

CHARTER REVISION COMMISSION

Urban Services District Subcommittee

DATE: Friday, November 1, 2019

TIME: 9:05 a.m. - 10:47 a.m.

PLACE: Don Davis Room
First Floor
City Hall at St. James Building
117 West Duval Street
Jacksonville, Florida 32202

BOARD MEMBERS PRESENT:

Ann-Marie Knight, Vice Chairperson
Frank Denton, Board Member
Charles Griggs, Board Member
Celestine Mills (telephonically), Board
Member

ALSO PRESENT:

CRC Staff:

Jessica Matthews, Chief of Legislative
Services
Jessica Smith, Legislative Assistant
Melanie Wilkes, Information Systems
Administrator
Jeff Clements, Chief of Research
Anthony Baltiero, Council Research
Paige Johnston, Office of General Counsel

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

2 VICE CHAIRPERSON KNIGHT: All right. So
3 without the gavel, I'd like to call the
4 meeting, our first meeting, of the Charter
5 Revision Subcommittee on Urban Services
6 District to order.

7 First we'll start with introduction of
8 subcommittee members. And maybe we can
9 start to my colleague on my left,
10 Mr. Griggs.

11 COMMISSIONER GRIGGS: Good morning,
12 Charles Griggs.

13 VICE CHAIRPERSON KNIGHT: And I believe
14 Commissioner Mills may be joining us by
15 telephone. That's being determined at
16 present.

17 I'm Ann-Marie Knight, the Subcommittee
18 Chair.

19 COMMISSIONER DENTON: Frank Denton.

20 VICE CHAIRPERSON KNIGHT: Good morning,
21 everyone. This is the start, I think, of a
22 very robust schedule of meetings through
23 March. And as I started thinking about
24 where do we start, I actually reached out to
25 a colleague on staff, Jeff, just to ask him

1 to share some history.

2 Before I go there, I wanted to kind of
3 think and talk with the group publicly about
4 how do we think our work should be layered,
5 so to speak, so we can meet our timeline.

6 So I have on the agenda just a proposed
7 type framework, but by no means is it set in
8 any stone. I just wanted to have maybe a
9 couple minutes to talk through how do we
10 feel we're going to be -- how do we make
11 sure we have success, and success is a
12 proposal that we're confident about by, I
13 would say, early March.

14 So what you have on the agenda is, you
15 know, first to gather historical facts. And
16 what I mean by that, really, is to
17 understand what was the promise, where
18 specifically that promise applies to as far
19 as urban services. And then assess current
20 state through a historical view. Understand
21 and define what the opportunities, and what
22 was left off there are the challenges.

23 And then hopefully that should in
24 totality be able to give us enough
25 information to summarize a proposal. And,

1 of course, that's laden with public comment,
2 that's laden with inviting speakers on that
3 type of flow.

4 So I would like to turn it over to you
5 gentlemen to see what you think about that
6 flow and/or ask for -- solicit your
7 recommendations from any modifications.

8 COMMISSIONER DENTON: I think it makes
9 perfect sense. I mean, it seems like a
10 logical -- we've got a good start on
11 historical facts already. And I'm sure we
12 can discuss whether we need more, but that's
13 a good baseline. And then assessing the
14 current state makes a lot of sense, where
15 things stand compared to historically, and
16 then opportunities, I think it's perfect.

17 VICE CHAIRPERSON KNIGHT: Okay.
18 Commissioner Griggs.

19 COMMISSIONER GRIGGS: I agree with
20 Mr. Denton. I really did appreciate seeing
21 the agenda and having these areas there.
22 And I appreciate you, Madam Chair, for
23 having the foresight to, you know, give us
24 some type of direction here, because what
25 that did was allow me to sort of begin my

1 research process in trying to gather
2 historical facts and data as well regarding
3 what we're going to be -- what our task is
4 here today.

5 So my only question is that -- I know
6 that Chairman Brock probably covered this
7 and I just wanted to redefine it if you can.
8 When are we exactly supposed to be
9 completely done with this work? Because
10 knowing the deadline kind of helps me work
11 backwards.

12 VICE CHAIRPERSON KNIGHT: Right. I
13 would lean to Jessica. Do we have -- before
14 you speak, it sounds like someone may have
15 joined us by call. Do we have someone on
16 the line? Not yet, okay.

17 Sorry, Jessica. Proceed.

18 MS. MATTHEWS: So Commissioner Brock, as
19 far as your subcommittees, you guys are
20 supposed to report -- you guys --
21 Commissioner Brock basically is asking for
22 everybody to give their report at the end of
23 the month after you guys meet during the
24 month for your three meetings weekly. But
25 he didn't give me any more information in

1 regards to what your deadline was.

2 VICE CHAIRPERSON KNIGHT: So are you
3 saying he's looking for a monthly summary?

4 MS. MATTHEWS: Correct.

5 VICE CHAIRPERSON KNIGHT: And then a
6 final report, and we need to understand what
7 the date is for that final report.

8 MS. MATTHEWS: I can reach out to him to
9 provide that.

10 VICE CHAIRPERSON KNIGHT: Providing a
11 monthly summary of where we are is
12 definitely a fantastic idea, but having that
13 final deadline. And with regards to
14 deadlines, I usually try to work at least
15 three weeks prior to a deadline for maybe
16 our internal work.

17 So since we have that, Commissioner
18 Griggs, I'll propose an internal deadline
19 for our subcommittee so we can kind of make
20 sure we feel like we have anything.

21 Frank, were you going to say something?

22 COMMISSIONER DENTON: Well, I was
23 poised.

24 VICE CHAIRPERSON KNIGHT: Please.

25 COMMISSIONER DENTON: I think,

1 Ms. Chairman, Ms. Chairperson, or Chair, I
2 think it would be -- do you think it would
3 be a good idea to have a brief conversation
4 about the mission and the area that we're
5 talking about in terms of --

6 VICE CHAIRPERSON KNIGHT: Yes.

7 COMMISSIONER DENTON: -- what all this
8 is going --

9 VICE CHAIRPERSON KNIGHT: Absolutely. I
10 wanted to see if there was -- at least get
11 the framework on timelines somewhat out of
12 the way.

13 So I suspect your comment is related to
14 the question I proposed through Jessica to
15 gather the information on where this all
16 came from, is that what you're referring to?

17 COMMISSIONER DENTON: Well, it seems
18 like, to me, based on the discussion in the
19 commission and the really excellent research
20 that has been done, that there are really
21 two major strands that led to this.

22 The thing that Mr. Griggs and I sort of
23 went back and -- not back and forth, but we
24 joined each other in supporting -- and he
25 accused me of looking at his notes -- is the

1 pockets of poverty that we have. And that's
2 the area that I'm most interested in, is the
3 parts of Jacksonville on north, northwest
4 side and some on the east side, the tale of
5 two cities phenomenon is the way it was
6 referred to, I guess, in the code.

7 And so my particular interest in this
8 and why I asked to be on this committee is
9 because my impression is that, while there
10 are lots of efforts being done to address
11 the -- some of the issues, that they may be
12 splintered or siloed, they may not be up to
13 scale, they may not be coordinated very
14 well. And so someone, not me, came up with
15 the idea of a DIA sort of agency to
16 coordinate, facilitate, advocate in these
17 areas because we haven't made progress
18 there.

19 Then, in my memory, the promises of
20 consolidation came up when Mr. Gentry sent
21 an email, and that makes perfect sense. I
22 think they're in alignment. I think they're
23 kind of different things, but I think if we
24 are -- if we end up recommending a DIA-type
25 agency, that it could -- its responsibility

1 could cover all of that.

2 So -- but I just want to be sure the
3 first thing is not lost in all the wonderful
4 research that's been done on consolidation
5 and the promises made to that.

6 VICE CHAIRPERSON KNIGHT: So I would say
7 then, you know, keeping those two distinct
8 topics, if you want to take that approach,
9 that's fine. In the way I thought, in the
10 solicitation that I had with Jeff, is let's
11 at least understand what our geography and
12 this promise was as it's written in policy.

13 And so Jeff was fantastic to answer the
14 bill, so to speak, as you have in your
15 attachment today, and provided several
16 references as it outlined pretty much the
17 initial consolidation, and then brought a
18 little bit of history, a timeline coming
19 forward.

20 So I'm sensitive to what you're
21 referencing, but I do feel we need to start
22 at the beginning and really understand what
23 was this promise in general, because I do
24 think it's going to influence our comments
25 and strategy around our proposal for DIA.

1 But I definitely made a note for myself to
2 make sure I continue to think about those
3 two proposals or those two ideas of our
4 construct separately.

5 So I'm not sure if you've had time to
6 react to the documents that shared. And for
7 the record, we were provided House Bill 3029
8 from 1967. We were provided Senate Bill
9 1635, the Ordinance Code today, Article 2,
10 the Blueprint For Improvement in 1966, an
11 excerpt from the Public Works Department. I
12 don't know what year this document was put
13 together. It looks like it was a task force
14 of recommendations. It doesn't have a date
15 on it.

16 MR. CLEMENTS: That was the Blueprint
17 For Improvement I, which --

18 VICE CHAIRPERSON KNIGHT: That's part of
19 that document?

20 MR. CLEMENTS: Yeah. That's all part of
21 the report, the original Charter, the study
22 commission that produced the original City
23 Charter.

24 VICE CHAIRPERSON KNIGHT: And then we
25 have the Blueprint For Improvement II, 2014.

1 And we're all familiar with A Quiet
2 Revolution, there is an excerpt from that
3 particular book. And then Water and Sewer
4 Infrastructure Task Force report.

5 And by no means am I implying that we
6 received the entire document for all of
7 those references. What Jeff was fantastic
8 in doing is pulling out the things that he
9 felt was most applicable to our work. And,
10 of course, if it stimulates questions where
11 we need to expand the text, we can do that.

12 So I guess my first question is what's
13 the reaction to -- how do we feel about --
14 what are we thinking about the historical
15 facts?

16 Please.

17 COMMISSIONER GRIGGS: Thank you, Madam
18 Chair. First of all, I want to commend
19 Mr. Clements on pulling together this
20 information. It was very useful in trying
21 to create a snapshot of the work that's
22 before us in trying to help not only us, but
23 the community understand what the challenges
24 are.

25 I think what you will find is that what

1 this documentation says, at least my
2 interpretation of it, is that over the
3 years, over the years we've seen very little
4 remedy to some of the, perhaps, unintended
5 consequences of consolidation. And what the
6 information provided sort of proves is that
7 you can address some of those areas, you
8 know, via legislation, via policy. And so
9 we have an opportunity here to do that.

