

**CHARTER REVISION COMMISSION**

**Citywide Strategic Planning Subcommittee**

DATE: Friday, November 1, 2019

TIME: 11:38 a.m. - 12:49 p.m.

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

BOARD MEMBERS PRESENT:

Betzy Santiago, Board Member  
Chris Hagan, Board Member  
Emily Lisska, Board Member  
Nick Howland, 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  
Paige Johnston, Office of General Counsel

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

2 COMMISSIONER SANTIAGO: All right.

3 Well, thank you, everybody, for being here.

4 This is, of course, our first subcommittee  
5 meeting. And what I wanted to go through is  
6 maybe just introduce ourselves again.

7 MR. CLEMENTS: Pull them up close.

8 COMMISSIONER SANTIAGO: Just a quick  
9 introduction in how you think you would  
10 better fit into the strategic planning and  
11 the initiatives that we've been asked to do.  
12 So we'll start with Emily.13 COMMISSIONER LISSKA: Oh, Lord -- excuse  
14 me.

15 COMMISSIONER SANTIAGO: Ms. Lisska.

16 COMMISSIONER LISSKA: This is Emily  
17 Lisska. Hello, good morning, Betzy. Good  
18 morning, Commission Members.19 Well, I have reviewed again the items  
20 that fall under strategic planning. And, of  
21 course, at this point what I'd like to do is  
22 attempt to plan the rest of our meeting  
23 times. I mean, for me, that would be the  
24 most effective. I already see where you  
25 have -- we have a lot of -- you know, we

1           have members who can't attend certain  
2           sessions in this setup. But I realize it's  
3           going to be difficult because staff is  
4           stretched so thin right now. But I would  
5           like to try to accomplish that at the start  
6           of this meeting.

7           As far as organizing this, I was --  
8           Betzy, you're a -- just an exemplary  
9           organizer. So I was thinking that you were  
10          going to have some very specific suggestions  
11          about that. And I am very interested in  
12          hearing what they are. And I will certainly  
13          chime in.

14          But I have gone through the different  
15          points. I don't envision that's where we'll  
16          stay exactly; I think we might get outside  
17          of that. But we were invited to do so if we  
18          felt it was necessary.

19          COMMISSIONER SANTIAGO: Very good. And  
20          we'll go into -- I want to have a discussion  
21          and just hear your perspective as well.

22          But, Commissioner Howland.

23          COMMISSIONER HOWLAND: Sure. Nick  
24          Howland. Thirty seconds of background:  
25          I've been living here for almost 14 years,

1           been in the manufacturing community, run a  
2           number of companies in the area. So I was  
3           on FCMA Board for eight years, I think,  
4           First Coast Manufacturing Association; also  
5           the Environmental Protection Board, as well.  
6           And I ran for school board at one point.

7           To me, two of the biggest issues in the  
8           city that are affecting attracting  
9           businesses to the town are crime and  
10          education. So those have been my focus so  
11          far in the Charter Revision Commission. I  
12          think the Strategic Planning Commission has  
13          a potential to help resolve -- or not  
14          resolve, but improve in both those areas.  
15          And that's why I asked to be on this  
16          particular commission.

17          I also think we have good political will  
18          to potentially get something like this  
19          passed. It came up ten years ago in the  
20          Charter Revision Commission. It was a focus  
21          in the Blueprint For Improvement II, in the  
22          Task Force For Consolidation. So I think we  
23          have a great opportunity to propose  
24          something, potentially even up to you, Madam  
25          Chair, but potentially something related to

1 the task force recommendation that will  
2 probably get heard, debated and potentially  
3 passed. So I'm excited about this. Thank  
4 you.

5 COMMISSIONER SANTIAGO: Thank you.

6 COMMISSIONER HAGAN: Thank you, Madam  
7 Chair.

8 Chris Hagan. And I decided to be on  
9 this subcommittee, it was one of the three  
10 that I thought was most important that we  
11 addressed in the Charter Revision. I've  
12 been involved with City government for a  
13 long time, all my professional career, so  
14 just really excited about this.

15 The one thing that I would like to do is  
16 there is probably one or two meetings I'm  
17 not going to be able to make, depending upon  
18 how we plan all this out. So we can  
19 identify subjects -- I'm sure you're  
20 planning on doing this, but I just want to  
21 mention it -- subjects that we would try to  
22 address for each one of those meetings so  
23 that, if I can't be at one and I know about  
24 it, then I can -- hopefully, it's something  
25 that's not very -- too passionate to my

1 heart, but just kind of how we can identify  
2 those as we move forward.

3 COMMISSIONER SANTIAGO: Okay. Very  
4 good. Thank you so much.

5 And, for me, it's a pleasure for me to  
6 be on this committee as well. I think we've  
7 got a lot that we can draw upon from what's  
8 already been done, but I'm also excited to  
9 see what new things come out of this. So I  
10 wanted to move into our next point, which  
11 was just kind of sharing with you my  
12 thoughts of how I would like to move  
13 forward.

14 I think one of the items that, to your  
15 point, is moving forward on meeting dates.  
16 How often do we want to meet? What times?

17 I know that we have been assigned to  
18 either a Thursday or a Friday. And I think  
19 most of that will go through our Council  
20 aides, with Jessica, so -- or through her  
21 office, I should say. So if there are any  
22 dates that you can't attend, either on a  
23 Thursday or a Friday, if you'll just go  
24 ahead and let us know about that right  
25 upfront so that we can move forward.

1           The -- yes, ma'am.

2           COMMISSIONER LISSKA: One of the aspects  
3 of this Commission, I really tried to take  
4 care of letting staff know dates I can't  
5 attend, things like that. I don't see where  
6 it made a dramatic difference this last past  
7 time by doing that. In all due respect to  
8 -- I just can't even imagine what staff is  
9 going through right now. You have to know  
10 you've got my sympathy.

11           But it would be really -- and I think I  
12 was the only one on one of the dates, which  
13 is November 15th, I believe. But I hate,  
14 hate, hate missing. I mean, calling in is  
15 not an option for me because I will be in  
16 the friendly skies. So I know I can't do  
17 that.

18           And I will, as you said, read  
19 transcripts. I can follow it, see it later.  
20 But it's just difficult. And that sounds  
21 like at that point that's probably going to  
22 be a very important meeting, once we get a  
23 couple meetings under our belt. That's all.  
24 I just want to say it would be great. I  
25 hope we have everybody else's dates exact,

1           because it looks like everybody else can be  
2           there that date.

3           COMMISSIONER SANTIAGO:   On the 15th?

4           COMMISSIONER LISSKA:   Sorry, Madam  
5           Chair, I will note to you staff wants to  
6           speak, since she's behind you sort of.

7           MS. MATTHEWS:   So I wanted to provide  
8           you Commissioner Brock's email.  He said he  
9           would like to have the final recommendations  
10          from the subcommittees presented at the  
11          February 28 meeting so we have March to  
12          assemble the final Commission report.  So  
13          his intent is for, obviously, you guys to  
14          meet weekly, if possible, and have a summary  
15          every time at the end of the month by -- for  
16          November 22nd, so when you guys all meet as  
17          a whole.

18          COMMISSIONER SANTIAGO:   Okay.  That's  
19          doable.

20          If we'll just send in our dates.  I  
21          think what we had talked about was Thursdays  
22          or Fridays was the two dates that we were  
23          going to try to do.  And my hope is that we  
24          can get at least four out of the five of us  
25          here for each one of those meetings.  If we



1 can do five, then that would be even better,  
2 but if we can at least do four.

3 COMMISSIONER HOWLAND: If I may, my  
4 preference is always Fridays because I'm out  
5 of town a lot Monday through Thursday, which  
6 is why it's worked out so well for me  
7 lately.

8 COMMISSIONER SANTIAGO: All right.  
9 Thank you, Jessica.

10 Okay. As far as dates, that was the  
11 first thing that I wanted to talk about.  
12 The second thing that I wanted to kind of go  
13 into and dive into today was the -- what  
14 we've been asked to cover. So the subtopics  
15 that were on our initial list was quite  
16 hefty, but at the same token I want to know  
17 if there is anything else that we've missed,  
18 because even when I was reviewing the  
19 recommendations, the last recommendations  
20 that were made, there were other areas that  
21 were covered as well.

22 Part of our next discussion, what I'd  
23 like to do is go through what was on the  
24 topic sheet that we got from the full  
25 Commission. And then also start thinking

1 about who would be a good person to speak on  
2 those issues. So whoever wants to go first.

3 COMMISSIONER LISSKA: Well, I have an  
4 inquiry.

5 COMMISSIONER SANTIAGO: Yes, ma'am.

6 COMMISSIONER LISSKA: I want to make  
7 sure that -- well, I'd like to have someone  
8 here from City Council to -- or the best  
9 person representing City Council, if not  
10 someone from City Council, to talk about the  
11 City Council strategic plan, a little bit of  
12 the history of that, et cetera, et cetera.

