



Jacksonville City Council Orientation and Training Program

**CONSOLIDATED GOVERNMENT, INDEPENDENT
AUTHORITIES, AND CONSTITUTIONAL OFFICERS**

Hosted and Moderated by



Public Policy Institute
JACKSONVILLE UNIVERSITY



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June 7, 2019

Dear City Council Members and Program Attendees,

Welcome to the 2019 City Council Orientation and Training Program. This is the third day of the program and it is being held on the Jacksonville University campus. Thank you for attending.

Today's program focuses on consolidated government, the independent authorities, and constitutional officers. We would like to thank the leadership of the independent authorities and the constitutional officers for their participation and presentations in this program. We would also like to thank Mayor Lenny Curry for giving the keynote presentation at lunch. Thank you also to Cheryl Brown, Rachel Merritt and Nancy Carlos with the City Council, and Elizabeth Feustel with the Public Policy Institute, for putting together the program materials.

We sincerely hope you find these material and today's program helpful. Jacksonville has the most unique form of local government in the state of Florida and one of the most unique in the nation. The operating budget for the consolidated government is bigger than six states. It is our hope that today's program will assist in better understanding our unique form of government and assist in better serving the people of Jacksonville.

Sincerely,

Aaron L. Bowman
President, 2018-2019
Jacksonville City Council

Richard A. Mullaney, Esq
Director, Public Policy Institute
Jacksonville University



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**Jacksonville City Council Orientation and Training Program
Consolidated Government, Independent Authorities,
and Constitutional Officers
Davis College of Business, Jacksonville University**

**Program Agenda
Moderator: Rick Mullaney, Public Policy Institute
Jacksonville University
June 7, 2019**

<u>Time</u>	<u>Topic</u>	<u>Speaker</u>
8:30 – 9:00	Registration and Continental Breakfast	
9:00 – 9:15	Welcome and Program Overview	Honorable Aaron Bowman President, City Council
9:15 – 9:45	Jacksonville’s Consolidated Government	Rick Mullaney, Director Public Policy Institute
9:45 – 11:15	Independent Authorities	Mark VanLoh, CEO, JAA Aaron Zahn, CEO, JEA Beth McCague, CFO, JPA Cleveland Ferguson, CAO/ Senior VP, JTA
Break (15 minutes)		
11:30 – 12:00	Sheriff’s Office	Honorable Mike Williams Sheriff, City of Jacksonville
12:00 – 1:00	Lunch and Keynote	Honorable Lenny Curry Mayor, City of Jacksonville
1:00 – 2:15	Constitutional Officers	Honorable Ronnie Fussell, Clerk of Court Honorable Jerry Holland, Property Appraiser Honorable Jim Overton, Tax Collector Robert Phillips, SOE Chief

Break (15 minutes)

2:30 – 3:00	Duval County Public Schools	Diana Greene, Superintendent, DCPS
3:00 pm	Closing Comments	Aaron Bowman President, City Council



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Leadership & Moderator Biographies

1. Aaron Bowman, City Council President, City of Jacksonville
2. Lenny Curry, Mayor, City of Jacksonville
3. Rick Mullaney, Director, Public Policy Institute, Jacksonville University

Aaron L. Bowman, Council President District 3



Aaron Bowman is the Senior Vice President of Business Development for the JAXUSA Partnership where he leads the business recruitment and expansion efforts for the Northeast Florida Regional Economic Development team.

Aaron served 28 years in the United States Navy and retired as a Captain after serving as the Commanding Officer of Naval Station Mayport. He began his navy career following graduation from the United States Naval Academy and attended flight school and received his wings in September of 1985. During his early career in the navy, Aaron was an aircraft carrier pilot flying both the A-7 Corsair and F/A-18 Hornet. Following 15 years of flying, Aaron earned a Masters of Business Administration and was selected to the Aeronautical Engineering Duty Officer Corps (AEDO). As an AEDO, he was involved in the research and development, testing, and development of numerous advanced weapon systems. He is one of two AEDO's ever selected to Command an Operational Naval Station and assumed Command of Naval Station Mayport in September 2007 until his retirement.

He is active in the community where he has served as Duval County Commissioner for the Florida Inland Navigation District, as a commissioner for the St Johns River Ferry Commission, an Advisory Board member for the Salvation Army, and on the Dean's Leadership Council for the University of North Florida.

Aaron is married to his childhood sweetheart, Deborah and they have a son Blaise who attends the University of Florida studying Engineering and is a member of the University of Florida Marching Band.

Mayor Lenny Curry



Mayor Lenny Curry is the 44th mayor of the City of Jacksonville, Florida. A native Floridian, husband, father, and business owner, he was sworn in on July 1, 2015.

Since his election, the Curry administration has demonstrated bold and collaborative leadership resulting in numerous achievements, including the implementation of a solution to the City's long-standing pension crisis, reformed children's services with the creation of the Kids Hope Alliance, and investments in law enforcement, neighborhoods, and resources that support public safety.

With a vision for One City. One Jacksonville. The mayor leads and governs with five key priorities which include public safety, economic & community development, youth enrichment, health & wellness, and leadership & accountability.

Mayor Curry brought to the office decades of fiscal management practices he gained while serving as a certified public accountant for PricewaterhouseCoopers and co-founder of ICX Group, Inc., a finance and accounting consultation, executive recruiting, and staffing services firm.

An alum of the University of Florida, Mayor Curry has served and supported a number of local and state civic organizations including serving as chair of the Republican Party of Florida and memberships with the Rotary Club of South Jacksonville, Florida State Boxing Commission, Southside United Methodist Church, Jacksonville Symphony Orchestra, Big Brothers Big Sisters, the Jacksonville Housing Commission, and Junior Achievement, among others.

He and his wife, Molly, have three children and live in San Marco.