10 There are several ideas kind of going
11 through my head right now. I'm not trying
12 to put the cart before the horse. So I
13 prefer to sort of hold some of those
14 potential recommendations for how we address
15 some of these issues.

16 But I would tell you to go to the
17 Blueprint For Improvement II and look at --
18 just kind of look at the At a Glance
19 portion. And some of the remedies there
20 that are included in this, we will probably
21 cross-reference for our work that we're
22 doing, because I think and I believe in 2014
23 the task force covered a lot of the
24 information that we'll be covering here. We
25 probably need to do a better job of getting

1 them adopted, tightening up those
2 recommendations so there are some actions
3 taken, I should say.

4 VICE CHAIRPERSON KNIGHT: Go ahead.

5 COMMISSIONER DENTON: I haven't read
6 these page to page yet. I scanned through
7 it. I was very impressed.

8 I don't have an understanding -- I've
9 only lived in Jacksonville 11 years. So I
10 don't really have an understanding of the
11 lack of improvements to keep promises in the
12 original urban core versus the general lack
13 of improvements around the entire expanded
14 city.

15 And I say that because for a few years I
16 lived in Beauclerc, which was certainly not
17 part of the Urban Core, it's an affluent
18 suburb, and I had septic tanks. So I don't
19 know -- my impression is that it's much
20 worse, the infrastructure kinds of things,
21 in the old Urban Core than some of the other
22 areas. But there is kind of an overlay of
23 being very tax conscious and not fixing
24 drainage all over the city.

25 I live in Riverside now and Riverside

1 floods all the time whenever there is a
2 rain, parts of it.

3 So I think that's something that we
4 ought to -- and maybe that doesn't matter,
5 if a promise was made, it might not be
6 relative to other needs elsewhere.

7 VICE CHAIRPERSON KNIGHT: And, you know,
8 to your point, when I popped in earlier this
9 morning and mentioned to Mr. Clements, I
10 would love to see a map, because of those
11 two regions, as it referenced in the '60s,
12 and maybe if we can find a way to have them
13 side by side overlay to today, because I
14 think it hits to your point.

15 The other point around the tax levies, I
16 think there is something in there. I
17 remember -- and I just didn't bring my book
18 today -- in A Quiet Revolution book, I
19 remember references that I don't think are
20 here around promises and then a budget. But
21 just like in any business, you know, if I go
22 to my boss and I say, "I promise to do this,
23 give me this budget," I would love to see
24 the response. What was the response of all
25 these budgets and tax levies that were

1 designed specifically to improve our
2 infrastructure?

3 So I've seen a couple of references in
4 that particular book. I think there's been
5 some reference here. And I do think for us
6 to deliver, like Commissioner Griggs is
7 suggesting, a proposal that has some meet to
8 it, if I may choose that term, we have to be
9 conscious of what didn't happen with their
10 budget plans in previous years or what did
11 happen, and that we can maybe help elevate
12 in our recommendation for there to be
13 success in the future.

14 So I think the situation on tax levies,
15 about budgets and what they executed in the
16 past would be important.

17 I'll formalize a real question,
18 Mr. Clements, that maybe you can answer on
19 paper and then it may relate to invited
20 guests to help us understand that.

21 Jessica, are you about to say something?

22 MS. MATTHEWS: I found her phone number.
23 So would you like to try?

24 VICE CHAIRPERSON KNIGHT: Oh, please, if
25 she's available.

1 So what we're doing right now is
2 attempting to connect with Commissioner
3 Mills so she can join the meeting.

4 So in the meantime --

5 COMMISSIONER GRIGGS: Can I comment on
6 that? So I would like to add to
7 Commissioner Denton's point earlier
8 regarding the Urban Core Investment
9 Authority. And I'll take credit for that
10 idea. But what I think the -- ultimately
11 what we'll need to do is what we'll need to
12 be looking at --

13 COMMISSIONER MILLS: Hello.

14 MS. MATTHEWS: Hello, Commissioner
15 Mills?

16 COMMISSIONER MILLS: Just a moment.
17 Hello.

18 MS. MATTHEWS: Commissioner Mills?

19 COMMISSIONER MILLS: Yes.

20 MS. MATTHEWS: Hi. This is Jessica
21 Matthews with City Council. You're in a
22 live meeting with Urban Services District
23 Subcommittee. Sorry for the delay, but
24 you're on.

25 And Charles Griggs was currently

1 talking, so I just want to let you know.

2 COMMISSIONER MILLS: All right. Thank
3 you.

4 VICE CHAIRPERSON KNIGHT: Mr. Griggs.

5 COMMISSIONER GRIGGS: So I think what
6 ultimately -- in my mind, the concept before
7 we got here was to look at the original
8 setup of the Urban Services District and see
9 how that would allow us or possibly how that
10 would allow us to sort of create or -- some
11 entity that would address these unfulfilled
12 promises, correct.

13 And the work that we're going to be
14 doing in this subcommittee will probably
15 inform the work that such an entity or
16 agency would be doing, you know -- you know,
17 enough data to inform -- enough information
18 about how we got here, whether it's CIP
19 funding per council district -- me and
20 Mr. Clements talked about that a little bit
21 yesterday -- economic development
22 incentives, you know, all those things that
23 would lead to -- and neighborhoods, or
24 neighborhood, becoming healthy and able to
25 thrive on their own without a lot of

1 support.

2 What we've seen and what we know is that
3 the perception is -- and we're going to find
4 out if that's true or not -- that areas
5 outside of what used to be the Urban
6 Services District had received -- have been
7 growing, right, have been growing. And
8 we've been watching them develop, you know,
9 as the county grows.

10 What we don't know is if that's had an
11 impact on the unintended consequences, I
12 should say, on the Urban Core itself. And a
13 lot of the things that we -- that we're
14 encountering, whether it's housing, crime,
15 health, disparities, you know, all those
16 things that we know are negative outcomes,
17 those probably are unintended consequences
18 as a result of a lack of investment.

19 And what we'll need is an entity to
20 specifically address that beyond
21 administrations and council members and
22 whatever legislative body or administrative
23 body is in place, much like what the DIA
24 does.

25 And so what I'm hoping is that we got

1 enough information to inform that process.
2 And then we can go back and tell the full
3 Commission our recommendation for how that
4 should be structured and these are the
5 things that need to be -- we need to pay
6 attention to or letters here and these are
7 the remedies that -- which you outline in
8 your agenda topics for how we go forward.

9 VICE CHAIRPERSON KNIGHT: I completely
10 agree. I'm trying to pick apart a little
11 bit of what I'm hearing, because I'm such a
12 factfinder first, right.

13 So you've commented about the
14 possibility of some areas of our
15 community -- I'm going to use the word
16 thrive -- are thriving better than other
17 areas. So if we're going to say that as
18 part of our evidence, maybe we should ask
19 Mr. Clements to help us validate that,
20 right, because then the facts are -- I
21 think -- I'm not a lawyer, but the facts
22 will really help tell the story.

23 So maybe in your research, sir, you can
24 help us, and I think we need to probably be
25 specific, so we may have to come back to you

1 and offer a specific question that we would
2 like you to research. But how do we define
3 that some areas of our community have
4 thrived while others may have had unintended
5 consequences is going to be looking at the
6 infrastructure and how things have
7 developed. So it's housing and the like,
8 right, everything to do with the environment
9 and built in --

10 COMMISSIONER GRIGGS: I think that, as
11 we do this, we'll have to look at those
12 things that sort of tell us the story. Now,
13 I don't know if we're set up to do a whole
14 lot of digging, but when I think about
15 communities, I think about people. And I
16 know the indicators around people,
17 especially in the Urban Core, deal with race
18 and ethnicity, college readiness, education,
19 you know, attainment, how many -- what kind
20 of degrees people are having, median
21 earnings, you know, what type of income,
22 income growth, you know, how communities are
23 growing based on income. And
24 representation, you know, are they being
25 adequately represented through elected

1 bodies that are out there.

2 VICE CHAIRPERSON KNIGHT: So may I pause
3 you? Would you suggest that is part of the
4 list that needs to be looked at?

5 COMMISSIONER GRIGGS: Well, I think
6 certainly those are probably going to be
7 indicators.

8 VICE CHAIRPERSON KNIGHT: I want you to
9 be specific, please.

10 COMMISSIONER GRIGGS: And when you're
11 dealing with people, you also have to be
12 concerned of where they live, we're talking
13 about the place. Transportation, you know,
14 another sort of indicator. Are the people
15 commuting in extreme ways? You know, are
16 they traveling -- is that a burden on people
17 on how they travel?

18 Are there housing burglaries that have
19 occurred over that period of time?
20 Neighborhood opportunities, you know, what
21 are people -- what are they able to get
22 within that neighborhood that other people
23 are able to readily have available in their
24 neighborhoods?

25 Business ownerships, you know, are

1 people in the communities able to have their
2 own -- you know, are they owning their own
3 businesses? Do we see businesses thriving
4 by people who live in those communities?
5 Maybe that's not happening in other
6 communities as well. You know, when I think
7 of thriving, these are the things I think
8 of. And we know that in the past
9 communities used to operate like this.

10 And then I think overall, you know, how
11 communities are able to manipulate change.
12 You know, one of the consequences has been
13 that representation sort of was diluted over
14 50 years. You know, we went from, I believe
15 it was seven commissioners or seven council
16 members, three of those being African
17 Americans representing what was considered
18 to be the black communities, you know,
19 that's almost half really. Now you have 19
20 council members and four representing Urban
21 Core districts. So, you know, and you add
22 the at-large person, it's still really no
23 way if those people were able to try to make
24 change, or try to impact change for their
25 communities, they wouldn't be able to do it

1 alone.

2 So, you know, what type of -- you know,
3 how are we eliminating some of the
4 disparities that happen in the community,
5 and is representation having an impact on
6 that? Once we identify -- once communities
7 identify that they're having problems, there
8 is a 19-body Council, or administration,
9 taking a cold, hard look and saying this is
10 a problem in our community and we're going
11 to work with that particular council member
12 or council members in order to deal with
13 that.

14 VICE CHAIRPERSON KNIGHT: Commissioner
15 Denton.

16 COMMISSIONER DENTON: Ms. Chair, your
17 suggestion for a map, I think, could be a
18 wonderful bridge to the two concepts that I
19 talked about earlier, that if we can map the
20 Urban Core area that we're talking about and
21 map the areas of high socioeconomic
22 distress, poverty and so forth, and overlay
23 them, I would expect they would be pretty
24 much overlay. Now, maybe they're not. So
25 maybe that might undercut the two topics.