13 I was looking for some of the  
14 legislation on that. I mean, I'm sorry I  
15 used indexes and things, so I probably  
16 didn't look hard enough. But we might need  
17 to take a look at that as well, you know,  
18 probably, I guess, an ordinance form  
19 certainly, yeah. So I looked in my related  
20 laws. And it might be there glaring at me.

21 So, anyway, so I would think that's the  
22 first thing to do, assuming everybody on  
23 this Committee wants to delve into that  
24 area. And since our area is citywide  
25 strategic planning, I'm assuming they want

1 to. So that is one.

2 As far as function of nonprofits with  
3 consolidation government, we would certainly  
4 want to hear from someone from the Cultural  
5 Council, either their director or one of the  
6 principals who have been there a long time.  
7 Amy Palmer is certainly a good one; if not,  
8 their executive director.

9 And then I would say perhaps we want to  
10 hear from -- I have just blanked her name.  
11 The head of the northeast -- Nonprofit  
12 Center, everybody knows.

13 COMMISSIONER SANTIAGO: Rena.

14 COMMISSIONER LISSKA: Rena, thank you  
15 very much. I'm sure we would like to hear  
16 Rena.

17 MR. CLEMENTS: Rena Coughlin.

18 COMMISSIONER LISSKA: And I am not sure  
19 that this is an area that -- and I -- here I  
20 come from a nonprofit background and I'm  
21 even saying I'm not really certain what we  
22 can do within the Charter in this area, but  
23 it would certainly be good to hear from them  
24 and pursue it.

25 As I recall, this suggestion came from,

1 I believe, just one Commission member. And  
2 there was not much added to that one  
3 suggestion. So -- but I'd like to take a  
4 look at it. I'm not quite sure how it would  
5 affect the Charter beyond we already have a  
6 public service line in the budget, in our  
7 City budget, traditionally, not required to  
8 my knowledge, and that maybe is what we want  
9 to look at. We have a public service line.  
10 And we also have the Cultural Council line  
11 within the budget, which actually increased  
12 this year.

13 So I don't know what's related to our  
14 Charter or City government beyond that, and  
15 I don't even know if it's mentioned -- and I  
16 apologize for not researching better for  
17 this meeting -- in the Charter in any way,  
18 maybe -- you know, maybe we can find out  
19 more from Council on that. I'm sure we can.

20 So those are two issues right now that I  
21 think would be very easy to explore with  
22 some people coming before us. And I hope  
23 when they're asked, they're asked in light  
24 of what maybe could be done via the Charter.  
25 And that might be a little unfair to these

1 people, because maybe the Charter is not  
2 where it's at for them, maybe it's the  
3 budget, but, yes -- no, I'm sorry.

4 COMMISSIONER SANTIAGO: Mr. Clements.

5 MR. CLEMENTS: I was going to ask  
6 Ms. Lisska, back to the City Council  
7 strategic plan, were you looking for the  
8 authorization to do it or the -- whatever  
9 the authorization is under which the process  
10 is done? Is that what you're looking for?

11 COMMISSIONER LISSKA: I'm looking for  
12 that, which I assume is through the Council,  
13 and then the actual written language of any  
14 authorization, which I'm going to assume is  
15 in ordinance form, but I don't know that.

16 MR. CLEMENTS: It's a resolution, it's  
17 adopted by resolution of the Council when  
18 they finish with their strategic planning  
19 process. And the process itself is not in  
20 the Charter or the code. It's just  
21 something that Council President Bowman  
22 decided he wanted to do, and he did it last  
23 year. And then when President Wilson came  
24 along, he thought it was a good idea, so  
25 they just did it again.

1 I mean, previously they did it three or  
2 four years back in the maybe early 2000s and  
3 then gave up on it. So it kind of comes and  
4 goes.

5 COMMISSIONER LISSKA: And if I may  
6 respond, and I think that is what  
7 Commissioner Howland was trying to tell us  
8 earlier; thus, it was in those  
9 recommendations. It's not apparently -- you  
10 know, it's not in the Charter. So I'm sorry  
11 I didn't make the leap. I apologize.

12 COMMISSIONER SANTIAGO: No. This is  
13 good.

14 So maybe we can get a copy of that  
15 strategic plan. And I'm wondering if the  
16 City Council person that should come -- or  
17 not City Council. Would it be -- how do you  
18 feel about having Dawn Lockhart come talk to  
19 us? Because her role is Director of  
20 Strategic Partnerships for the Mayor's  
21 Office. Would that be somebody that you  
22 think could speak to that?

23 COMMISSIONER HOWLAND: For sure, yeah.

24 MR. CLEMENTS: If you're interested in  
25 the Council's strategic planning process,

1           you would need to talk with Council  
2           Member -- I would recommend Councilman  
3           Bowman, whose idea it was.

4           COMMISSIONER HOWLAND: I'm sure he'd  
5           love to come talk about it.

6           MR. CLEMENTS: The way it's ended up  
7           being transmitted to the Administration, at  
8           least in the first year that they did it,  
9           was, when Mr. Bowman was the President, they  
10          came up with a list of their one-year,  
11          three-year, and five-year plans. And then  
12          he went and talked to the Mayor or to his  
13          Chief of Staff, and basically got a  
14          gentlemen's agreement that the Mayor would  
15          put \$5 million in the budget to fund what  
16          the Council had chosen as its priorities.  
17          So that was just sort of an informal they  
18          got together and hashed it out.

19          COMMISSIONER SANTIAGO: Okay. So it  
20          sounds like perhaps part of our  
21          recommendation perhaps would be to somehow  
22          include this as part of the Charter. Is  
23          that what I'm hearing?

24          COMMISSIONER LISSKA: Perhaps, yes. And  
25          it was a very solid recommendation that's

1 still out there that's never been  
2 implemented, so, yes.

3 COMMISSIONER SANTIAGO: Thank you.  
4 Mr. Howland.

5 COMMISSIONER HOWLAND: Madam Chair, my  
6 suggestion for potential speakers would be  
7 building on that Blueprint For Improvement  
8 II, would be former-Councilwoman Lori Boyer,  
9 for sure, maybe one of the earlier ones.  
10 And then also heavily involved with her was  
11 former-Councilman Bill Gulliford. I think  
12 both of them would probably be really handy  
13 in talking about what we could do to create  
14 an effective Strategic Planning Commission.  
15 And then, as we just talked about,  
16 Councilman Bowman, I know former-Council  
17 President Bowman would for sure. I think  
18 this is something that matters to him and  
19 would help.

20 And, finally, we all read the book. I'm  
21 sure Chris Hand would have great  
22 recommendations for us.

23 MS. MATTHEWS: Yeah. I'm already having  
24 to reach out to him.

25 COMMISSIONER HOWLAND: So definitely



1 Boyer, Gulliford, Bowman and --

2 COMMISSIONER SANTIAGO: Just have him  
3 here for the whole day.

4 COMMISSIONER LISSKA: Madam Chair, I  
5 think he's going to tell us to read the --

6 COMMISSIONER HOWLAND: The Blueprint.

7 COMMISSIONER LISSKA: That, plus the  
8 chapter in his book, if we haven't done it.  
9 We all got it.

10 COMMISSIONER SANTIAGO: And I think back  
11 to what our Chairman also says, you know, if  
12 we want to have independent meetings on our  
13 own, as well, I think that's definitely a  
14 portion that we can incorporate and bring  
15 back whatever information they shared with  
16 us. That sometimes makes it easier for them  
17 to participate as well.

18 Mr. Howland, anything else?

19 COMMISSIONER HOWLAND: No, ma'am.

20 COMMISSIONER SANTIAGO: Okay.

21 Mr. Hagan.

22 COMMISSIONER HAGAN: Thank you, Madam  
23 Chair.

24 So some of the items, when I go over the  
25 topics, that really stick out to me, are

1           infrastructure, active strategic planning  
2           commission, prioritizing waterways,  
3           functions of independent authorities, and  
4           quarterly meetings with community liaisons.

5           Let me start with the last one first,  
6           the quarterly meetings with community  
7           leaders. I think we're talking about the  
8           administration -- yeah, we are talking about  
9           the administration. I don't know if this is  
10          something that we necessarily have to put  
11          into the Charter. I think it's good  
12          practice, and I believe that our Mayor is  
13          doing that. So I don't know that I would  
14          want to, you know -- if it bogs the Charter  
15          down by putting something like this in  
16          there. But I'm open to having the  
17          conversation, and maybe it just looks  
18          different than the way I'm kind of  
19          perceiving it.

20          As I jump up to the top, infrastructure,  
21          I think, is a huge need right now. I've  
22          spoken to a lot of builders around the city  
23          that are doing lots of record building --  
24          or infill building, and I think that's a big  
25          need for the City of Jacksonville. We're so

1 spread out that developers love to build way  
2 outside of the core. And you have a handful  
3 of builders that want to build on these  
4 small infill lots.

