
17 you see those folks. You want to do
18 something.

19 MR. HALVERSON: But that's -- so
20 let's -- oh, you have it down. Jeez, you're
21 good.

22 What else?

23 Okay. Have at it with the last round
24 of -- well, second-to-last round of dots.

25 COUNCILMAN BOWMAN: Why don't we do

1 that, Steve. Why don't we just use three
2 dots on this one.

3 MR. HALVERSON: Okay. Three dots.

4 (Pause for voting.)

5 MR. HALVERSON: Okay. We have a
6 reasonable consensus around what the
7 priorities are on this particular list.
8 Comprehensive resiliency plan, there was a
9 lot of discussion about exactly what that
10 means, but you ranked that first, followed
11 closely by a vibrant downtown. And a tie
12 for the third, and they kind of interrelate,
13 is solving the homelessness problem and
14 increasing economic wealth in all
15 communities, and I suspect those overlap to
16 a certain degree. But those are the three
17 that came out on top. Does that feel about
18 right?

19 COUNCILMAN WHITE: Yes, sir.

20 MR. HALVERSON: So the last thing I'd
21 like to do is to go back over the work that
22 you did last year, your predecessor Council,
23 and revisit that and give a sense of what
24 things -- well, first of all, I want to
25 commend you and commend the leadership, and

1 specifically Council Member Bowman for
2 getting things done. You've made a lot of
3 progress, if you think about it, made a lot
4 of progress on a lot of fronts in a really
5 busy time in this community. So hats off to
6 you and by extension everybody in the City
7 leadership for just making some things
8 happen.

9 There is always a to-do list and there
10 always will be. So which things do you
11 think merit, on the past list that perhaps
12 weren't in here that merit a continued
13 emphasis and concentrated effort?

14 COUNCILMAN BOWMAN: Steve, if we're just
15 looking right now at the one-year, and I
16 think to Councilman Carlucci's point that we
17 can't lose sight of Mayport, I think that
18 actually -- we talked last year about moving
19 that to three, because we know that's not a
20 one-year plan. So I would like to see -- of
21 all the ones on the one-year plan, the only
22 one I think we can't say we got our arms
23 around or did anything about is Mayport.
24 I'd like to move that into the three.

25 MR. HALVERSON: Okay. What else?

1 COUNCILMAN CARLUCCI: Well, we already
2 talked about litter control, but we have a
3 problem all over the place. I mean, it
4 matters not what side of town you're at.
5 I'm not sure if -- because I wasn't here,
6 I'm not sure what was done under the last
7 Council to address that.

8 COUNCILMAN BOWMAN: It's on the
9 one-year.

10 COUNCILMAN CARLUCCI: Is it on the
11 one-year? Okay.

12 COUNCILMAN BOYLAN: It's on the
13 five-year, too.

14 COUNCILMAN CARLUCCI: The one thing I
15 was going to suggest on that, if this is an
16 order -- if it's not an order, I'll just
17 quit -- but ironically enough, as I was
18 going around through all parts of
19 Jacksonville with my volunteers putting up
20 my commercial signs, you know, even in the
21 newer -- even in the newer shopping centers,
22 trash in the places that -- swales that
23 collect the water, everything. So I would
24 try to pick it up, the things that I felt
25 like I could safely pick up. And I take a

1 trash bag and put it -- I couldn't make a
2 dent.

3 And then -- so I went up into the
4 parking lots, and I don't know if there is
5 any way to form a partnership with some of
6 the shopping centers to put out trash
7 receptacles, because a lot of them, there
8 are no trash receptacles. And what makes a
9 person just want to not wait until they get
10 home to throw it out at the house and just
11 chuck it like that, I don't know. But I
12 think some trash receptacles would take some
13 partnering with the private development. So
14 you don't want to put the onus of everything
15 on them, but just that, I think, would be of
16 some value, some help, because --

17 MR. HALVERSON: It's easy to do and it's
18 cheap.

19 COUNCILMAN CARLUCCI: I looked for trash
20 cans, I could not find a trash can on these
21 great big sprawling shopping centers. And
22 I'm not trying to place the blame on
23 anybody. I'm just saying it's an
24 observation that was made. And maybe, as we
25 take that up this year, this could be a

1 strategy we could somehow find a mutual way
2 to work with our development partners in
3 having a trash container component, or
4 somebody would have to pick up the trash
5 but, Lord. So I was throwing it in the back
6 of my car, in the back of my truck. I just
7 took it home and dedicated one of my trash
8 cans to it, you know.

9 MR. HALVERSON: Well, thank you for
10 doing that, but we need a better solution
11 than sending our Council members out and
12 picking up trash.

13 COUNCILMAN CARLUCCI: One of my pet
14 peeves.

15 COUNCIL PRESIDENT WILSON: The
16 three-year initiative, develop comprehensive
17 capital reinvestment plan, I'm trying to
18 remember. Does anyone remember exactly what
19 the discussion was on that?