1 But there is -- there are, as we know, a
2 number of many poverty efforts. There is
3 one that's sort of sub rosa right now. Some
4 people are working on the concept of
5 purpose-built communities. And they are
6 selecting the neighborhood where they want
7 to do that: And one of them is larger
8 Durkeeville area; one is -- which includes
9 (inaudible); one is just south of there,
10 which is still Northwest Jacksonville; and
11 the other is in the (inaudible) side. And
12 they're looking at socioeconomic indicators
13 to -- and the existing programs to decide
14 which one to take on.

15 So I would hope that when we get down to
16 assessing the current state, that we might
17 have those people in to talk to us and Paul
18 Tutwiler with LISC and the New Town Success
19 Zone and others, and try to do that.

20 But there are areas, I think the overlay
21 with the Urban Core consolidated promise
22 areas would really tell a story. I mean, it
23 would really make the case for both sides of
24 that.

25 COMMISSIONER GRIGGS: And, again, I

1 agree, Mr. Denton. He's kind of in my
2 brain.

3 A purpose-built communities model
4 addresses infrastructure, it addresses
5 housing. It supports making sure the
6 density is there, whether it's mixed use or
7 single-family homes. And then they address
8 those situations that keep communities, you
9 know, sort of suppressed, and which normally
10 is connected to, you know, schools, you
11 know, a straight pipeline from K through
12 high school. And access to health care,
13 transportation and then some type of
14 commercial business support.

15 The difference is they take those
16 neighborhood by neighborhood. What we're
17 looking at is something that would be more
18 of an umbrella, right. And whatever that
19 model is or that community is that's being
20 worked on, on a purpose-built communities
21 model, would be one of those strategies, one
22 of those areas in there.

23 For example, it would be, say, one of
24 those communities like Durkeeville.
25 Durkeeville would be one project under the

1 Urban Core, you know, investment authority,
2 you know, umbrella. Looking for ways to
3 support those projects just like DIA would
4 for, you know, Laura -- what do they call
5 that place? Laura? The Trio, Laura Street
6 Trio is one project. You got Lot J is
7 another project. But they all exist under
8 one umbrella.

9 So I think the concept would be to be
10 able to support those initiatives that are
11 addressing the infrastructure, that are
12 addressing economic development incentives
13 whether they're geographical or if they are
14 incentive-based, based upon need. All of
15 those things come within that umbrella.

16 Again, our charge here is to pull -- the
17 first step is to pull the information that
18 tells the story, right, where the
19 disparities are, how we got here. And then
20 use that information to build on those
21 remedies.

22 When I worked at the Health Department,
23 I think they still do, we would do the place
24 matters reports, right. And the communities
25 divided up, the county is divided up into

1 six health zone districts. The Urban Core
2 largely being the area we're talking about
3 now. All of them -- all of these health
4 zones are basically divided up into the same
5 amount of people population-wise. And you
6 get a chance to look at and compare the city
7 really by ZIP code.

8 There are also other resources. I know
9 the Equity Atlas is another and the
10 Opportunity Atlas is another, where we can
11 penetrate and look at certain indicators by
12 ZIP code. And certainly we'll be using
13 those, I know we'll be using those to help
14 gather information. I know that the LISC
15 Jacksonville people have a significant
16 amount of data right now that we can
17 probably tap into.

18 And but what I'm really interested in is
19 some of the information that the City has
20 regarding how they've been spending the
21 money. So we'll know what the -- the equity
22 indicators are that you and I are more
23 familiar with. What I'd like to know is --
24 to assist with this, is how the City has
25 been investing those dollars over a period

1 of time.

2 VICE CHAIRPERSON KNIGHT: What I like in
3 our conversation right now is that we sound
4 very aligned with this strategy and idea
5 around collecting historical facts. There's
6 a lot of facts to collect, right. There is
7 a lot of data. There's a lot of resources.

8 I can think about JAXUSA probably has a
9 rich repository of economic indicators on
10 how we've moved over time. And,
11 Commissioner Griggs, you've alluded to the
12 fact that you and I both live or lived in
13 the health care space and we know where that
14 data are.

15 So I would encourage the both of you and
16 Commissioner Mills to help Mr. Clements
17 decide where to start doing his research or
18 what data sources would be the most
19 effective for us. Because I can't remember
20 which of you just mentioned we could spend a
21 lot of time and data and get stuck.

22 And I just wonder if our predecessors
23 and our leaders in the past maybe could have
24 been part of that -- that's part of the
25 barrier, that there is so much to look over

1 that maybe somehow their progress wasn't
2 made.

3 So I want us to be very specific on what
4 measures we think would be most valuable to
5 understand the current state, because I
6 think everything that you're referring to
7 right now would be a benchmark of current
8 state going back as far as it possibly can
9 and as Mr. Clements helps us with the
10 historical data.

11 Is that reasonable? So my question is
12 if everyone would take the time with their
13 expertise to share with Mr. Clements what
14 are the data sources so we can look at them
15 next week and kind of agree on, you know,
16 what's our best data pull for the time we
17 have together.

18 Commissioner Denton.

19 COMMISSIONER DENTON: Is it reasonable
20 to ask Mr. Clements to put together a list
21 of the -- I guess any poverty efforts that
22 are going on in the Urban Core? The three
23 that come to mind are the New Town Success
24 Zone. By this I mean multipurpose, I don't
25 mean some federal agency or something, but

1 the total community efforts. New Town
2 Success Zone is one. LISC, L-I-C (sic)
3 Jacksonville is one. And then the other
4 one, I don't know if it has a name, but it's
5 Darnell Smith and Ellen West.

6 VICE CHAIRPERSON KNIGHT: That's LISC
7 Jax.

8 COMMISSIONER DENTON: I'm sorry. What's
9 it called?

10 COMMISSIONER GRIGGS: LISC Jax.

11 COMMISSIONER DENTON: I actually have
12 some material on that because they asked me
13 for my opinion about which area they might
14 choose. So if that's a reasonable request,
15 that would be very helpful in terms of
16 starting to build the map.

17 And, of course, the areas that are
18 responsible for -- I will, if I may, I think
19 you-all have heard me during commission
20 meetings occasionally use the term
21 structural racism. And I've asked -- well,
22 something that I saw when I was doing some
23 work on this with the Aspen Institute a few
24 years ago, on behalf of the newspaper, I
25 watched an ABC Nightline program that was on

1 Buffalo, New York, and how an African
2 American woman was killed walking to her job
3 at a suburban mall.

4 And they traced back to the beginnings
5 of the mall and why it was built and how it
6 was built. And found -- and they had
7 realtors and tenants all testifying to this.
8 It was a good piece of -- a great piece of
9 journalism. That they promised the tenants
10 that it was going to be an upscale mall.

11 And in supporting that argument, they
12 showed how they had arranged working with
13 the city to keep it away from the bus lines,
14 because in Buffalo, like many cities,
15 African Americans live in the inner city.
16 And if they could get on a bus to go to the
17 mall, it might affect the image that they
18 wanted of the upscale mall.

19 So the bus line was put several blocks
20 away from the mall. And this woman was --
21 rode the bus and had to walk across busy
22 streets to get to the mall, and she was
23 killed. So they went back from that.

24 But the segment, as I recall -- it's
25 been some years since I saw it -- also got

1 into housing policies, how African Americans
2 were not allowed to take advantage of the GI
3 bill after World War II, and Levittown,
4 Pennsylvania, was segregated and all of
5 these things which kept many African
6 Americans from building the generational
7 wealth that more whites had.

8 So I think it's great background. I
9 tried to find a link to the video. I
10 thought One Jax had it, they thought they
11 did. But I found it online, and I bought
12 it. And I asked William Coffee, who is not
13 here right now, but he's titled as a tech
14 person.

15 MS. MATTHEWS: So is Melanie.

16 COMMISSIONER DENTON: Okay. Well, I
17 just know William and I asked him. I just
18 handed it to him this morning. So he's
19 going to put a link on the COJ.net website
20 so that anybody can watch it. It is a
21 fascinating hour of your time to watch this.
22 It's opened in my mind to a lot of things
23 that I had not seen before. So I would
24 recommend that as background.

25 I also asked him to put it on the

1 COJ.net area for the Crime Commission,
2 because I also serve on that. And I plan to
3 make, hopefully, these same arguments there,
4 because it's all related.

5 VICE CHAIRPERSON KNIGHT: So to add to
6 the inventory activities -- and I have both
7 of your lists so far. I don't know
8 Mr. Clements' reach, but I would encourage
9 you to connect with the United Way and the
10 nonprofits in Northeast Florida, they may
11 have additional knowledge on other efforts.

12 I will tell you, as I mentioned, I
13 think, from the beginning of our Commission,
14 I joined this Commission when I was at my
15 former employer and now I'm at UF Health.
16 So I'm learning my agency very well.

17 If you go out on the website, you'll see
18 the mission statement of UF Health includes
19 a specific reference to eliminating health
20 disparities. So there is work at UF Health
21 as well. And I guess, for the record,
22 that's probably one of the biggest draws
23 that encouraged me to join them.

24 But we are launching what's called an
25 Urban Health Alliance. And we've connected

1 with LISC Jax because we were introduced to
2 them recently and we see some clear synergy.
3 So our focus is going to be on our immediate
4 neighbors and then go from there.

5 So it's really the idea of block by
6 block, neighborhood by neighborhood, one ZIP
7 code at a time, not necessarily health zone
8 at a time because it's just too big that
9 way. So for us our focus is going to be on
10 32206, specifically the Brentwood and east
11 side communities. So had some preliminary
12 conversations with colleagues and LISC Jax,
13 and we're excited about the overlap and the
14 opportunity to work together.

15 So I just at least want for the record,
16 for everyone to understand that the
17 beautiful thing is there is lots of work
18 that is going on. One of our hospital
19 leaders, as he retired recently, I was drawn
20 to a comment he made. And he said, After 30
21 years of serving as a hospital leader in
22 this community, as he retired, he didn't
23 feel we made enough progress.

24 And that was pretty profound. I think
25 we can probably apply that to most of our

1 nation. And as a health care administrator,
2 I'm all in on that piece from the health
3 standpoint, but it has to be included in
4 (inaudible).

5 I'll be honest, I'm nervous about all
6 the data and all the projects. I almost
7 wish we could take these four pillars of our
8 approach and divide it by month, right.

9 So I mean, ideally, if we could get
10 through our factfinding in 30 days or so and
11 then really do a deep dive around current
12 state, and then start talking about
13 opportunities, opportunities and threats --
14 I hate to use that word -- or things that we
15 know have to stay on the whiteboard, so to
16 speak, that we can't touch, and then get to
17 our proposal, I think it might be a nice
18 frame work.

19 Ms. Jessica, do you have a comment?

20 MS. MATTHEWS: So to answer your
21 question from earlier, Commissioner Brock
22 said the final recommendations from the
23 subcommittees need to be presented by
24 February 28th meeting so that he can have
25 March to assemble the final commission

1 report.