5 And it also helps lower -- lower  
6 communities, higher crime-stricken  
7 communities that you can put -- you know,  
8 what they're doing, they're taking, let's  
9 say, three lots. And they'll be lots of  
10 record. And they will go and build houses  
11 in them. The problem that they're running  
12 into is that the infrastructure in the  
13 ground is not there to meet the lots of  
14 record. And so they run into issues. And  
15 then the cost of doing infill development,  
16 or infill building, it skyrockets. And it  
17 just doesn't make sense, so they don't do  
18 it.

19 So -- and it all falls back on  
20 infrastructure. So I think that I would  
21 like to go into that. And I think a good  
22 person to come and talk about that is John  
23 Pappas, and then maybe someone from JEA.  
24 What is his name? Deryle, head of water,  
25 wastewater, I can't think of his last name.

1 But he would be a good one. I'll come up  
2 with that name and contact you, and you can  
3 get that to Jessica.

4 The Active Strategic Planning  
5 Commission. One thing I always kind of  
6 thought about that, as this Body starts  
7 diving into the issues, I think it's very  
8 easy to see what's happening right now, and  
9 take a quick snapshot of what's going on,  
10 and then put all of our focus on that. And  
11 that's very easy to do and very difficult to  
12 take ourselves out of that.

13 But this is a -- in my opinion, a  
14 ten-year snapshot of what's happening, not a  
15 six-month or a one-year snapshot. So going  
16 back to this, you know, maybe it's an active  
17 planning commission, maybe it's something  
18 that is a group that meets more often than  
19 the every ten years. And so they're coming  
20 up with ideas that are happening then, and  
21 they're pulling out, hey, this happened in  
22 two years, and then you have a five-year --  
23 you know, five groups, and they bring it all  
24 to the ten-year Charter Revision meeting.  
25 And then that's the kind of items that we

1 focus on. So it's just a structured thing.  
2 I don't know if it's --

3 COMMISSIONER SANTIAGO: Who do you think  
4 could speak to that? Who would be a good  
5 person? Or a good group?

6 COMMISSIONER HAGAN: I don't know. I  
7 just come up with the ideas and let  
8 everybody else figure out how to make  
9 sausage out of them. I really don't know.

10 COMMISSIONER LISSKA: Madam Chair, I  
11 might suggest -- and I think I'm -- I'm not  
12 reading off your paper now, but perhaps  
13 former-Council President Bill Gulliford  
14 would be a great person for many reasons,  
15 probably why you have him on your sheet,  
16 plus what you're just talking about now. I  
17 mean, if not for him, it's Councilwoman  
18 Boyer, I might suggest. I mean, there are  
19 others, but I'm thinking of those two  
20 because they've worked on an ongoing basis  
21 on problems they see out there.

22 I mean, you know -- you know, now --  
23 even though Mr. Gulliford is no longer part  
24 of City government directly, you know, he  
25 has left quite a legacy in planning. So I

1 think --

2 COMMISSIONER HAGAN: Yeah, those two  
3 would be great. It's just someone that has  
4 that institutional knowledge and has really  
5 gotten into consolidation and things like  
6 that.

7 The way I was thinking of it is maybe --  
8 let's say the Mayor has an active commission  
9 that he appoints. And they go through the  
10 items just like you have a planning  
11 commission or a -- you know, any other thing  
12 that the Mayor would appoint to. So,  
13 anyway, that's just kind of thought. As we  
14 dig into it deeper, I'm sure it will make a  
15 lot more sense than what I'm coming up with.

16 Waterways and activation of waterways is  
17 a big thing. Of course, obviously, we've  
18 mentioned her name several times, so we  
19 might let her come in here and set up a tent  
20 in our meetings, but Lori Boyer would be  
21 phenomenal with that. And as she takes her  
22 position as DIA, and there's a lot of  
23 that -- you know, a lot of those areas we're  
24 building out in the city that really are  
25 building out along the riverfront. So she's

1 taking an active role as the DIA chair and  
2 also activating the waterfront. She would  
3 be great for that as well.

4 COMMISSIONER LISSKA: May I suggest two  
5 other people? Both Quint White and Lisa  
6 Rinaman. And there are others, you know,  
7 associated with this issue, but that -- and  
8 also I have a question for Commissioner  
9 Hagan.

10 I'm wondering if you would be more  
11 specific. When you were talking about the  
12 problems the developers and builders face,  
13 would you be more specific about some -- you  
14 were talking about infrastructure,  
15 et cetera. Is it what's on our sheet, which  
16 is dealing with -- you know, it doesn't say  
17 water here, but City water, septic, or is it  
18 something else entirely, or is that part of  
19 it?

20 COMMISSIONER HAGAN: Yes. Let me just  
21 pull mine up. Yes, so all I saw was  
22 infrastructure. And so when I -- more  
23 specifically, when they go into these -- so  
24 I don't really want to target JEA on this,  
25 but they'll have issues where they'll go and

1           they'll have three lots of records and there  
2           is one house on it. And it's a dilapidated  
3           house, run down. So they buy the house with  
4           the three lots on it, they tear the house  
5           down and then they put three houses on it  
6           because they're lots of record.

7           So the City of Jacksonville, before  
8           consolidation, should have been planning on  
9           upsizing the pipes and everything and the  
10          infrastructure in the ground to -- for those  
11          three lots of record and not just the one.  
12          But what's happened is they've done it for  
13          the one, because that's all that was there.  
14          And so I don't know that it was a bad plan  
15          back then, it's just we're affected by it  
16          today.

17          And so when you go in there and put  
18          these, you know, brand new houses in there  
19          that are more affordable, it just doesn't  
20          make sense for the builders to build them,  
21          because now they have to go in there and  
22          they're being responsible for upsizing the  
23          pipe. I guess that's what I'm missing.  
24          They're being held responsible for upsizing  
25          the pipe because they're affecting what's in



1 the ground now.

2 COMMISSIONER LISSKA: And any other  
3 connections, the cost of all the connections  
4 and everything?

5 COMMISSIONER HAGAN: Correct.

6 COMMISSIONER LISSKA: Yeah, because one  
7 of the experiences I recently heard of:  
8 Brand new house, built in what I would say  
9 is not way out of the core, I mean, it's  
10 not -- I mean, maybe we need to define the  
11 core, that would be really helpful. And I  
12 didn't get to attend the meeting this  
13 morning where likely they have -- I think  
14 they actually -- I think they did define the  
15 core as what was -- what were the city  
16 limits prior to consolidation. So this was  
17 outside of that, this one situation, but not  
18 far out. They had brand new houses being  
19 built, and they're still not running sewer  
20 and water to them. And I'm just thinking,  
21 my gosh, I mean, the problems we're going to  
22 continue to have from the wells, the septic  
23 tanks. And I feel so terribly sorry for the  
24 people in the urban core still facing these  
25 problems and in some cases, you know, it's

1 creating sewage situations within our city.

2 COMMISSIONER HAGAN: Absolutely. We're  
3 creating problems for our future. I think a  
4 great example of this that I've seen that we  
5 can all attest to is Springfield.  
6 Springfield is really starting to take off,  
7 it's going in the right direction. But it's  
8 being hindered by the infrastructure needs  
9 that are there now and what the builders  
10 need to move forward to build these  
11 beautiful new -- I mean, there are houses in  
12 there that are 6-, \$700,000 homes that are  
13 just absolutely beautiful, but it doesn't  
14 make sense for the builders to really go in  
15 there, because now they're going to build  
16 this beautiful house. And then they're  
17 going to have the additional cost of putting  
18 the upgraded pipes in the roads. And these  
19 costs just get crazy. And you can't sell a  
20 house for a million dollars, but 700 maybe.

21 COMMISSIONER LISSKA: Could we have  
22 maybe the builders or developers come and  
23 talk to us about the problems they're  
24 having? Perhaps city services are or are  
25 not set up to help develop the core of our

1 city.

2 COMMISSIONER HAGAN: Yeah. I know Alex  
3 Sifakis, with JWB, has been very active. I  
4 can kind of -- I can get his contact to  
5 Jessica and then she can reach out to him.  
6 I think he would be a great advocate for  
7 this position.

8 And the last one I'll bring up is  
9 function of independent authorities. I  
10 don't know who can speak on that, probably  
11 each one of the representatives, invite them  
12 back out to speak on those. And just make  
13 sure -- I think that we all heard that -- at  
14 least that I heard a lot of them said, hey,  
15 everything is working, don't mess with it  
16 now; we're just going to keep going down  
17 this track. But I don't know -- I missed  
18 the Port, but I heard the Aviation was like  
19 that, Transportation.