20 COUNCILMAN BOWMAN: Yes. So what that
21 was about was the lack of disposable income
22 after our 1.4 billion, you know, what's left
23 over after we pay off all our obligations
24 and our inability to do big things. So
25 really the last time we did that was Build a

1 Better Jacksonville with a half-cent sales
2 tax. So the idea was do we look at another
3 similar effort or how do we start being able
4 to save and collect money to think big, more
5 so than just doing our daily stuff. Does
6 that help?

7 COUNCIL PRESIDENT WILSON: Yes, that
8 helps. I think that's something important
9 to keep in the three-year plan. I'm
10 interested in reinvestment in areas that
11 don't have tools in the toolbox. Some of
12 the older areas of town that have been left
13 behind, maybe they don't have a CRA or maybe
14 they don't have the same opportunities. And
15 so I think at some point we need to really
16 start finding ways to invest in some of
17 those older neighborhoods that lack the
18 tools in the toolbox.

19 MR. HALVERSON: Okay. What else?
20 Anything else we didn't do today we should
21 have?

22 COUNCILMAN BOYLAN: I don't know --
23 there is -- maybe it's just a cycle, maybe
24 because -- maybe it's just the cycle or
25 maybe because I'm on the other side of the

1 fence now. The sense of confidence and
2 trust in city government right now seems to
3 be not very high. And I don't know what --
4 if we want to say -- we have a
5 responsibility to at least acknowledge that
6 and find a way to improve transparency. I
7 mean, the Sunshine Laws are there. For some
8 of us, I believe we tend to think that's
9 more of an encumbrance than a help, which
10 really makes it difficult to get things done
11 and actually be transparent, because you
12 can't have a conversation about issues with
13 my colleagues and then turn around and try
14 to respond to a question, you can't get a
15 clear answer because you're doing it in a
16 vacuum.

17 So I don't know, maybe this isn't the
18 place for this, but if we were looking at a
19 vision, too, to have the best city, the
20 highest level of confidence in voters in the
21 voting public in city government.

22 MR. HALVERSON: That's a good point.
23 And I don't know the answer to that, but
24 your observation is indisputable. And it's
25 not just Jacksonville, it's across the

1 country, but confidence in government is
2 somewhere near a low point, I think. And we
3 can bemoan that or do something about it,
4 and there are limitations. The Sunshine Law
5 has a lot of virtues, but efficiency isn't
6 one of them. And so maybe developing a
7 communication strategy or a plan or an
8 approach.

9 I am struck, out of those three
10 examples, that Oklahoma City did some really
11 smart things to keep the public engaged, and
12 part of it was by empowering the public to
13 help oversee some of these projects. They
14 had a terrific way of communicating about
15 progress and they showed -- I remember
16 seeing some examples of project X, here's
17 where it's at, you know, it's a month behind
18 schedule, and it's six percent over budget,
19 here's what we're doing about that to
20 correct it. And they were just open about,
21 okay, you know, that sounds about right,
22 things are -- there's some issues, and
23 they're attacking them and dealing with it.

24 But it created a great deal of
25 confidence. And the proof of that was when

1 they had these success in plans, each got
2 approved with higher margins than the past
3 one. So people must have liked what they
4 were seeing, getting them to double-down
5 their investment and trust their government
6 to do the right thing.

7 COUNCILMAN BOYLAN: I'm sorry I didn't
8 raise it sooner. And I know it's coming out
9 of left field at the last minute, but I
10 think it really is something for us to be
11 productive and effective going forward, we
12 have to rebuild the confidence of our
13 community in our role concerning this
14 community.

15 MR. HALVERSON: Okay.

16 COUNCILMAN BOWMAN: On the five-year
17 that we talked a lot about that isn't up on
18 the list now that we've got to keep there is
19 crime and safety, so.

20 MR. HALVERSON: We talked about part of
21 that with the human trafficking, but a
22 larger issue, I think it's always there and
23 it's always a priority in any city. A
24 handful of responsibilities in public safety
25 is always giving the citizens a safe

1 community to live in.

2 COUNCILMAN CARLUCCI: The point is well
3 taken because --

4 MR. HALVERSON: Okay. Well, you've
5 worked hard and I think productively. We've
6 got some good information. So the plan
7 going forward is to take these notes and
8 produce this into sort of a cogent report to
9 share with the Council President and then
10 you will go with that where you please.

11 But I want to thank you while I'm here
12 for your leadership of our city. You know,
13 it's really popular to make fun of and pick
14 on and criticize public leaders, but it's
15 worth the time. You're all dedicating
16 substantial parts of your lives to making
17 our city better. And I'm personally
18 grateful, and I know that I speak for a lot
19 of other citizens. And thank you for your
20 leadership and taking the time and putting
21 up with all the things that are involved
22 with public service. I don't take it
23 lightly and, honestly, many of us think it's
24 important, and I'm grateful.

25 And I'm grateful for the chance to spend

1 a little bit of time with you, and count me
2 as an ally and a friend if I can ever be of
3 further assistance.

4 Thank you.

5 COUNCILMAN CARLUCCI: Thank you for what
6 you do.

7 MR. HALVERSON: I think we have time for
8 public comment. I'm not a pro at these
9 things so I'm going to turn it over to a pro
10 to handle that process.