2 VICE CHAIRPERSON KNIGHT: He's obviously
3 taken my approach.

4 So since I created the framework for the
5 four, I'll ask my colleagues on the
6 Commission what would you propose our
7 internal deadline be to each other?

8 COMMISSIONER GRIGGS: As we ponder
9 that --

10 VICE CHAIRPERSON KNIGHT: Okay, another
11 point, please.

12 COMMISSIONER GRIGGS: Yeah. I would
13 remind Mr. Denton that we were at the same
14 event, the Aspen piece, and we took in that
15 information together.

16 And I would also recommend another piece
17 of literature, which is Richard Rothstein's
18 book *The Color Law*. And it talks about how
19 various communities were maligned by local
20 government policies and federal policies to
21 keep African Americans from integrating
22 into, you know, predominantly white
23 communities.

24 In fact, the book argues, if it weren't
25 for these intentional policies, our

1 communities would look a lot different now.
2 And we would not have, you know, integrated
3 societies, we would have self -- I'm sorry.
4 We would not have societies where we had
5 folks that are living in various projects
6 and so forth. We would have an integrated
7 society. It would be natural, with a
8 natural course of action because people were
9 actually working in the same industries and
10 sharing the same ideas in a broad
11 perspective.

12 But the federal government and local
13 municipalities sought to impede their
14 progress, social progress that was being
15 made by certain people through housing and
16 other policies, which brought me to one of
17 the things that I'm going to be looking for.
18 And it's going to probably take
19 Mr. Clements' assistance, everything is not
20 on the Internet, some things you have to do
21 on your own.

22 But, you know, I would like to be able
23 to kind of sift through and so if we can
24 identify specific policies, you know, since
25 consolidation, maybe starting with that were

1 barriers, that became barriers to the Urban
2 Core, per se, being, you know, sort of
3 thriving.

4 And we can certainly start at the
5 communication Mr. Clements provided
6 regarding the consolidation information
7 around Urban Services District and the
8 General Services District. I found that
9 information very insightful and -- in how it
10 really took a while, I guess 25 years or so,
11 before the City sort of said, okay, we need
12 to find a remedy for how we're collecting
13 taxes and how those tax dollars are being
14 spent, you know, per how they were intended
15 to be spent across the consolidated
16 government. So I think we have a start
17 there.

18 And then maybe perhaps search for any
19 additional policies that may have hindered,
20 you know, progress for what used to be, you
21 know, the City of Jacksonville. So that was
22 all I wanted to add.

23 But in terms of the date, I think we can
24 probably -- I really appreciate you giving
25 us a lot of time to do the research, I think

1 we're going to need that. There is
2 certainly a lot of work that's been done
3 already. So we can try to get maybe some of
4 those people to come in and share that with
5 us.

6 And I also believe that, as we unveil
7 some of these ideas or some of this data,
8 we'll also run up against some common best
9 practices for remedies. And so it won't --
10 it shouldn't take us very long to, you know,
11 sort of iron out what our remedy would be in
12 terms of the information that we find to get
13 back.

14 VICE CHAIRPERSON KNIGHT: Okay. Lots to
15 unpack. So I agree. You're proposing that
16 we do a deep dive on our policies as well?

17 COMMISSIONER GRIGGS: Yeah. I've tried
18 to look. It's hard to search, right, but I
19 think that, you know, some institutional
20 wisdom from maybe former council members or
21 former community stakeholders may be useful.
22 And I know that we're -- you know, some
23 people out there are very willing to be
24 frank about, you know, some of the things
25 that's happened in the past around here.

1 And, again, I think a lot of this is
2 unintended consequences. But when you think
3 about how things were 50 years ago and how
4 they are now, you can kind of see how, you
5 know, maybe some policies that would not --
6 that would cause harm to certain areas of
7 town could be adopted even by people by
8 well -- by well-minded people. So there are
9 really things that we can probably use to
10 address that.

11 Again, that would be under the purview
12 of whatever entity we decide to try to stand
13 up or recommend. But at least we'll have
14 the information to see how we got here.

15 VICE CHAIRPERSON KNIGHT: So we have our
16 fair shopping list of initiatives and
17 measures that we'd like to identify and
18 understand. You're proposing that, and I
19 agree, that we have -- somehow we understand
20 policies of yesterday and today, and how
21 they've had unintended or intentional
22 results that are negative to this community.
23 So there's three buckets right now. Are we
24 missing any?

25 So data as it relates to how we are, you

1 know, how our growth has occurred;
2 information around policies; information
3 around activities that are occurring today
4 or may have occurred in the past to try to
5 improve our current state. Is anything
6 missing from that standpoint?

7 One thing I would like to ask is we had
8 some fantastic presenters with knowledge, as
9 you've mentioned, Commissioner Griggs.

10 And, Mr. Clements, just as you did a
11 nice summary of these documents, maybe we
12 could get a summary of our transcripts that
13 pick out the pieces, so to speak, that
14 applies to our work. Because we have some
15 rich information from some of our leaders in
16 this community who had knowledge about
17 before or today around this topic so maybe
18 we can consolidate that information as well.
19 So that's really four buckets of
20 information.

21 Commissioner Denton.

22 COMMISSIONER DENTON: And one of them
23 would be the current state of socioeconomic
24 indicators by geography.

25 VICE CHAIRPERSON KNIGHT: Yes.

1 COMMISSIONER DENTON: Good. And I think
2 some of that has been done, because the LISC
3 Jax people have a document that -- where
4 they compared a lot of indicators from
5 different parts of town. And compared --

6 COMMISSIONER GRIGGS: Some great
7 information. I'm sorry. I forgot to
8 mention I'm on that steering committee.

9 COMMISSIONER DENTON: You know more
10 about it than I do.

11 VICE CHAIRPERSON KNIGHT: One of the
12 indicators used by that group and any our
13 type of space around that is life expectancy
14 and infant mortalities are usually a
15 predictor of the health and wellness of a
16 community.

17 And one particular slide that pops to my
18 mind -- I might be a little bit off in the
19 number. There was, I believe, around an
20 eight-year disparity between the life
21 expectancy of someone in the community of
22 the San Marco area versus a little bit
23 around Brentwood. And that's the type of
24 thing you're referencing. And that tells a
25 story itself.

1 Commissioner Mills, do you have any
2 comments?

3 COMMISSIONER MILLS: Well, I'm glad
4 y'all asked because being on the outside --
5 I do apologize -- good morning -- first of
6 all, for not being there, but this meeting
7 came about after I had already committed to
8 something.

9 But -- and I am so sorry. I really
10 don't understand the focus of where we're
11 going because I don't know if you all are
12 not speaking in the mic, but I didn't hear.
13 You may not be able to hear me. So
14 hopefully I won't ever have to do these
15 conference calls again, because I really
16 feel like I don't even understand where
17 we're going.

18 I did understand that Commissioner
19 Denton did say, you know, you can get a map,
20 because, first of all, I don't really think
21 we fully understand where the Urban Core
22 starts and where it ends.

23 I do agree with some of the stuff that
24 Commissioner Griggs was saying, but I really
25 couldn't hear it all.

1 So I've done some research and pulled
2 some things together, but I really don't
3 even know what we're doing. And I'm so
4 sorry, but, you know, I don't.

5 VICE CHAIRPERSON KNIGHT: Can I speak
6 into that mic a little bit? This is a mic
7 itself.

8 Commissioner Mills, I apologize that a
9 telephonic attendance probably isn't the
10 best.

11 COMMISSIONER MILLS: I can hear you now.

12 VICE CHAIRPERSON KNIGHT: Because I
13 moved the telephone mic itself.

14 COMMISSIONER MILLS: Okay. Thank you.

15 VICE CHAIRPERSON KNIGHT: So let me just
16 really quick, in the interest of time, just
17 give you our framework.

18 In the agenda you will see that I gave a
19 proposed framework of how we execute our
20 work for the next couple of months. And so
21 my proposal was that we first gather the
22 facts, the historical facts -- I'm sorry.
23 Hang on one second.

24 First we gather historical facts, then
25 we assess our current state, and then

1 understand and define opportunities, and
2 then summarize a proposal. So that was my
3 recommendation to all of our Commissioners,
4 including you, but you obviously weren't
5 here at the time, that maybe that's our
6 tactic in how we proceed with our work. So
7 that's why you hear a lot of discussion
8 right now about historical facts.

9 And what we would like to offer
10 Mr. Clements is the opportunity to help us
11 figure that out. So we've created a couple
12 of paradigms for him to work towards. Is
13 that a little bit more helpful?

14 COMMISSIONER MILLS: Yeah, a little bit.

15 VICE CHAIRPERSON KNIGHT: Okay. Thank
16 you.

17 Commissioner Denton.

18 COMMISSIONER DENTON: If I understood,
19 Ms. Chair, what you were talking about
20 before is that, by using a month for each of
21 the four areas of activity, that we would
22 devote November to gathering the historical
23 facts, December to assessing the current
24 state, January to understanding and defining
25 the opportunities and coming up with a

1 concept if we are going to make a
2 recommendation, and then finally to have the
3 proposal put together written and so forth
4 in February in time for the February 28th
5 deadline. That makes a lot of sense.

6 VICE CHAIRPERSON KNIGHT: That's about
7 30 days each. Now, I realize there are a
8 couple of holidays, spiritual holidays, and,
9 of course, my birthday that you all need to
10 celebrate. So there's some time that maybe
11 our 30-day goal for each bucket, so to
12 speak, may bleed over. But I think we have
13 to have a framework, something like that, so
14 that we can kind of challenge ourself with
15 our timeline.

16 COMMISSIONER DENTON: Well, I'm a
17 journalist; I have to have deadlines.

18 VICE CHAIRPERSON KNIGHT: Me too, I'm an
19 administrator, absolutely.

20 So we'll go with that. Mr. Clements has
21 a lot of work to do. But, again,
22 Commissioners, and the public, and previous
23 presenters that may be listening and
24 whoever, if you have a data source that is
25 simple that Mr. Clements can share with us,

1 I think that will be most valuable to our
2 work, right.

3 You know, I'll say, which I should have
4 said earlier, when I saw our list of who was
5 on this Commission, and I think about our
6 resource, and Commissioner Denton as far as
7 a journalist and that resource, and
8 Commissioner Griggs from the standpoint of
9 the Health Department and his knowledge
10 there, and absolutely Commissioner Mills, I
11 was particularly excited.

12 But so, with that, I encourage us to
13 give Mr. Clements the resources that we know
14 of to make it successful and easy for us to
15 review the data.