20 COMMISSIONER SANTIAGO: I think the  
21 challenge is what they have been delivering  
22 to us is kind of an update as to where they  
23 are. And what we really need is what do you  
24 need us to put in the Charter from a  
25 structural perspective, so not -- and I

1 think that's really the challenge with all  
2 of this, right. We're looking at all these  
3 issues and it's really -- it's an issue of  
4 what do we put back in the Charter? How do  
5 we change? And how are we looking forward  
6 for ten years down the road? What is the  
7 structure that we're trying to put together?

8 So along those lines, I would like to  
9 know what the group thinks about, from an  
10 infrastructure and development stance, would  
11 it be appropriate to have, like, the  
12 Builders Association or maybe an LUZ or  
13 maybe a City planner? Who do you think  
14 could talk to us from that perspective?  
15 Would it be Waste and Water?

16 COMMISSIONER HAGAN: I think if you had  
17 John Pappas from Public Works and you had  
18 Bill Killingsworth from Planning, the  
19 Planning side of it, I think if you had  
20 those two come in or someone in that  
21 department come in that really could speak  
22 on infrastructure needs, I think that you  
23 would really drill down on the -- where we  
24 are, where we sit and where we need to go.

25 COMMISSIONER SANTIAGO: Do you think

1           they could also speak to septic tanks?

2           COMMISSIONER HAGAN: Absolutely.

3           COMMISSIONER SANTIAGO: Or do we need a  
4 separate speaker for that?

5           COMMISSIONER HOWLAND: Through the  
6 Chair, do we actually need to discuss all  
7 those issues in detail? Because I know  
8 there are sub-bullets under our remit, but  
9 our remit is to figure out how a Strategic  
10 Planning Commission might be structured into  
11 the Charter, or if we don't want to  
12 structure a Strategic Planning Commission in  
13 the Charter, rather than solve the septic  
14 tank issue or improve education or --

15          COMMISSIONER LISSKA: I disagree with  
16 the Commissioner.

17          COMMISSIONER HOWLAND: Because, you  
18 know, what the rest of the CRC voted on was  
19 a strategic planning -- exploring the  
20 possibility of a recommendation to the  
21 Charter for Strategic Planning Commission.  
22 And that Strategic Planning Commission in  
23 and of itself will consist of people like  
24 the -- probably the head of Public Works in  
25 the Mayor's Office and some of the

1 independent authorities who can pursue their  
2 plan for improvement in their area in  
3 conjunction with a broader strategic goal,  
4 rather than us on this Commission trying to  
5 solve those individual issues. I think our  
6 remit is -- and if there is disagreement --  
7 it's to create that strategic planning  
8 structure to enable a coordinated approach  
9 to solving issues from all our various  
10 independent authorities within the  
11 consolidated government.

12 COMMISSIONER SANTIAGO: Ms. Lisska.

13 COMMISSIONER LISSKA: And I see it being  
14 broader than you do. For example, you know,  
15 clearly, the Charter is the place to -- I'm  
16 not sure about addressing -- it could be to  
17 address waterways and access, certainly it  
18 could be, but with things like city water,  
19 fresh city water getting to us -- we hope  
20 it's fresh -- and septic tanks -- well, not  
21 septic tanks so much as, you know, what I  
22 might envision the Charter saying -- you  
23 know, obviously, making up is fine -- that a  
24 Jacksonville Electric Authority, assuming it  
25 exists, a Jacksonville Electric Authority

1           would be responsible for waste removal from  
2           all residential facilities in Jacksonville,  
3           Florida. I mean, that would clearly be a  
4           Charter -- could be a Charter issue. That's  
5           not outside the purview of the Charter. It  
6           might be outside the purview of budgeting,  
7           that's another story.

8           But -- so, I mean, clearly, if you read  
9           the Charter right now, it is just filled  
10          with detail on what the Jacksonville  
11          Electric Authority is required to do for the  
12          City.

13          I will review to see if it is that  
14          specific. I mean, obviously, electric  
15          service, but they took over these other  
16          services. And there is a paper trail on  
17          what they thought they should do versus now  
18          what they will do. And I know it's a money  
19          issue. I don't really think it's we just  
20          don't want to do that. I think it's  
21          incredible amounts of money. So I don't  
22          think that's outside of our purview.

23          And when it comes to strategic planning,  
24          to me, this is one of the biggest problems  
25          facing our city. And we did hear from a lot

1 of citizens. And Mr. Gentry, as I recall,  
2 and I don't want to put words in his mouth,  
3 he was very interested in looking at some  
4 sort of planning for our waterways. And I  
5 think he specifically mentioned the  
6 St. Johns, but he can weigh in for himself.  
7 I just don't see that outside our purview.

8 I do understand that you're trying, I  
9 think, and correct me if I'm wrong, to make  
10 sure we don't get out of our assignment of  
11 just dealing with the Charter. Like, you  
12 know, do we really think we're solving all  
13 the City's issues here. And I sympathize  
14 with that, and I'm on your side there.  
15 So -- and I think that people like you would  
16 rein me in if I went outside that.

17 COMMISSIONER SANTIAGO: So along those  
18 lines, I guess my next question then is  
19 there were a lot of different bullet points  
20 on what the full Commission talked about.  
21 Are there any areas that you -- in looking  
22 at this original list, that we should stay  
23 away from or any items that we should add  
24 to?

25 COMMISSIONER HAGAN: Are you referring



1 outside of what we're tasked with?

2 COMMISSIONER SANTIAGO: Just from the  
3 Commission topics that we were handed before  
4 where we ranked them before, under G, there  
5 were several bullet points. There was,  
6 what, about seven, eight different bullet  
7 points. Is there anything on there that you  
8 do not want to discuss or an area that you  
9 don't want to get into, or perhaps was there  
10 something that we missed that we should have  
11 added to this that you thought of since  
12 then?

13 COMMISSIONER HAGAN: The only thing that  
14 I -- and I think I already mentioned it, was  
15 the quarterly meetings with community  
16 leaders. Again, I think that is a good  
17 practice. I don't know that it's something  
18 we should be looking to try to put that in  
19 the Charter. I just -- I think it's a great  
20 idea. I think it's a great idea. But I  
21 just don't know where you would find a place  
22 for that in the Charter. I'm sure  
23 Ms. Lisska will tell you if I'm wrong.

24 That's just something -- you know, we  
25 can shave stuff off of this and then really

1           drill down into more specific topics, that  
2           would be one I would say, great idea, but  
3           maybe not a Charter idea.

4           COMMISSIONER SANTIAGO: Thank you.

5           Mr. Howland.

6           COMMISSIONER HOWLAND: No, I can't think  
7           of anything that we would need to shave. I  
8           mean, looking specifically at the fifth  
9           bullet is where I want to prioritize.  
10          Again, you can tell where I'm trying to  
11          narrow the scope a little bit. But I'm up  
12          for constructive debate on how we shape, how  
13          we look at this subcommittee moving forward  
14          and getting to a recommendation by  
15          February 28th.

16          COMMISSIONER SANTIAGO: Ms. Lisska.

17          COMMISSIONER LISSKA: Thank you.

18          Interesting, as I see, this really  
19          dovetails number five, which is establish a  
20          Strategic Planning Commission that convenes  
21          every five years or whatever number is on  
22          there, in an interesting way with the  
23          government structure committee. I mean, it  
24          really does. And I don't know at what  
25          point -- I believe their first meeting is

1 November 8th perhaps. Or did I get that  
2 wrong, the government structure?

3 MS. MATTHEWS: November 8th is their  
4 first meeting.

5 COMMISSIONER LISSKA: I was going to try  
6 to attend that. So I -- although I know  
7 you'll post everything as soon as you can  
8 after they meet. But I think it's going to  
9 be interesting to see, because this really  
10 is dealing with one of the issues. It's a  
11 balance of power matter.

12 You know, a strategic -- if there were a  
13 Strategic Planning Commission that was  
14 mandated, it begins to do that, as does, you  
15 know, requiring perhaps a plan. I'm not  
16 sure that's what we would do or add it in  
17 the Charter.

18 I think, you know, it's this  
19 discussion -- it comes from this discussion  
20 about, you know, at this point mayors in our  
21 city -- and I think they still can do that,  
22 it's the way our government is structured --  
23 they have a lot of power. They can use a  
24 lot of vision when they walk into their  
25 office to accomplish things perhaps that

1           could never have been accomplished before  
2           under our old methods of government before  
3           consolidation. And I don't know if a  
4           Strategic Planning Commission is going to  
5           enhance it, curb it, contribute to it.

6           It's interesting, but it is even more  
7           interesting to think that perhaps the  
8           government is functioning without a  
9           Strategic Planning Commission or plan. I  
10          mean, it -- I don't know how it's going to  
11          go, where it's going to go, if it can be  
12          shot down at some -- I don't know. It would  
13          have to go -- well, it could go through one  
14          of two, it can go through, as I  
15          understand -- and is counsel in here?  
16          Because my question would be it can either  
17          go through the City Council and be adopted  
18          by City Council or it can be adopted by the  
19          state -- the state legislature can promote  
20          this, as I understand.