11 COUNCILMAN BOWMAN: Do we have anybody
12 for public comment?

13 Please.

14 MR. ORTH: I'm Jimmy Orth, St. Johns
15 Riverkeeper. I just wanted to -- one, I
16 want to thank you, Councilman Bowman, for
17 initiating this process last year. I think
18 it's really important that our City Council,
19 you're looking forward down the road and we
20 are looking towards developing a vision for
21 the community. I think the most politically
22 expedient thing sometimes for politicians --
23 and maybe you don't consider yourselves
24 politicians, but you are -- is to look at
25 the here and now. And I think that it's

1 important, though, that we look forward and
2 down the road. And I think a lot of what I
3 see on this five-year plan is really
4 visionary.

5 In regards to the resiliency plan, I
6 really think that's critical, and I
7 appreciate all of you for embracing that. I
8 think, too, though, I would encourage you as
9 you're looking at how to -- what that looks
10 like, a resiliency plan, I think from my
11 perspective with Riverkeeper, obviously
12 we're looking at it more from an
13 environmental standpoint, but resiliency
14 isn't just about environmental issues. It's
15 about being a city that can withstand
16 stresses, and that can be economic, climate
17 change and the impacts of climate change,
18 it's going to affect our health care system,
19 it puts more stresses on people with low
20 income.

21 I think the perfect example of that is
22 in the last hurricane we saw with Irma, that
23 folks along Ken Knight Drive, along the
24 Trout River, they're literally still
25 recovering. Some of those people have not

1 recovered and never will recover, and it's
2 made their lives much worse. You can go
3 down there and you'll still see tarps on
4 roofs. And I think that's a perfect example
5 of how it can exacerbate problems with
6 poverty.

7 Also, you look at our infrastructure.
8 It makes it even more challenging for us to
9 keep up with the problems that we already
10 have with our failing infrastructure. Look
11 at the River Walk now. It's a disaster
12 along the -- and I know it's partly we're
13 waiting for funds, some federal funds to
14 help repair the dock down there. But it
15 just shows you, I think it's a perfect
16 example of how long it takes sometimes to
17 recover.

18 So if we can -- I think also, too, if it
19 is a more comprehensive plan, it literally
20 addresses just about everything you talked
21 about. It brings people together, and it
22 can be actually a catalyst, I think, for a
23 vision, a shared vision, for the community.
24 So I think that is critical. And I
25 appreciate you and I appreciate Councilman

1 Wilson for continuing this process and for
2 all of you for being here today and taking
3 this on. These are really important issues,
4 and as a citizen and resident of the
5 community, a lifelong resident, I appreciate
6 your leadership and all of these things are
7 so important. And I appreciate you -- your
8 willingness to tackle them.

9 So thank you, and thank you, Steve, for
10 guiding us through this process.

11 COUNCILMAN BOWMAN: Thank you.

12 Anybody else?

13 Okay. So, Steve, thanks again. Those
14 Peterbrookes over there are for you and your
15 two staff that helped on that, a small token
16 of our appreciation.

17 MR. HALVERSON: Thank you very much.

18 COUNCILMAN BOWMAN: And just so
19 everybody knows, for the people that weren't
20 here, we did have input from Councilwoman
21 Morgan and Councilwoman Diamond.

22 So, Scott, you had about 15 of your
23 Council members involved in this process. I
24 want to say thank you to you for allowing me
25 to do this and, as Steve said, what we'll do

1 is we'll take all this, we'll create it into
2 a report and present it to you. And last
3 year we gave it to Rules, and then Rules
4 gave it to Finance after they established
5 the metrics.

6 And with that, I know everybody is ready
7 to leave, but, President, do you have
8 anything to close with?

9 COUNCIL PRESIDENT WILSON: I would just
10 like to stand up and say thank you for
11 everyone who came out and participated.
12 Thank you, Mr. Bowman and Mr. Halverson, for
13 moderating this session. And we'll take a
14 similar approach we did last year. We'll
15 present it to Rules and maybe Finance after
16 that and see where the conversation goes.

17 Thank you for being here.

18 MR. HALVERSON: We're adjourned. Thank
19 you.

20 (Meeting adjourned at 11:00 a.m.)

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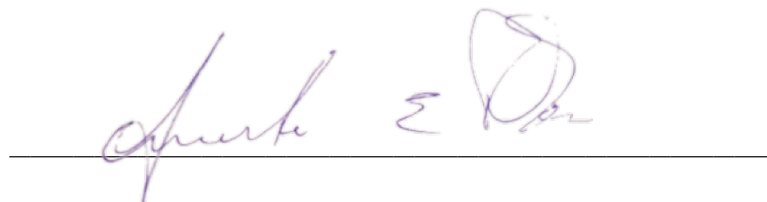
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CERTIFICATE OF REPORTER

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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 96, is a true record of my stenographic
notes.

DATED this 7th day of November, 2019.



Amanda E. Robinson,
Registered Professional Reporter