16 Sir.

17 COMMISSIONER DENTON: Mr. Clements, if
18 you find it necessary -- I mean, I got a
19 pretty good picture from the material you've
20 already put together. But if you feel it
21 necessary to have -- going back and looking
22 at the Times Union back through history and
23 how it was covered and what people said
24 then, then -- I mean, a lot of people who
25 were very important to this, like Alton

1 Yates, are still with us and remember. But
2 if you have a need to do that, you can do
3 some of it online, though, it's not
4 complete.

5 I have access to the archives of the TU.
6 But, also, the library across the street has
7 done a remarkable job. Somebody over the
8 decades would index Times Union articles.
9 Maybe you already know this.

10 MR. CLEMENTS: The University of North
11 Florida produced that index for many years.

12 COMMISSIONER DENTON: Did they? But
13 it's in the library over here?

14 MR. CLEMENTS: Yeah, in the Florida
15 Collection in the library.

16 COMMISSIONER DENTON: I've actually used
17 it rather than going into the TU archives,
18 because it's a different way of indexing it.
19 Anyway, those are sources. If you want to
20 get in touch with me, I have a log-in to the
21 TU archives. Don't tell them -- oh, wait,
22 it's a public meeting.

23 COMMISSIONER GRIGGS: Madam Chair, I
24 would also recommend as part of our
25 information that perhaps we include your

1 Community Health Needs Assessment as a
2 reference.

3 COMMISSIONER MILLS: I don't hear you.

4 VICE CHAIRPERSON KNIGHT: Commissioner
5 Griggs is suggesting that we include the
6 Community Health Needs Assessment, which is
7 a report provided by all the nonprofit
8 hospitals in the community around the health
9 of our community.

10 So, yes.

11 COMMISSIONER MILLS: Thank you.

12 VICE CHAIRPERSON KNIGHT: Mr. Clements,
13 I'll send you that link.

14 So we've come up with a robust list.
15 Mr. Clements, you can say now or later, if
16 you have any outstanding concerns with any
17 of it.

18 I don't think we mentioned -- I'm really
19 interested in understanding how this budget
20 and these tax (inaudible) are not impacting
21 these communities. I don't know my question
22 yet on that, though. But -- because we
23 can't sit down and look at the budgets year
24 over year and try to analyze them, but maybe
25 we can invite a subject matter expert who is

1 neutral that can tell us what happened or
2 not around that.

3 COMMISSIONER GRIGGS: We can certainly
4 take our best stab at looking at previous
5 budgets and see, you know, how those CIP
6 dollars were spent. And, hopefully, we can
7 get some type of snapshot into how they were
8 spent per council district. And -- but I
9 think there is a way as we sort of kind
10 of -- because, again, I said I was going to
11 commit to spending some time here looking at
12 this.

13 But there is a way for us to sort of
14 uncover some clues where the opportunities
15 were and certainly watch this community grow
16 over the last -- especially over the last 25
17 years, in particular. And there has to have
18 been some discrepancies in how things were
19 done. There has to have been some policies
20 that were enacted that were -- that had
21 intentional or unintentional consequences.
22 And maybe they've been remedied, but I think
23 we still need to know what they are and what
24 we can calculate on how we can address a
25 more aggressive approach that -- providing

1 some remedies going forward.

2 VICE CHAIRPERSON KNIGHT: Commissioner
3 Denton.

4 COMMISSIONER DENTON: It could be that
5 there may be some pivotal people who can
6 really give us insights into that. And one
7 of them is Chris Hand, whose book is in
8 here. But he not only is very knowledgeable
9 about the Charter and update the history and
10 all of that as sort of a scholar, but he
11 also was the Chief Administrative Officer
12 under Mayor Brown.

13 MR. CLEMENTS: Chief of Staff.

14 COMMISSIONER DENTON: Chief of Staff
15 under Mayor Brown. So he participated in
16 drawing up budgets including right in the
17 middle of the Great Recession. So he may
18 have some real good insights. And there may
19 be other pivotal people like him who were in
20 previous administrations.

21 VICE CHAIRPERSON KNIGHT: Mr. Clements.

22 MR. CLEMENTS: One of the excerpts that
23 I've copied for you out of Chris Hand's book
24 quotes -- he interviewed Alton Yates who
25 worked for four mayors, the first four

1 mayors under consolidation. He's always a
2 good resource. The other would be Warren
3 Jones, who served many, many years in two
4 different terms on Council.

5 I think they could give you very good
6 perspective on what was done over the years,
7 how the budgets worked over the years, how
8 priorities were set, what could be funded,
9 what could not be funded so they might be
10 good people to invite.

11 VICE CHAIRPERSON KNIGHT: Okay. It
12 leads into a thought as well and, you know,
13 I know I asked if we could consolidate or
14 get a snapshot on any speaker who spoke on
15 our topic. We've just thrown out three
16 names. We should probably think now and, of
17 course, again next session and thereafter
18 about people we would like to ask to come
19 back to speak to us or come to speak to us
20 as a new subcommittee.

21 But in that I think we should be very
22 intentional of what our ask is of them.
23 It's such a rich amount of work. As you
24 propose names, maybe two or three specific
25 questions we'd like to ask of colleagues

1 from the community that tend to visit with
2 us so we can submit them here today or we
3 can send them straight to Jessica.

4 But if you submit a name, I would
5 encourage that we have at least two
6 questions that we want them to respond to as
7 we talk about our work and then open it to
8 them as well for whatever they would like to
9 share.

10 COMMISSIONER DENTON: Do you think it
11 might be fruitful for us to have a meeting
12 dedicated to perhaps these three people if
13 we could get a minute to send time to have
14 them speak individually but sort of as a
15 panel about the big picture.

16 If we have the documents that
17 Mr. Clements already has produced for us in
18 terms of what happened back then, if we have
19 the interpretation of, say, these three
20 people and maybe more of what's happened
21 since then, and then thirdly if we have the
22 data on poverty, socioeconomic indicators,
23 is that a strong enough picture?

24 VICE CHAIRPERSON KNIGHT: I think the
25 only thing it lacks -- I agree. I think the

1 only thing missing is the comment that
2 Commissioner Griggs made about the policies
3 piece. But maybe they're going to bring
4 that forward in their conversation. So,
5 yeah. So that is definitely a wonderful
6 place for us to start to ask them to come
7 in.

8 So we're asking them, just to be clear
9 on our ask, is for them, as historians or
10 studies of that, to come in and share with
11 us the history and understanding not simply
12 consolidation, but what has transpired and
13 the impact; is that correct?

14 COMMISSIONER DENTON: Uh-huh.

15 VICE CHAIRPERSON KNIGHT: So that would
16 be our lead-in question for them.

17 And I know Jessica obviously stepped
18 out, but we could ask her to facilitate that
19 question as an invitation to the three of
20 them and try to get them all here at the
21 same time. And it would definitely be a
22 good dedication and use of our time.

23 We're sitting at about 10:05, by no
24 means is that a pause. I just wanted to see
25 how we feel about agenda item number three,

1 you know, where we are, the discussion
2 around historical facts and data gathering.
3 Is there anything missing from that topic
4 that we would like to make sure we put
5 upfront? Because this is day one, so it
6 would be lovely to try to make sure we
7 capture the big rocks and see how we're
8 going to divide that up as far as data
9 gathering. Anything else as a reference to
10 that? Because we've actually talked a
11 little bit about current state by some of
12 the data we're going to get, is going to be
13 current state, which is fine, which is fine.

14 Commissioner Denton.

15 COMMISSIONER DENTON: Do we want to try
16 to schedule, say, those three people --

17 VICE CHAIRPERSON KNIGHT: Yes.

18 COMMISSIONER DENTON: -- for this month?

19 VICE CHAIRPERSON KNIGHT: Yes. And that
20 will -- Jessica stepped out, but that was
21 going to be my request of her, to see if she
22 could reach out to them and see if we can
23 get lucky enough that we get all three of
24 them at one meeting.

25 Any other thoughts as it relates to our

1 initial data gathering and how we're doing
2 our work?

3 Well, I think it may be safe to move to
4 agenda item four, which is other business.
5 And --

6 MR. CLEMENTS: Actually, Madam Chair,
7 before you go, I did a little two-page kind
8 of a summary of the documents that I handed
9 out that I sent out to all of you. So let
10 me just pass those around.

11 VICE CHAIRPERSON KNIGHT: Oh, yes,
12 please, I'm sorry. I apologize.

13 So we're now going to have Mr. Clements
14 kind of give a summary of the documents we
15 received. And this two-page document is
16 probably an overview of his comments he's
17 going to share right now.

18 Mr. Clements, the floor is yours.

19 MR. CLEMENTS: Well, I can certainly
20 give a little overview of what I gave you.
21 I don't necessarily need to do a
22 presentation.

23 VICE CHAIRPERSON KNIGHT: Just to share.

24 MR. CLEMENTS: I gave you excerpts from
25 the original City Charter as it was adopted

1 by the legislature in 1967. It's
2 handwritten at the top Original 1968 City
3 Charter. And specifically what I got for
4 you was the section that relates to the
5 Urban Service District and the General
6 Service District.

7 I thought it was interesting that this
8 first bill, which is Chapter 67.1320,
9 provides for the General Service District,
10 which is the whole county, and then one
11 Urban Service District, which was the City
12 of Jacksonville, the three beaches and
13 Baldwin, all constituted the one Urban
14 Service District.

15 And then clearly somebody went to the
16 Delegation and said, no, no, no, that's not
17 going to work, because in the same session,
18 Chapter 67.1535, they then split up the
19 Urban Service Districts into one, which was
20 the City of Jacksonville; two was Atlantic
21 Beach; three was Neptune Beach; four, Jax
22 Beach; and five, the town of Baldwin. So
23 they all got recognition as being their own
24 individual Urban Service Districts and not
25 just part of one.

1 The next item is labelled Current City
2 Charter 2019 is how the language stands now
3 for the Urban Service Districts and the
4 General Service District. What I found
5 interesting here was Section 2.02, Expansion
6 of First Urban Services District, says
7 that -- which was the former City of
8 Jacksonville, was that that district could
9 be expanded from time to time, and it's
10 territorial limits extended whenever the
11 Council determines that a particular
12 territory of the consolidated government
13 outside of the Urban Services District needs
14 urban services and the consolidated
15 government is able to provide such services.
16 It could not be designated as part of the
17 Urban Services District unless it's got the
18 urban services within a reasonable period,
19 which was defined as a year.

20 So it seems like the idea was that as
21 areas -- as the City of -- former City of
22 Jacksonville was able to extend water,
23 sewer, streetlights, drainage, whatever it
24 may be, outside of what had been the
25 previous City of Jacksonville, into the

1 former county, that USD1 would be expanded
2 out and those people would pay a higher
3 millage to get this increased level of
4 service that they were going to be getting.