21          And I think it's a more powerful concept  
22          than we even realize as we sit here, but I'm  
23          not opposed to it. It's just suddenly we go  
24          from a system that -- we just go to a system  
25          that's a little bit more public and planned,

1           it appears.

2           Now, when you look -- I think the real  
3           key is going to be the appointments, how  
4           that is done. And I think that's -- and  
5           that would be the one area when it talks  
6           about citywide strategic planning, I think  
7           that's really being taken up by the  
8           Government Structure Committee. But  
9           appointments, I think, are a very big deal.

10          All this ties in together so much, it's  
11          almost unbelievable. I mean, it should be  
12          dovetailing. So I do think we need to keep  
13          up with the other committee.

14          COMMISSIONER SANTIAGO: Mr. Hagan.

15          COMMISSIONER HAGAN: I think, to  
16          Ms. Lisska's point, is that you really  
17          have -- like, if you can create this  
18          Strategic Planning Commission that we're  
19          talking about, it's almost like what we're  
20          doing now is maybe the work that this  
21          Strategic Planning Commission should do  
22          eventually, you know, that point. So I see  
23          how you're talking about how it all  
24          dovetails together. So I just want to add  
25          that. It makes a lot of sense.

1           But, yeah, I think we should really  
2           focus on how that's created and then maybe  
3           it's a working group of, you know, 20 people  
4           and they're all derived from every part of  
5           the city, you know, all the authorities and  
6           that kind of stuff. But, anyway, we'll get  
7           deep into that later.

8           COMMISSIONER SANTIAGO: Yes. And I  
9           think that's a challenge that we're going to  
10          have is that there is a lot of different  
11          ideas of how to formulate this. And I think  
12          part of -- the biggest challenge that I've  
13          had with this Charter Revision is I want to  
14          get into the weeds and talk about who and  
15          what; when, in fact, really what we're here  
16          to do is really more structural and just  
17          say, it should be nine members and they  
18          should come from these groups. So I think  
19          keeping that in mind, that would be the  
20          biggest challenge that I would see.

21          For me, one of the things that I looked  
22          at was were we missing anybody in this  
23          conversation? Were there any businesses?  
24          Were there any academic people? Did we need  
25          to talk to -- I don't think we had anybody

1           here from a health care perspective. I  
2           mean, are these other areas that we want to  
3           include in the strategic plan or should  
4           these be individual members that are perhaps  
5           added as an advisory council or something to  
6           that effect, and so we really don't need to  
7           hear from them now? Perhaps it's just a  
8           recommendation to add them as an advisory  
9           Council. Who needs to be -- from your  
10          perspective, who needs to be a part of the  
11          actual committee that should make up the  
12          strategic plan? And have we included all of  
13          those in our request for speakers?

14                 COMMISSIONER LISSKA: No, we haven't.

15                 COMMISSIONER SANTIAGO: So who else  
16                 should we include?

17                 COMMISSIONER LISSKA: Definitely the  
18                 health department, because they were  
19                 summarily removed. I think they didn't make  
20                 the cut at all. And yet we see some of the  
21                 potentially biggest problems facing Duval  
22                 County, you know, in the health arena. And  
23                 there were numerous mentioned. I think that  
24                 was one of the most enlightening  
25                 presentations we received, because it's just

1 an area that, you know, doesn't always get  
2 as much attention, it seems. But so I would  
3 say, you know, issues of health and  
4 wellbeing and --

5 COMMISSIONER SANTIAGO: So who do you  
6 think should come and speak to us from that  
7 area? Because we've had Dr. Haley and we  
8 had the health department as well. So  
9 who --

10 COMMISSIONER HAGAN: I think it's  
11 important to have all the hospitals. You  
12 know, we have -- gosh, we're probably made  
13 up of four or five different hospitals.

14 COMMISSIONER SANTIAGO: Five.

15 COMMISSIONER HAGAN: Five hospitals. I  
16 know that all but one is a tax-exempt  
17 entity. And so then you have one that sits  
18 out there and kind of is like, hey, I  
19 support everything that's happening here,  
20 but this is my perspective on it. And it  
21 will be probably different than what UF  
22 Health has to say about it or Baptist,  
23 because Baptist and UF are kind of  
24 structured the same, but they operate very  
25 differently from an indigent care side of



1 things. And then you've got Memorial  
2 Hospital, which is owned by HGA, which is a  
3 for-profit entity.

4 And so I think we only heard from UF  
5 Health, but I would love to hear from  
6 Baptist, I would love to hear from Mayo  
7 Clinic, I would love to hear from Memorial  
8 Health Care or a representative from HGA,  
9 because I think, again, it's going to be  
10 very different.

11 COMMISSIONER SANTIAGO: So you want a  
12 presentation from each hospital or do we  
13 want a representative to represent all  
14 hospitals?

15 COMMISSIONER HAGAN: I have to be  
16 careful with that. Because if we're talking  
17 about who should be on the strategic  
18 planning group, I don't know. I don't know.  
19 I would love to throw that out there and let  
20 you chew it up.

21 COMMISSIONER SANTIAGO: Is there one  
22 person that can speak for the group?  
23 Because right now we're just talking about  
24 who do we want to come speak to this Body.

25 COMMISSIONER LISSKA: We've already

1 heard from the Health Department. Certainly  
2 she was excellent and really gave a nice,  
3 broad perspective. On the other hand, I'm  
4 trying to think then we did get the -- we  
5 did realize that the hospitals would  
6 occasionally meet, you know, and coordinate.

7 And I was just stunned by everything I  
8 heard from both of those professionals, just  
9 information I was completely unaware of and  
10 really makes a difference in our city in  
11 extraordinary ways or could be -- I mean,  
12 it's just information that needs to -- the  
13 administration needs to be aware of. And  
14 I'm sure they are, but I'm saying in the  
15 future, moving forward. And we can't be  
16 assured of that unless there is some sort of  
17 planning commission or committee that  
18 exists. And so that's all, I just would  
19 like to see representation with them.

20 If you want to hear from -- those two  
21 were excellent, but it might be we want to  
22 hear from others. And I'm not sure who to  
23 suggest.

24 COMMISSIONER SANTIAGO: Mr. Howland.

25 COMMISSIONER HOWLAND: Well, I was

1 looking through the Task Force on  
2 Consolidation, and they gave some  
3 recommendation for who would be on the  
4 Strategic Planning Commission. And one of  
5 their ideas is that the commission itself be  
6 representative of different folks in  
7 government in Jacksonville, you know, for  
8 example, independent authorities, School  
9 Board, Mayor's Office, City Council, and  
10 that there be an advisory committee of those  
11 outside who would have concern, builders,  
12 manufacturers, riverkeeper, something like  
13 that. And so that was a recommendation.

14 But kind of a broader question, we have  
15 a deliverable on the 28th of February, what  
16 do we think that deliverable is going to  
17 look like? Is it going to be a strategic  
18 plan itself, or is it going to be a  
19 recommendation of a Strategic Plan  
20 Commission, or is it going to be something  
21 that addresses each one of these  
22 sub-bullets? What are you thinking?

23 COMMISSIONER SANTIAGO: So my idea for  
24 this -- and I'd love to hear your input as  
25 well -- is all we're doing is making a

1            recommendation as to the structure: so how  
2            many members? Who is going -- who is going  
3            to be part of it? How often should they  
4            meet? You know, is it an annual thing? Is  
5            it every five years?

6            And really thinking more -- I think part  
7            of it needs to be funding. How is this  
8            going to be funded? How is it going to be  
9            staffed? Who is going to be a part of this?

10           So I think, from a Charter perspective,  
11           that is really what I -- as I read the  
12           Charter, that's what I see, is functionality  
13           of this is the structure of how it should be  
14           built, which is why I keep going back to the  
15           question of, yes, we want to include the  
16           Health Department and something around  
17           health. But is there one speaker that can  
18           come and talk about, from a strategic  
19           perspective -- because, yes, it's very  
20           interesting what's happening at the  
21           hospitals, and they're all doing amazing  
22           work.

23           But I don't need to hear the work that's  
24           being done at the hospital. I need to know  
25           what is on the horizon in health care that

1 perhaps needs to tie back into it. Is there  
2 a way for them to consolidate themselves and  
3 send a speaker? Is there a new technology?  
4 Is there a number of hospitals? From a  
5 strategic planning, is there an area of town  
6 that needs a new hospital? But I want them  
7 to speak as a group and not necessarily as  
8 an individual entity. So I don't know if  
9 you all know of --

10 COMMISSIONER HOWLAND: An association of  
11 local hospitals? I don't know.

12 COMMISSIONER LISSKA: I really didn't  
13 need anybody at all to come, because I  
14 thought the two speakers we had already were  
15 so outstanding. I wouldn't object to it,  
16 because it always helps.