5 VICE CHAIRPERSON KNIGHT: May I ask
6 questions along the way? Because I feel
7 like I might get lost.

8 MR. CLEMENTS: Sure, you may.

9 VICE CHAIRPERSON KNIGHT: I saw that
10 difference as well -- well, let me say that
11 differently.

12 I saw the difference between 1535 and
13 1320 as far as the General Services
14 District, then district one, then two to
15 five, right, I saw that.

16 I think what you're reading, I don't
17 believe, unless I'm misreading, there is a
18 difference between 1535 and the text you
19 read with the exception of the word
20 territory was -- the word area was replaced
21 by territory.

22 It's interesting you bring that up,
23 because I took the two documents side by
24 side and tried to see what the difference
25 was. And I didn't see a difference in that

1 text about the time period a new territory
2 may be designated part of the first -- I
3 didn't see a difference. Did you see
4 something different there?

5 MR. CLEMENTS: No.

6 VICE CHAIRPERSON KNIGHT: Okay. So
7 between the two time periods --

8 MR. CLEMENTS: It's continued to be the
9 same from '68 until the present.

10 VICE CHAIRPERSON KNIGHT: That's what I
11 saw.

12 MR. CLEMENTS: Except that, to the best
13 of my knowledge, the City has never expanded
14 Urban Service District One despite the fact
15 that we've spread urban services throughout
16 much of the county. And so it seems like
17 the methodology that was originally intended
18 by the framers of the first Charter was
19 never actually carried out.

20 And, in fact, somewhere in your
21 packet --

22 COMMISSIONER GRIGGS: First bullet,
23 second page.

24 MR. CLEMENTS: First bullet on the top
25 of the second page, I went back through some

1 of the old budgets looking for some
2 historical information. And in his 1971
3 budget address, Mayor Hans Tanzler said that
4 he didn't think that this USD1 concept was
5 working properly and that he was going to
6 request the legislative delegation to make
7 some changes in that.

8 So I guess we can go back and look and
9 see. Apparently, nothing was ever done
10 because the language is still the same. But
11 I thought that was interesting.

12 So it seems like what's happened over
13 the years is the City has just expanded the
14 reach of what were previously city services
15 out into the county. But did not expand the
16 district to go along with that.

17 And so for many years, USD1 charged a
18 very slight additional millage compared to
19 the General Services District both in the
20 area of debt service and in operations. The
21 former core city got some street sweeping
22 that other areas didn't get. And I think it
23 may have gotten a higher level of garbage
24 service than other areas got. And so that
25 accounted for that slight millage

1 differential.

2 And then there was a debt service
3 millage differential because the
4 preconsolidation city residents were still
5 paying off bonds that were issued for the
6 construction of JIA. So when those bonds
7 were paid off in 1997, that millage
8 differential for debt service went away.
9 And in 1998 the millage differential on the
10 operating side went away. And then
11 everybody throughout the city, other than
12 the beaches and Baldwin, paid the same
13 millage rate for operations and for debt
14 service.

15 And so there really was no purpose to
16 having a distinction for USD1 since it
17 didn't do anything different, but it's never
18 been taken out of the Charter. So it's
19 still there.

20 And then just on the last bullet point
21 on the second page, again, sort of a
22 historical note, Mayor Tanzler talked about
23 how much they had spent on water and sewer
24 on -- specifically on sewer in the first few
25 years of consolidation. They spent \$58

1 million to expand capacity of the Buckman
2 Sewage Treatment Plant, and they were
3 spending \$62 million to build sewer mains
4 interceptor lines that would capture all the
5 sewage that was currently being generated in
6 the city and directed to the Buckman Sewage
7 Treatment Plant. So that was \$120 million.

8 And that was a huge amount of money back
9 then. They were struggling to come up with
10 that money. They were depending on the
11 federal government for 40 or \$50 million of
12 that. And so that just sort of gives you an
13 indication that there was one -- of all the
14 promises made, there was one thing they were
15 doing in struggling to fund just that. And
16 that was just in the old core city, that
17 wasn't out in the county.

18 Some of the mayoral letters, the annual
19 budget addresses for the first few years
20 talk about bragging, rightly so, on what
21 they had done: We've extended streetlights,
22 they're now pretty much everywhere in the
23 county; and parks are getting better; and we
24 built libraries outside of the old city
25 limits.

1 So they were doing things in the early
2 years, and they were very proud of that.
3 But they recognized -- even back then they
4 recognized that things like water and sewer
5 were multi, multi-hundreds of millions of
6 dollars of a problem that had to be dealt
7 with that they just didn't have the money
8 for.

9 VICE CHAIRPERSON KNIGHT: Thank you for
10 that summary.

11 Comments.

12 COMMISSIONER GRIGGS: I was just going
13 to say that probably -- I think I'm the only
14 person, and Ms. Mills maybe, but me being
15 from Jacksonville, I can attest to the fact
16 that the struggles around trying to resolve
17 the city's water and sewer to align with the
18 needs of the St. Johns River were immense.

19 For a long time the river was deemed
20 unswimmable, you know, people weren't able
21 recreate out there. And that was a major
22 challenge in the early '70s and the
23 late '60s. Thankfully that -- we got that
24 under control.

25 But you can certainly see that the City

1 was struggling with the growth aspects that
2 came with consolidation. It was a great
3 idea to be able to expand beyond this Urban
4 Core or the hub of where the industry was,
5 which was the shipyards and so forth, out
6 into areas where people wanted to live.
7 They wanted to live in these other areas.
8 They also wanted to be able to connect with
9 the beach, the beaches.

10 But it was really difficult to grow this
11 process. And consolidated seemed to be --
12 consolidation seemed to be the answer for
13 that. But there were growing pains with
14 that.

15 And some of it did not have a lot to do
16 with -- I mean, think about it now, people
17 probably weren't thinking that they were
18 creating -- some of the policies they were
19 enacting may have adverse effects down the
20 road on communities that, you know, that we
21 know now to be the Urban Core, because they
22 were looking at so many other things they
23 had to do with consolidation.

24 So I thank -- again, I thank
25 Mr. Clements for doing this level of work.

1 We had a great conversation yesterday, and
2 it certainly brought to light some of the
3 struggles that the City and the County were
4 going through back in the early days around
5 how we got here.

6 MR. CLEMENTS: If I might make two more
7 comments, one sort of in the early '70s,
8 they were talking about the sewer -- septic
9 tank and sewer issue is going to cost us
10 several hundred million dollars. By the
11 early to mid-2000s, a study was done by the
12 City and JEA, it was over a billion dollars
13 by then. And it's probably still going up
14 as we speak.

15 And on that subject of septic tanks,
16 just another little historical sort of a
17 thing, as the City has tried to tackle this
18 over the years, the question is always,
19 Well, whose job is it to put the water and
20 sewer lines out there?

21 And the City says, Well, JEA is in the
22 water and sewer business. We gave them the
23 City's water and sewer operations in 1997.
24 So it's their business, they should be doing
25 that.

1 JEA has always said, Oh, no, we don't
2 extend lines anywhere. If a developer
3 builds a subdivision and puts in the lines,
4 we'll take them, and we're happy to have
5 them and have new customers, but we don't
6 extend sewer mains and water mains out to
7 unserved areas, because that would cause our
8 current ratepayers to be subsidizing the
9 extensions of those lines out to other
10 people and our bond covenants don't permit
11 that, so we don't do that.

12 And it's been brought up many times over
13 the years. The City says, Well, it has to
14 be JEA; they're the water and sewer people.

15 And JEA says, Oh, no, no, no. We take
16 what's given to us, but if the City would
17 like for those people to get water and
18 sewer, if somebody can find a way to pay for
19 the lines, we'll be happy to take them on.

20 But that's just -- that's one of those
21 things that has been a persistent problem
22 that no one has ever put a solution to.

23 They created the Water and Sewer
24 Expansion Authority in the 2000s with the
25 idea that, All right, we'll create somebody

1 whose job it is to get those lines built and
2 get those septic tanks taken out of those
3 neighborhoods. And they could never find
4 the money. The federal grants, state
5 grants, they did a little bit here and a
6 little bit there. And they eventually gave
7 up and they disbanded the authority because
8 they couldn't find any money to do it
9 either. So for what that's worth.

10 VICE CHAIRPERSON KNIGHT: That's worth a
11 lot. And so how do we -- how do we address
12 that? Who do we bring in? Because if I
13 hear you correctly -- I was jotting a couple
14 of notes -- JEA said, give me the line, I'll
15 fill it, so to speak. And the City says,
16 it's their role to create the line, but JEA
17 said the developer should do it, try to
18 establish this position to execute the work
19 and nothing was result.

20 So, fellow Commissioners, who are we
21 asking to help us figure that out?

22 COMMISSIONER DENTON: Well, there is in
23 other counties -- and I don't think we have
24 it, I could be wrong about this -- but there
25 is a fee you charge developers. What's it

1 called?

2 MR. CLEMENTS: Impact fees.

3 COMMISSIONER DENTON: Impact fees. And
4 I think Duval doesn't have impact fees; is
5 that right?

6 MR. CLEMENTS: We do not have impact
7 fees. We do have some fees on some -- we
8 have concurrency fees on some kinds of
9 services, but not a general impact fee like
10 other counties have.

11 COMMISSIONER DENTON: So that might be
12 the answer, Ms. Chair, to your question of
13 who should be responsible. But is that the
14 purview of this subcommittee given that
15 we're, I think, dealing with the Urban Core?

16 COMMISSIONER GRIGGS: Yeah. So I don't
17 know if we'll get to a point where we design
18 or, you know, sort of recommendation remedy
19 for that problem. I think what probably
20 would be more important for us to identify
21 where that type of problem hinders a
22 community, you know, creates a barrier for a
23 community to thrive.

24 Like you mentioned, Commissioner Denton,
25 you were living in your community and you

1 had septic tanks in your community and
2 people -- and I know folks who live in
3 various communities who prefer septic tanks,
4 you know, and does not have an adverse
5 effect on growth. They maybe live in a
6 rural area or wherever.

7 But there are areas in town that in
8 those situations are a barrier, where you
9 know, maybe it's a developer or someone who
10 wants to start a business or build a
11 community or what have you, and having to
12 figure out a way if they can make the line
13 to -- you know, if they connect the line
14 here and their neighbors don't have it, then
15 all of the neighbors got to get connected,
16 you know.

17 So it's weird. So, in some cases,
18 they're a barrier to how we deal with
19 communities, but -- so I think we probably
20 need to figure out where those barriers are
21 and then try to resolve that problem.

22 VICE CHAIRPERSON KNIGHT: Sure. And I
23 concur with both of you. I'm mindful that
24 we have a set of colleagues doing similar
25 work around the strategic plan, right. And

1 so as I think about us doing work in
2 parallel to them -- actually, it's going to
3 come up in my comments for other business,
4 if we unearth something that has indirect
5 consequences or benefit to what we could
6 propose, we should leave that at someone's
7 table is my thought, as we find this out.
8 Absolutely, might not be direct, but it may
9 be something we should bring to others'
10 attention.

11 And I'll just jump ahead because it's
12 fitting nicely here is I want to be very
13 intentional as best possible for us as a
14 subcommittee to keep -- be mindful and keep
15 abreast of the committee, that
16 subcommittee's work, because I think there
17 is overlap with the strategic plan and their
18 efforts.

19 So whether it's one of us attend all of
20 those meetings, take turns or whatever, but
21 I just think that there is a bit of synergy
22 opportunity that can help us elevate our
23 work and theirs as well. So I just share
24 that.

25 COMMISSIONER GRIGGS: I'll just add, as

1 we close out this section on number three
2 and the areas that, as we go through the
3 process to get us to a proposal. I think
4 what we should include in our proposal, our
5 final recommendation is some type of
6 recommendation for funding, how this entity
7 or effort, idea, agency, authority,
8 whatever, you know, how it was funded, how
9 it was funded. Otherwise, you know, it
10 would be fairly hollow.

11 So I would like for that to be part of
12 our research, as well, is to look into how
13 other agencies, authorities are funded
14 independently of whatever recommendations
15 that come out of, you know, current and
16 future administrations. And see if we can
17 perhaps, you know, provide a solution for
18 that as well.

19 VICE CHAIRPERSON KNIGHT: Great. Any
20 other comments on agenda item three?

21 Okay. Well, that was a very robust
22 conversation. Thank you for that.

23 Our fourth agenda item is other
24 business. And as I've already alluded, I
25 have the Strategic Plan Subcommittee on my

1 mind pretty heavily, to figure out how we're
2 going to stay abreast of their work, and
3 possibly directly influence their work a
4 bit. So that's something on my mind.

5 Thank you. Hang on one second. I'm
6 trying to read my own notes. I had two
7 items. I don't recognize my second.

8 So I'll open the floor to other business
9 from fellow Commissioners.

10 COMMISSIONER GRIGGS: I don't have any
11 other business, Madam Chair.

12 COMMISSIONER DENTON: No.

13 VICE CHAIRPERSON KNIGHT: Fair enough.

14 COMMISSIONER GRIGGS: Oh, I do. Wait a
15 minute. While we're here, perhaps this is
16 other business, our schedule. So for
17 October we're here -- I'm sorry, November
18 we're here next Friday and the following
19 Friday; correct?

20 MS. MATTHEWS: Correct.

21 COMMISSIONER GRIGGS: At the same time?

22 MS. MATTHEWS: Let me go get the meeting
23 notes. I don't have it off the top of my
24 head.

25 VICE CHAIRPERSON KNIGHT: Here it is,

1 that's the summary.

2 MS. MATTHEWS: You have different times.

3 COMMISSIONER GRIGGS: 2:30 to 4:30 and
4 then 9:00 to 11:00.

5 MR. CLEMENTS: On the 8th it's afternoon
6 instead of morning.

7 COMMISSIONER GRIGGS: And so I
8 understand that you wanted us to start to
9 think about the December dates; correct?

10 MS. MATTHEWS: Correct.

11 COMMISSIONER GRIGGS: Okay. So if we
12 can maybe perhaps work through that for a
13 second.

14 VICE CHAIRPERSON KNIGHT: Sure.

15 COMMISSIONER GRIGGS: It would be your
16 proposal because of staffing concerns.

17 MS. MATTHEWS: Staffing, room
18 reservation concerns, and regular standing
19 committee work that we do during Monday
20 through Tuesday. So I was trying to work
21 with you guys as far as possibly as a
22 default using a Thursday to break up the
23 monotony of so many meetings on a Friday
24 between the three groups. So just trying to
25 see everybody's availability for a Thursday.

1 VICE CHAIRPERSON KNIGHT: So if I
2 understand you correctly, asking us to move
3 to a Thursday really is to help relieve the
4 workload for the staff, right? It's not
5 necessarily for our benefit, which is fine.

6 MS. MATTHEWS: It's actually for
7 everybody's benefit to work between Thursday
8 and Friday, because a Commissioner did
9 stress to me about lunches, and some
10 meetings are meeting around 11:30 to 1:30.
11 And then we have staff and people have to go
12 to lunch too. So I'm just working with
13 everybody's availability.

14 So if I can kind of break up a meeting
15 in the morning on a Friday and one in the
16 afternoon and then somebody meets on a
17 Thursday, kind of like rotating it around.

18 VICE CHAIRPERSON KNIGHT: Sure. May I
19 have my schedule back?

20 MS. MATTHEWS: Yes.

21 VICE CHAIRPERSON KNIGHT: So for
22 December, fellow Commissioners, do you have
23 any concerns or desires to Thursday? I
24 think, Commissioner Denton, you have
25 conflict.

1 COMMISSIONER DENTON: I have a
2 commitment on Tuesday and Thursday mornings
3 at 10 o'clock that's important. So Thursday
4 afternoon is fine, crack of dawn is fine.

5 MS. MATTHEWS: Okay.

6 COMMISSIONER GRIGGS: I have a
7 commitment on December 12th.

8 MS. MATTHEWS: So you can work between a
9 Thursday and Friday. So one meeting could
10 be Thursday, the other two could be on a
11 Friday.

12 COMMISSIONER GRIGGS: I can work around
13 that time. So whatever time, as long as I
14 know early enough, I can work around it.

15 MS. MATTHEWS: So what I'll do is I'll
16 send out an email, give tentative dates
17 between a Thursday and Friday for December
18 and work with that.

19 VICE CHAIRPERSON KNIGHT: And maybe we
20 should send our dates and times that we're
21 not available on a Thursday because --

22 MS. MATTHEWS: Correct, that will help.

23 VICE CHAIRPERSON KNIGHT: And I'm
24 looking at my calendar as well. So we're
25 submitting our -- maybe just make it easy,

1 what dates and times on a Thursday we're
2 available for the month of December.

3 MS. MATTHEWS: And on a Friday, just in
4 case -- your Thursday and Friday to see what
5 we can work with.

6 VICE CHAIRPERSON KNIGHT: That's fine.

7 COMMISSIONER DENTON: And submit that
8 to?

9 MS. MATTHEWS: To me, Jessica Matthews.

10 VICE CHAIRPERSON KNIGHT: All right.

11 Any other other business?

12 Commissioner Denton.

13 COMMISSIONER DENTON: What are we going
14 to do at the next meeting? Are we going to
15 have people meet with us next Friday?

16 VICE CHAIRPERSON KNIGHT: Jessica, you
17 didn't hear our request, but we have three
18 leaders that we would like to try to bring
19 in, but bring them in together if possible.
20 So that will be the challenge. It's
21 Mr. Chris Hand, Mr. Alton Yates, and Warren
22 Jones. The ideal would be if we could have
23 them present to us together.

24 There are some questions on record that
25 we formed a bit ago that could be used as

1 the catalyst or driver to share with them of
2 what we want them to come and speak to us
3 about. You know, it would be lovely if they
4 could come next week, but that's probably
5 not going to happen.

6 COMMISSIONER DENTON: Ms. Chair, if we
7 can't get all three of them, we'll take two?

8 VICE CHAIRPERSON KNIGHT: Absolutely.

9 COMMISSIONER DENTON: And then we could
10 get the third person another time.

11 VICE CHAIRPERSON KNIGHT: Right.

12 MS. MATTHEWS: Okay.

13 VICE CHAIRPERSON KNIGHT: If the stars
14 would align and they were available for one
15 session, that they commit to listen to each
16 other because I think there is some synergy
17 amongst the three of them that may come in
18 in their individual comments, if that's
19 possible. I know that might be asking a
20 lot.

21 So you're right, Commissioner Denton,
22 for next week, we've asked for -- not
23 necessarily all for next week, a lot of
24 data, I think, that's a place -- as
25 Mr. Clements smiles over there -- that we

1 probably should start next week. I mean,
2 it's consistent with what I was proposing
3 for our agenda is to do a deep dive on data.
4 However, is there something else that you
5 think would be appropriate?

6 COMMISSIONER GRIGGS: I was going to
7 ask -- and I thank you for that, Madam
8 Chair. I was going to ask if it's
9 appropriate for us to recommend indicators
10 that Mr. Clements could perhaps look at and
11 if you've not been able to look at those,
12 then we can maybe perhaps get those
13 indicators from other resources.

14 I know it sounds like we are creating
15 our own study, and maybe we will at the end
16 of this, the data that we collect will end
17 up in some type of form that will be, you
18 know, someone will be able to present it as
19 a study related to the work that's being
20 done by this subcommittee. But I do kind of
21 have in my mind and some documentation of
22 some indicators I think may be useful for
23 us.

24 VICE CHAIRPERSON KNIGHT: So should we
25 ask for -- because we did give the buckets

1 of what data we want. Is there a specific
2 group of data that we would prefer to see
3 this coming meeting first to kind of help
4 guide this -- because we've asked for a lot
5 of data, which is good, but should we -- can
6 we look at Mr. Clements today and say, This
7 is our focus for next meeting.

8 COMMISSIONER GRIGGS: I think the data
9 that we asked Mr. Clements for would
10 probably be more -- just for his resources
11 would be more legislative. And I'm
12 interested in seeing that information
13 first-hand. So I know I will be looking for
14 some of it myself, but with his help be able
15 to be pointed in the right direction of
16 where we can find it. Like I said,
17 everything is not online. And I'm certain
18 that the City has this information
19 somewhere.

20 VICE CHAIRPERSON KNIGHT: Commissioner
21 Denton.

22 COMMISSIONER DENTON: I wonder if, for
23 November 15th, looking at two weeks, if we
24 might try to have people meet with us, and I
25 don't know who they are, but Mr. Griggs

1 might know them better than I, of who are
2 familiar with the landscape in the Urban
3 Core on poverty and socioeconomic factors
4 and demographic factors and familiar with
5 the efforts that are already underway or
6 planned or dreamed of to deal with that.

7 Does someone, one or more people come to
8 mind, Mr. Griggs?

9 COMMISSIONER GRIGGS: That's just it, I
10 mean, there is a disconnect around
11 activities and efforts that are going on in
12 the community. I would probably
13 recommend -- one of the folks is probably
14 Paul Tutwiler with Northwest CDC, but there
15 are so many organizations and individuals
16 doing great work. It hasn't really been --
17 in my mind, it hasn't really been
18 coordinated in a way that could be useful
19 strategically.