17 Because I do agree with you, Madam  
18 Chair, I think that we simply are  
19 constructing a statement for our Charter, a  
20 piece of our Charter, that's all we're  
21 doing. And we don't need some of the  
22 specifics that would be presented. And it  
23 is, however, those specifics that would  
24 convince me, we've already heard that would  
25 convince me if there were a Strategic

1 Planning Commission established, someone in  
2 the health arena and possibly a public  
3 officer would need to sit on that Strategic  
4 Planning Commission.

5 So, I mean, I'm comfortable with what  
6 we've heard to date to know that -- you  
7 know, and if you want more people to come,  
8 it is extremely interesting, but I don't  
9 know that it will help with our input either  
10 for the purposes of the Charter.

11 COMMISSIONER HAGAN: The only thing I  
12 would add to that, if we invited the  
13 hospitals to come and then understand their  
14 dynamic and how they interact with each  
15 other and then let them kind of say, hey,  
16 we're working on structuring a Strategic  
17 Planning Commission and having a  
18 representative from the health care  
19 community come in, what do you think -- you  
20 know, could y'all send a person as one to  
21 come speak to the group or be on the  
22 commission, or is it something where y'all  
23 have so many different agendas, that it just  
24 wouldn't work to have one representative.

25 That's the only thing I would say. Let

1           them come in and do a five-to-ten-minute  
2           presentation, here is how our hospital is  
3           structured, here is the money that we  
4           receive, you know, that kind of thing. So  
5           it can educate us so we can make our --

6           COMMISSIONER SANTIAGO: How do you feel  
7           about maybe having them all come at one time  
8           and maybe just do like a panel where we just  
9           ask a couple of questions and let them  
10          answer as a unified -- is that possible?  
11          Can we do that, have them all speak at the  
12          same time?

13          MS. MATTHEWS: At the same time?

14          COMMISSIONER SANTIAGO: Kind of like a  
15          panel so that we can ask questions.

16          MS. MATTHEWS: In this room? We have to  
17          figure out something, I guess.

18          COMMISSIONER SANTIAGO: How do you feel  
19          about that?

20          COMMISSIONER HAGAN: Maybe let them have  
21          a five-minute presentation where they give  
22          their structure and allow us to pull them  
23          back up and --

24          COMMISSIONER SANTIAGO: All right. But  
25          maybe we can invite them all for the same

1 day.

2 COMMISSIONER HAGAN: Yeah, try to get  
3 them all on the same day.

4 COMMISSIONER LISSKA: So you're really  
5 trying to find out if the private  
6 or nonprofit hospitals -- because they're  
7 both, Baptist has both entities, others do  
8 too, part private, part profit, the way  
9 they're structured -- if they want a role at  
10 the table if anything like this --  
11 representation at such. And I get that.  
12 I'm sorry I didn't see it that way. I think  
13 that's a good idea.

14 COMMISSIONER HAGAN: I probably did a  
15 bad job explaining myself. That's kind of  
16 what -- because I don't know that I -- I  
17 probably understand HGA's point of view  
18 more, but I just don't know the rest of  
19 them. Like Ascension, I don't know how  
20 they're made up of structure. I know  
21 they're going to want a seat at the table,  
22 but I just don't know if they can say, you  
23 know, hey, Leon Haley, go speak for all the  
24 hospitals of Jacksonville. And I know  
25 they're all friends, but I don't know that



1           they have everybody's best interest at  
2           heart.

3           COMMISSIONER SANTIAGO:  Sure.  And maybe  
4           that can lead to our recommendation, as  
5           well, as to is it an advisory board of  
6           all -- with all the health care partners or  
7           is it somebody who is part of the actual  
8           Strategic Planning Committee, because it's  
9           one representative representing all.

10          COMMISSIONER HOWLAND:  As an FYI on the  
11          recommendation from the task force, the  
12          Commission did include the Director of the  
13          Florida Department of Health.  And,  
14          interestingly, the Advisory Committee, they  
15          call out some key points and then they end  
16          with a representative of each of the three  
17          most critical industries in Duval selected  
18          by the chair of the Strategic Commission.  
19          So if at the time the builders are really  
20          important, then they're going to bring ABC  
21          or NEFBA or something.  And if the time  
22          they're saying we need to encourage  
23          logistics or manufacturing, they bring FCMA  
24          or something.

25          COMMISSIONER HAGAN:  Sure, I like that.

1           COMMISSIONER HOWLAND: Which is pretty  
2 interesting.

3           COMMISSIONER HAGAN: And the structure  
4 you mentioned in there from the  
5 Consolidation Task Force, I hadn't gotten to  
6 that part, but that's where I was going, you  
7 need someone from the independent  
8 authorities, from each one -- you know,  
9 maybe have two representatives from the  
10 Mayor, two representatives from City  
11 Council, City Council President at the  
12 time -- and then each kind of -- and then  
13 try to do your best to target the industries  
14 that the City really is focusing on at the  
15 time.

16           COMMISSIONER HOWLAND: They even had a  
17 really interesting one. On the Commission  
18 they recommended one mayor from one of the  
19 four subsidiaries, the Beaches and the town  
20 of Baldwin. And it says selected by  
21 themselves. So they get to all meet before  
22 them and choose one.

23           COMMISSIONER SANTIAGO: Would that be  
24 another speaker that we would want to have  
25 come before us, is the mayors from the

1 different --

2 COMMISSIONER HOWLAND: You know who  
3 would be great is Mayor Brown, Elaine Brown,  
4 because she's been all through City  
5 government and Beaches government.

6 COMMISSIONER SANTIAGO: Okay. Do you  
7 think she could also speak to Baldwin?

8 COMMISSIONER HAGAN: I think she could  
9 probably speak more to, like, the outlying  
10 cities inside of the consolidated  
11 government. She's kind of hard to  
12 understand anyway, but, like, how she would  
13 represent the outlying --

14 COMMISSIONER SANTIAGO: What about from  
15 the perspective of Neighborhoods, who is  
16 speaking on behalf of Neighborhoods?

17 COMMISSIONER LISSKA: You have the  
18 office and the director of that, you know,  
19 nearby, and at least get a perspective from  
20 them. I mean, what's always struck me about  
21 the neighborhoods, the -- I don't know the  
22 names of the groups, the CPACs, they each  
23 cover such a large area of the city. It's  
24 sometimes difficult to get a cohesive, you  
25 know, thought, like -- because they're

1 representing such large areas of the city.  
2 But still, it's not going to hurt to get a  
3 principal with each of the CPACs here. I  
4 mean, that might work.

5 COMMISSIONER HOWLAND: They have to have  
6 representation, either a commission or  
7 advisory.

8 COMMISSIONER SANTIAGO: There are six of  
9 them, and they each have one chair.

10 Jessica, do you know if they have one  
11 that represents all of them or are they  
12 still representing each part of the city  
13 individually?

14 MS. MATTHEWS: Individually, because I  
15 receive the reports individually.

16 COMMISSIONER SANTIAGO: Okay.

17 COMMISSIONER HAGAN: I would like to  
18 look at the structuring of the CPACs. I  
19 tell you, when I was on Planning Commission,  
20 they would come to us and they would kind  
21 of, you know, give their pitch, but I really  
22 didn't understand exactly, besides the fact  
23 that they had letterhead and it was CPAC and  
24 it was a government-created organization,  
25 that it was how different is it from RAP

1           (phonetic) and how different was it from  
2           SPAR. And I don't -- I don't know that --  
3           only the people in CPAC really understand  
4           and maybe a few others that understand  
5           really what their purpose is and, you  
6           know -- I feel like it was a group of people  
7           that got together and they came up with a  
8           great, you know, solution on what they  
9           wanted to happen, but whether it was really  
10          effective or not.

11           COMMISSIONER SANTIAGO: So my question  
12          to you on that one is, is that an area that  
13          we want to try to incorporate into what  
14          we're working on or is that something --  
15          because that comes up in government  
16          structure, CPAC is one of the items listed  
17          under there. But I understand what you're  
18          saying, because I was a liaison for one of  
19          those CPACs, and they struggle with --

20           COMMISSIONER HAGAN: Great idea. I  
21          don't know how effective they are. I don't  
22          know if what they're trying to do is very  
23          effective.

24           COMMISSIONER LISSKA: I agree.

25           COMMISSIONER HAGAN: And so, yeah, I

1 would love to put it in ours.

2 COMMISSIONER SANTIAGO: So perhaps maybe  
3 have them come speak to us from each of  
4 the -- do we want all six of them or do we  
5 want --

6 COMMISSIONER HAGAN: Kind of the same  
7 day kind of thing?

8 COMMISSIONER LISSKA: Yeah, we invite --

9 COMMISSIONER SANTIAGO: Okay. What  
10 about from a finance perspective? We talked  
11 about how this group would get financed and  
12 what would be our recommendation for that.  
13 Is there somebody that, again, you think  
14 could speak to that? How do we determine  
15 the cost of having somebody -- even  
16 including staff, how do we calculate all of  
17 that? Who do you think could help with  
18 that?