20 And I'll get some thoughts of what some
21 other folks would be. Maybe Janet Owens
22 from LISC perhaps and maybe some -- maybe a
23 couple other people who are around the table
24 at the LISC Jax piece as well.

25 COMMISSIONER DENTON: Well, and that is

1 exactly why I think we need to create an
2 Urban Service District or whatever we call
3 it, because what you just said, it would be
4 good -- in fact, I think, essential to get
5 facts around what you just said, that there
6 is lack of coordination and there is lack
7 of -- I think I've heard that. And I --
8 having seen at other places I suspect it,
9 but it would be good to get Janet Owens and
10 Paul Tutwiler, and maybe, I don't know who
11 has done the research for LISC Jax, but
12 maybe that person for --

13 COMMISSIONER GRIGGS: David Garfunkel.

14 VICE CHAIRPERSON KNIGHT: David
15 Garfunkel.

16 So with that said then, so November 8th
17 our desire is really to get data as it
18 relates to change over time, policy, growth
19 of the community and so forth.

20 November 15th is really a focus on the
21 socioeconomic factors and a glimpse into --
22 I say a glimpse because of the proposed
23 framework for our discussion. An
24 introductory glimpse into the activities
25 that are occurring, because that is really

1 part of our current state work, but we can
2 proceed now to get a glimpse into that work
3 as is occurring or -- and I'm mindful of
4 time.

5 COMMISSIONER DENTON: So are we going to
6 ask Jessica to invite the people that we
7 just talked about for the 15th?

8 VICE CHAIRPERSON KNIGHT: For the 15th.

9 COMMISSIONER DENTON: Tutwiler and Janet
10 Owens. And you said David Garfunkel?

11 VICE CHAIRPERSON KNIGHT: Garfunkel.

12 COMMISSIONER DENTON: Garfunkel, I don't
13 know him. Are we asking for that?

14 VICE CHAIRPERSON KNIGHT: Yes. And I'll
15 summarize that as well.

16 MS. MATTHEWS: Is the Commissioner still
17 on the phone?

18 VICE CHAIRPERSON KNIGHT: I'm not sure.
19 But in the interest of time, I think we have
20 20 minutes left.

21 Commissioner Mills, are you still on the
22 line?

23 COMMISSIONER MILLS: I am.

24 VICE CHAIRPERSON KNIGHT: Okay. Thank
25 you. So we've just wrapped up other

1 business, I believe.

2 COMMISSIONER MILLS: I did have
3 something to say.

4 VICE CHAIRPERSON KNIGHT: Yes, sure.

5 COMMISSIONER MILLS: (Inaudible)
6 reference to the Better Jacksonville Project
7 and also about blight. Is Denise Lee over
8 blight now?

9 MR. CLEMENTS: Yes, she is.

10 COMMISSIONER MILLS: Okay. So she might
11 be someone that we may want her to come and
12 talk and give us, you know, a history about
13 that. I think that is going to be very
14 important to some of our work if everybody
15 agreed you know, that we are. But those are
16 two topics that I definitely would like to
17 find out more information about, if the
18 Committee thinks it would be helpful.

19 VICE CHAIRPERSON KNIGHT: Commissioner
20 Mills, disclaimer, I was kind of
21 multitasking a little bit. Is this from the
22 historical standpoint or are there thoughts
23 on current state? Just so we can kind of
24 put them --

25 COMMISSIONER MILLS: History and current

1 on what's going on, you know, what's going
2 on now would help with blight now in those
3 underdeveloped areas.

4 VICE CHAIRPERSON KNIGHT: Okay. Thank
5 you. I'm sensitive to the fact that you're
6 not here. So is there anything else that
7 you want to add to any previous comment or
8 add --

9 COMMISSIONER MILLS: I just can't wait
10 to read the notes, because it sounds like
11 you all are coming up with a lot of good
12 ideas, but it's mumbo. And I gave you
13 mumbo, so I apologize. So I really don't
14 hear what my other colleagues are saying,
15 but it would be very good to be able to read
16 the notes.

17 VICE CHAIRPERSON KNIGHT: Okay. Well,
18 with that, we have just under 20 minutes
19 left. Any other business, last call?

20 So we're going to move to agenda number
21 five, public comment. We're going to start
22 with our first card, Ms. Victoria Mobley.

23 Ms. Victoria Mobley. Welcome,
24 Ms. Mobley. Would you please give your name
25 and address?

1 MS. MOBLEY: My name is Victoria Mobley,
2 and I live at 1801 Kernan Boulevard South.
3 I'm going to start off by saying good
4 morning, Honorable Ms. Chair Anne Marie
5 Knight. Good morning, Honorable Mr. Frank
6 Denton. Good morning, Mr. Charles Griggs.
7 Good morning, Mr. Jeff Clements. Good
8 morning, Ms. Jessica Matthews.

9 Thank you for coming together. Thank
10 you so much for all of your research,
11 Mr. Clements. Thank you for all --

12 VICE CHAIRPERSON KNIGHT: Excuse me. I
13 apologize. I should have said upfront --
14 I'm not sure if you're familiar -- we have
15 three minutes. I'm going to start the timer
16 now because I didn't.

17 MS. MOBLEY: I did read the card, yes.
18 I know I have three minutes. You're just
19 starting, okay.

20 Thank you for all of your input,
21 Mr. Griggs.

22 Thank you for the historical story that
23 you gave us about the mall and the lady;
24 that was really attention-grabbing,
25 Mr. Denton.

1 I am here today because I have a deep,
2 genuine desire to be involved in an A
3 charter school. And I am going through a
4 lot of life changes that really are
5 motivating me to get out there and pursue
6 this goal.

7 And I've gone through sending out
8 letters to different charter schools. I've
9 sent out emails. I've sent out phone calls.
10 And so now I'm here to just humbly
11 request -- oh, and good morning,
12 Ms. Celestine Mills, and thank you for your
13 input also.

14 I'm here to humbly request the
15 assistance of the Board. And any advice,
16 any encouragement, any leads that you can
17 give, I would greatly appreciate that. I
18 just genuinely desire to have a relationship
19 with these A charter schools and be under
20 the mentorship of someone in a charter
21 school and eventually be in one. That's
22 all. Thank you.

23 VICE CHAIRPERSON KNIGHT: Thank you for
24 your comments. I'm actually not sure how to
25 respond to your comments, to be honest. I'm

1 not sure this might be the right body, but
2 we will respond to you.

3 Our next speaker is Mr. Nooney.

4 Mr. Nooney.

5 MR. NOONEY: Hello. My name is John
6 Nooney, and the address is on file.

7 You know, again, here is the agenda.
8 And I'm just going to use my time, I really
9 would hope that the Pledge of Allegiance
10 would be on agendas in Jacksonville.

11 So I pledge allegiance to the flag of
12 the United States of America, and to the
13 Republic for which it stands, one nation,
14 under God, indivisible, with liberty and
15 justice for all.

16 And, also, we still have the court
17 reporter. And I swear the testimony I'm
18 about to give is the whole truth and nothing
19 but the truth and not a Charter Revision
20 Commission fib.

21 You know, you have unbelievable power
22 right now. And what you're talking about,
23 this is a subcommittee of an Urban Services
24 District. You know, one of the
25 Commissioners talked about funding.

1 And, you know, my biggest thing is truly
2 with the waterways. And from day one, I
3 simply asked, will you consider a Charter
4 amendment for any CRA, DIA, and now I would
5 say USD, in your consolidated government of
6 Jacksonville, that if any taxpayer money is
7 given to an entity, that public access to
8 that waterway will be guaranteed.

9 And there are dozens of examples.
10 2013-384, that was legislation with the
11 armory on Hogan's Creek. 2016-18, that's
12 FIN, that's a Florida Inland Navigation
13 money, that's a special taxing district.
14 Duval County is a taxpaying member. That's
15 a School Board property. And that should be
16 an accessible kayak launch. Now, there's
17 more. I've got dozens of examples.

18 One of the things you talk about here
19 are information and policies. You know, I
20 just remember I had my picture taken with
21 Smokey the Bear on Hogan's Creek. Smokey is
22 federal.

23 So I remember the very first meeting.
24 You know, if you want to invite speakers,
25 invite U.S. Coast Guard Sector Jacksonville,

1 Lieutenant Shawn McCormick with JSO, we got
2 seven new marine officers. Invite captain
3 Jim Suber, the Waterways Coordinator.
4 St. Johns Riverkeeper. I know part of
5 that -- river patrol. I signed up for that.
6 I'll let you know how that's going to be
7 working out.

8 All I just know is -- and you talk
9 about, you know, policies, information on
10 policies, 2017-1, that's trespass. So what
11 will be the violation if you violate a
12 waterways component.

13 In 2014-560, when you talk about
14 boundaries, that's your Urban Core boundary,
15 over 20 square miles, 4.8 miles is the
16 river's edge zone from the Fuller Warren
17 Bridge to the Mathews Bridge. So --

18 VICE CHAIRPERSON KNIGHT: Thank you for
19 your time today.

20 MR. NOONEY: Okay. Well, thank you for
21 listening.

22 VICE CHAIRPERSON KNIGHT: Absolutely.

23 With that, I think that's our last
24 public comment for this morning. And as a
25 good administrator, we are finished early.

1 I would like to conclude the meeting.

2 Any other final comments or concerns?

3 With that, our meeting is adjourned for
4 today. Thank you.

5 (Meeting concluded at 10:47 a.m.)

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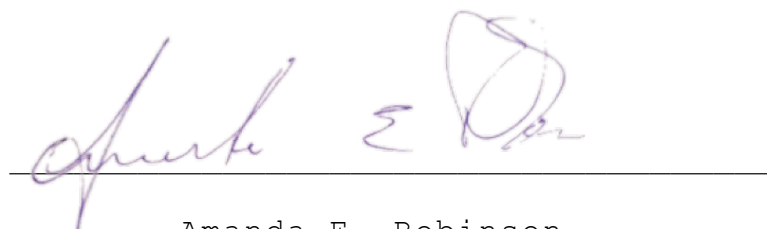
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CERTIFICATE OF REPORTER

STATE OF FLORIDA
COUNTY OF DUVAL

I, Amanda E. Robinson, Registered
Professional Reporter, do hereby certify that I
was authorized to and did report the foregoing
proceedings; and that the transcript, pages 1
through 91, is a true record of my stenographic
notes.

DATED this 24th day of November, 2019.



Amanda E. Robinson,
Registered Professional Reporter