19 COMMISSIONER HOWLAND: Former  
20 Councilwoman Boyer probably, because I think  
21 they had a subcommittee on the task force  
22 study that there issue, how they fund it.  
23 And I think it was something like they  
24 wanted to recommend 250K to fund the staff.  
25 And then once they --

1           COMMISSIONER SANTIAGO: For year one.

2           COMMISSIONER HOWLAND: -- they would  
3 determine in the first year of the strategic  
4 commission what the ongoing -- if it had  
5 been put in the Charter, what the ongoing  
6 cost would be of a meeting every ten years  
7 or whatever they recommended.

8           COMMISSIONER HAGAN: What about Joey  
9 Greive, is that --

10          COMMISSIONER HOWLAND: I think that's  
11 good.

12          COMMISSIONER HAGAN: Just say, this is  
13 how it works in the -- how we can put it in  
14 there.

15          COMMISSIONER LISSKA: I mean, or  
16 perhaps, once we have the structure, we  
17 simply talk to current or past budget  
18 officers for the City and get their  
19 reaction. I mean, it's -- obviously, it  
20 could generate more staffing right now. I  
21 guess they're just stretching staff thin to  
22 do this. It's not like they hired an  
23 additional person for this particular  
24 Charter Revision Commission, no one else was  
25 hired. In fact, we had people leave, if I

1 recall, that retired during this time.

2 COMMISSIONER HOWLAND: I wonder, through  
3 the Chair, if we propose something like, if  
4 you're going to add a commission, then you  
5 take one away; or if you're going to add a  
6 commission, then you slow down another --  
7 maybe CRC every 20 years, once a generation,  
8 and Strategic Planning meets every 5 or 10.

9 COMMISSIONER LISSKA: That's going to  
10 hit hard.

11 COMMISSIONER SANTIAGO: You would be  
12 very popular among the staff.

13 COMMISSIONER HOWLAND: If you're going  
14 to add a regulation, take a regulation away.

15 COMMISSIONER LISSKA: Madam Chairman,  
16 that is an interesting concept, because if  
17 you have a regular meeting Strategic  
18 Planning Commission, perhaps maybe a Charter  
19 Revision Commission could meet with somewhat  
20 less frequency. Although, every ten years  
21 isn't exactly frequent.

22 COMMISSIONER HOWLAND: It becomes like a  
23 constitutional convention, it only meets to  
24 change something specifically in the Charter  
25 or for consolidation for the purposes of



1 adjusting for where the City is going.

2 COMMISSIONER LISSKA: It's interesting,  
3 though. I think -- it will be interesting,  
4 too, to see what the Chair does with --  
5 meaning Lindsey -- does with his area,  
6 because he wanted to take a look at this  
7 Commission. And when you think about the  
8 Commission and the effect this Commission  
9 can have -- because it's a lot of work if it  
10 doesn't have any effect. That's not all bad  
11 sometimes when something doesn't, but it  
12 still is.

13 And then, of course, I was already on  
14 this Commission before I learned -- and I  
15 actually knew this on some other level, that  
16 the state legislature, because they did it  
17 with consolidation, they just can walk in  
18 and implement something that we can  
19 recommend for Charter. So it's a little  
20 frustrating, and I hope some of that gets  
21 resolved. But, in the meantime, that is  
22 just not a bad concept at all, I don't  
23 think.

24 COMMISSIONER SANTIAGO: Okay. So let me  
25 throw one more question at you. What

1           about -- what exactly do we want the  
2           Strategic Planning Commission to do? What  
3           is the desired outcome that we're asking  
4           them to focus on, whether it's once every  
5           five years, once every ten years, what is  
6           the task that we're asking them to come up  
7           with? Is there a report? Would it be a  
8           presentation? Would it be recommendations?  
9           Would it be something that would be adopted?  
10          What is the desired outcome that we're  
11          asking?

12                   COMMISSIONER HOWLAND: It's interesting.  
13           One of the best practices in managing a  
14           large corporation or a corporation with a  
15           bunch of subsidiaries is to establish a  
16           strategic plan. You know, and that plan,  
17           generally -- like Commissioner Gentry  
18           mentioned on a couple of occasions -- is  
19           tied to an annual budget process. And that  
20           plan generally sets out a three-to-five-year  
21           roadmap of what is the vision of this  
22           organization, what is the strategy to get  
23           there and what are the key strategic  
24           priorities in order to implement that  
25           strategy.

1           So every year that five-year look gets  
2 rebuilt. And the budget gets tied into why  
3 are we spending any money on this effort if  
4 it's not directly affecting one of the  
5 strategic priorities. Or why are we  
6 structuring this whole initiative if it's  
7 not in line with the mission of the company  
8 or the vision of the company.

9           And the way I've read previous attempts  
10 to set up a Strategic Planning Commission  
11 for the city, it's an effort to some degree  
12 that is a government parallel of that kind  
13 of corporate model.

14           So if you read the Blueprint, they note  
15 Charlotte, for example, you know, had a  
16 coordinated attempt to try to establish  
17 itself 20 years ago as the second leading  
18 banking center on the east coast kind of  
19 thing. And, obviously, it was very  
20 successful. And that probably took a  
21 citywide strategic planning process, because  
22 the builders had to be involved, you had to  
23 make it interesting for kind of higher  
24 income bankers to want to relocate into that  
25 area. The environmental group had to be

1           involved because you needed to make the city  
2           attractive to both families and businesses.

3           So it's kind of an effort like that, you  
4           know, how do you -- in my mind. What is the  
5           City's vision? Are we going to be the  
6           logistic center of the east coast of the  
7           United States and the Midwest, frankly,  
8           because everything that comes in here gets  
9           there quicker?

10          And if that's the -- this is  
11          hypothetical. If that's the vision, you  
12          know, within the next five to ten years,  
13          what are our key strategic priorities in  
14          order to get there? Make sure we have the  
15          cleanest river in the world and the best  
16          access to water and environmental; make sure  
17          we reduce crime below this level; make sure  
18          we have a top performing educational system  
19          to attract businesses, families; and make  
20          quality of life better in Northeast Florida.  
21          And what are your strategic priorities on  
22          that?

23          So every year when an independent  
24          authority or a member of the Strategic  
25          Planning Commission is presenting their

1 plan, they're saying, here is how it ties  
2 into that priority, here's how it tied into  
3 that mission and that vision.

4 COMMISSIONER SANTIAGO: So maybe the  
5 outcome is to establish the priorities.  
6 That's really all we want them to do. And  
7 then each member would then align to that  
8 priority however their organization aligns.

9 COMMISSIONER HOWLAND: Exactly. Revisit  
10 the vision, make sure it's still valid, you  
11 know, because what if Baltimore has emerged  
12 as the logistics center and Jacksonville no  
13 longer has a chance, and where is this city  
14 going to go. Revisit the strategies, and  
15 then each member of that commission aligns  
16 its own priorities with the -- or its own  
17 efforts with the citywide strategic  
18 priorities, I would agree.

19 COMMISSIONER LISSKA: And I also agree  
20 that it should be tied in with the City  
21 budget, because I've run agencies and  
22 organizations, nonprofit corporations, that  
23 do have a strategic plan and don't have a  
24 strategic plan. And when you don't have a  
25 strategic plan, it becomes your budget; that

1 is your strategic plan.

2 And so I think there needs to be likely  
3 some sort of statement that, you know, your  
4 strategic plan is tied in some way to the  
5 budget process.

6 COMMISSIONER HOWLAND: Absolutely.

7 COMMISSIONER SANTIAGO: Okay. This has  
8 all been really great conversation. I think  
9 we've got several dates that I've already --  
10 with speakers, and I'll try to coordinate  
11 that through Ms. Matthews' office as well.

12 But one last question, I guess, as well:  
13 So do we want to also bring in somebody --  
14 and would this be at the beginning or the  
15 end -- somebody that is more of a consultant  
16 and maybe from a business perspective to say  
17 this is what elements should go into making  
18 this recommendation or this is what elements  
19 should be included in the strategic plan,  
20 did you make sure that you included all of  
21 this? Would that be helpful to our group;  
22 and if so, do you have any recommendations  
23 of who might be a good person to guide us  
24 through that process?

25 COMMISSIONER HAGAN: I think it's a good

1           idea. I would bring them in at the end and  
2           say -- that's kind of how I do things, I  
3           just kind of throw ideas out there and  
4           hopefully you can gather them all together  
5           and put them all together. But I think  
6           that's kind of what we're doing now, and it  
7           helps us to then really submit a valid  
8           recommendation to the group. And so, you  
9           know, it's a lot easier to understand, you  
10          know, a clear message that we've just had 50  
11          meetings and this is what we've come up -- I  
12          don't know if we're going to have 50. But  
13          we had this many meetings and this is what  
14          we've come up with.

15                 COMMISSIONER LISSKA: And there was a  
16          2025 plan, as I recall, by JCCI before they  
17          closed. I don't remember what they had in  
18          the plan. I remember feeling very  
19          frustrated by it because 2022 is when our  
20          City turns 200, I wanted them to change it.  
21          But, hey, at this point 2022 is pretty  
22          close.

23                 So I think we should probably take a  
24          look at that 2025 plan just to see what  
25          elements. Doesn't mean it's something that

1           would be added to a Charter statement, but  
2           it might be an interesting look. A lot of  
3           people did a lot of work to get to that  
4           point. And maybe -- and how they  
5           constructed it, if nothing else, maybe  
6           not -- just the construction of it since you  
7           were asking about construction and what  
8           should we include.

9           COMMISSIONER SANTIAGO: Sure.

10          So maybe, Ms. Matthews, we can see if  
11          we -- if that document exists still.

12          COMMISSIONER LISSKA: I think the  
13          library, I know, has it, the Jacksonville  
14          Historical Society should have it.

15          MS. MATTHEWS: The JCC?

16          COMMISSIONER LISSKA: It's the JCCI  
17          study, and it probably has the words 2025  
18          vision.

19          COMMISSIONER SANTIAGO: Was it '25 or  
20          was it 2020.

21          COMMISSIONER LISSKA: I could swear it  
22          was 2025, but I could be wrong, though. I'm  
23          wrong a lot.

24          COMMISSIONER SANTIAGO: Time continues  
25          to move forward. So it's closer than we



1 thought.

2 Do you think anybody that was involved  
3 in that might be able to come speak to us?

4 COMMISSIONER LISSKA: Good point. Their  
5 names will all be in that study.

6 COMMISSIONER HOWLAND: Great idea.

7 COMMISSIONER SANTIAGO: Yeah, that's  
8 good.

9 All right. So what I'm thinking for  
10 next steps then is going to be that we will  
11 organize all these speakers. We brought a  
12 lot of different topics up. I think we  
13 organize it by topics so that we can focus.  
14 So maybe one day health care, one day with  
15 the CPACs, one day with some of our  
16 government agencies.

17 And then my hope, we've got -- what was  
18 the date that we had? You said  
19 February 28th? I know this month we're  
20 scheduled to meet every Friday from 11:30 to  
21 1:30. December, I think we'll look at  
22 Thursdays again. Maybe at our fourth  
23 meeting we can look at dates again for  
24 December and see where we stand on there.

25 My hope is to maybe start ironing things

1 out by January, bring in the -- if we're  
2 going to bring in a consent, bring them in  
3 by January so we can have them done by  
4 February.

5 And if we need more time in between, we  
6 can certainly -- I know that our Chairman  
7 wanted us to meet on a weekly basis, but if  
8 there is more work we need to do outside of  
9 here, then maybe we meet every two weeks  
10 instead of every week. But I think we can  
11 iron that out once we begin moving through.  
12 From the number of speakers, it looks like  
13 we're probably going to be hearing from them  
14 through November and December anyway. So  
15 our recommendations would come in January.

16 Is there anything else that you think  
17 that we haven't discussed today, any other  
18 groups that we need to involve? I didn't  
19 see anything in here, and I don't know from  
20 the Blueprint if there was anybody from any  
21 type of social services or crime -- you had  
22 mentioned crime at the beginning.

23 COMMISSIONER HOWLAND: Well, I mean --  
24 (Inaudible crosstalk.)

25 COMMISSIONER SANTIAGO: -- part of the

1 structure --

2 COMMISSIONER HOWLAND: Without a doubt I  
3 would put the Sheriff's Office as a standing  
4 member of any Strategic Planning Commission,  
5 for sure.

6 COMMISSIONER SANTIAGO: Do we need  
7 anybody from mental health rather than just  
8 health? With our homeless population, that  
9 seems to be a big part of it.

10 COMMISSIONER LISSKA: Huge part of it.

11 COMMISSIONER SANTIAGO: Are there any  
12 recommendations there? Or like I said --

13 COMMISSIONER HAGAN: Jeff had a  
14 recommendation.

15 COMMISSIONER SANTIAGO: Oh, please,  
16 Mr. Clements.

17 MR. CLEMENTS: Not a specific  
18 recommendation on that, but I think what  
19 you're coming up against is -- I sat through  
20 all of those consolidation task force  
21 meetings. They talked for several hours  
22 about the strategic plan, and the committee,  
23 and who should be on it. And people threw  
24 out names, and industries, and organizations  
25 that ought to be on it. And when they got

1 up to about 60 or 70 that ought to be -- the  
2 universities ought to be on there, and the  
3 hospitals, and this, you know, United Way  
4 ought to be on there, and the Urban League  
5 ought to be on there. When they got to 50  
6 or 60, they said, you know what, cut it  
7 back, cut it back, cut it back.

8 And then they debated long and hard over  
9 who gets bumped out. Well, you can't bump  
10 them out because they represent this  
11 community. Well, we can't have them all.

12 And so they debated long and hard to  
13 come up with that list that you're looking  
14 at. And the longer they thought, the more  
15 people they kept thinking of that really  
16 ought to be on there because they bring a  
17 great perspective. But, boy, you just can't  
18 have a 70-member committee and get anywhere.

19 COMMISSIONER HOWLAND: No. That's a  
20 good point.

21 COMMISSIONER SANTIAGO: Thank you. That  
22 is a very valid point.

23 So maybe for our next meeting part of  
24 what we can do is, while we'll try to get  
25 some speakers lined up for next week, but

1 part of what we can do is start your list of  
2 who you think should be on the actual  
3 committee and who you think might belong in  
4 an advisory committee. We can take those  
5 lists, start to consolidate them, see if  
6 they make sense, and then start dwindling  
7 down the list, keeping in mind what  
8 Mr. Clements has shared with us, because  
9 that's very valid. So I think if we can  
10 each come up with at least that, that will  
11 get us started in a direction.

12 The other thing that I think we should  
13 look at is kind of some of the other  
14 specifics as well. So how often should  
15 this -- should they meet. Actually, let me  
16 make notes for myself so that I don't forget  
17 as well. So how often they should meet and  
18 who should be involved.

19 I think if we can begin with some of  
20 those pieces for the next meeting, then  
21 we'll start to consolidate our answers, that  
22 will at least get us started. We'll have  
23 some speakers and we can get started with  
24 that.

25 Are there any other recommendations that

1           you all think that we should focus on?

2           I'm going to try to get us out of here  
3           by 1:00.

4           COMMISSIONER LISSKA: I just don't want  
5           us to forget the waterways and city water  
6           and sewer amenities. I'd like us to spend  
7           some time on those, as well.

8           COMMISSIONER SANTIAGO: So for the  
9           waterways, we had Lori Boyer.

10          COMMISSIONER LISSKA: And Lisa and Quint  
11          White.

12          MS. MATTHEWS: Dr. White, that's who  
13          you're talking about?

14          COMMISSIONER LISSKA: Yes, ma'am.

15          COMMISSIONER SANTIAGO: Okay. Perfect.

16          COMMISSIONER HAGAN: Deryle Calhoun is  
17          JEA, that's waterways water.

18          COMMISSIONER SANTIAGO: Okay. All  
19          right. So I think maybe for next week we  
20          just try to get that piece done. I will try  
21          to organize some thoughts over the weekend.  
22          And we will reconvene, Ms. Matthews and I  
23          will reconvene Monday and start making a  
24          list of -- run that by you guys as well so  
25          we're all in agreement as to who wants to

1 speak to us and for what purpose.

2 I think, again, the challenge for us is  
3 going to be to make sure that we stay to  
4 structure and not into the details of what  
5 they're actually planning, which, I think,  
6 for most of us, is probably more fun.

7 So I thank you. Enjoy the weekend. And  
8 I guess there is no public comments. Was  
9 there any comments of Ms. Matthews or  
10 Mr. Clements, anything else you would like  
11 to add?

12 Okay. Meeting is adjourned.

13 (Meeting adjourned at 12:49 p.m.)

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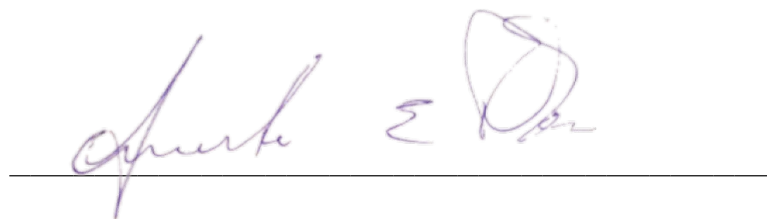
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## CERTIFICATE OF REPORTER

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 71, is a true record of my stenographic  
notes.

DATED this 17th day of November, 2019.



Amanda E. Robinson,  
Registered Professional Reporter