Richard A. Mullaney, Esquire
Director, Public Policy Institute
Jacksonville University
Email: rmullan1@ju.edu
Phone: (904) 256-7342
Cell: (904) 955-1857

Rick Mullaney is the Director of the Jacksonville University Public Policy Institute (“Institute”), political analyst for WJXT Channel 4 and WOKV, 104.5 FM in Jacksonville, Florida, and host of a radio program, *Policy Matters*, on WJCT 89.9 FM. He is the Founding Director of the Institute, which offers four graduate degree programs in public policy, including a Master in Public Policy (MPP) degree and three dual degree programs (MPP-JD, MPP-MBA, and MPP-Marine Science). He teaches PPOL 513 Law and Public Policy in the MPP program.

Mullaney received a BA in Political Science at the University of Florida (1973-1977), graduating Phi Beta Kappa and first in College of Arts and Sciences. He also graduated from law school at UF (1977-1980), serving on the Moot Court Team and as Executive Editor of the Law Review. After graduation, he worked as a business lawyer for Carlton, Fields, prosecutor, Mayoral Chief of Staff, and General Counsel for the City of Jacksonville. He has received the Prosecutor of the Year Award for the state of Florida and the Lawyer of the Year Award for the City of Jacksonville. He ran for Mayor of Jacksonville in 2011.

During nearly 40 years in the private and public sectors, Mullaney has represented diverse public entities, been involved in numerous public policy initiatives and political campaigns, and lectured on legal and public policy topics in more than 20 states. For 20 of those years, he served as legal counsel and advisor to Jacksonville’s consolidated government and Jacksonville mayors Ed Austin, John Delaney, and John Peyton.

Mullaney serves on numerous non-profit boards, including the World Affairs Council, Chamber of Commerce Board of Governors, and the Government and Public Policy Institute for the University of the Bahamas. He is past Board Chair for Gateway Community Services and the Saint Vincent’s Healthcare Foundation. Mullaney is a member of Leadership Jacksonville (1988) and Leadership Florida (2001). He and his wife Lynn have been married for over 30 years and have three children – Taylor, Richie and Katie.



Constitutional Officer Biographies

1. Ronnie Fussell, Clerk of Courts, City of Jacksonville
2. Jerry Holland, Property Appraiser, City of Jacksonville
3. Jim Overton, Tax Collector, City of Jacksonville
4. Mike Williams, Sheriff, City of Jacksonville
5. Robert Phillips, Chief Elections Officer, City of Jacksonville



Clerk of the Circuit & County Courts

DUVAL COUNTY
JACKSONVILLE, FLORIDA 32202

RONNIE FUSSELL
CLERK OF THE CIRCUIT COURT

TELEPHONE: 904-255-2097
FACSIMILE: 904-255-2157

Ronnie Fussell is currently the Duval County Clerk of the Circuit & County Courts, a constitutional officer, and first took office in January of 2013. He began serving his second term in January of 2017. Mr. Fussell is a leader who has demonstrated broad success in business, civic affairs and government for more than 30 years.

Mr. Fussell's government experience includes service under four Jacksonville mayors and ongoing interaction with both state and federal government agencies as well. After four years in Mayor John Delaney's administration as Director of Government/Business Relations and Legislative Affairs, he returned to serve on Mayor John Peyton's transition team as a member of the Planning and Zoning Committee and the Budget and Review Committee. Mr. Fussell was a member of Mayor Ed Austin's Fiscal Policy Advisory Commission and Mayor Tommy Hazouri's Land Development Regulations Commission, and served on the city's Charter Revision Commission and the Affordable Housing Advisory Committee.

He is also a past President of the Jacksonville City Council, overseeing all legislative matters and a municipal budget of nearly \$1 billion.

With leadership roles in all three branches of government (executive, legislative, and judicial) Mr. Fussell has a unique perspective on how these branches interact. Using this perspective, Mr. Fussell has built unity amongst the branches bringing resolution to issues that failed to be resolved while each branch was functioning independently.

In addition to his public sector leadership, Mr. Fussell has significant experience in the private sector. He has held State of Florida certifications as both a realtor and a building contractor and has broad experience in both fields. His significant management and strategic planning skills have repeatedly led to much success in both the public and private sectors.

Mr. Fussell, a native of Jacksonville, resides in Duval County with his wife Rebecca, son Chandler and Herschel the Wonder Dog! Ronnie and his family are active members of Westside Baptist Church.

MEET THE PROPERTY APPRAISER

Jerry Holland was re-elected as Duval County Property Appraiser in March 2019. For his second term his focus will be on seeing more of his staff earn their professional designations in order to be able to serve the public fully apprised of all the latest knowledge and trends pertaining to their respective fields. Disseminating accurate information and providing solutions to taxpayers is an integral part of the service offering of the Duval County Property Appraiser's Office, as such Mr. Holland feels the continued education, development and investment in staff is a key component to ensuring customer's needs are met. Additionally, Mr. Holland would like to continue improvements to ensure accuracy and transparency in all areas of operations within the office.

When elected without opposition in 2015, as Duval County Property Appraiser one of Mr. Holland's first priorities as Property Appraiser was to take an aggressive approach investigating and combating exemption fraud. As of today more than 2200 property owners have been found in non-compliance and over \$13.8 million in back taxes, penalties and interest has been lien. Holland says, "It is important to make sure those entitled to exemptions receive them, but those not entitled, must pay the consequences."

Prior, Jerry served as Supervisor of Elections for ten years, restoring trust in local elections. During that time he registered more than 64,415 students in Countywide Student Voter Registration Drives. His office was known for having the most current election system for tabulation and voter check-in in the state, welcoming over 68 countries visiting from around the world to see how successful elections were conducted.

Holland also served on the Jacksonville City Council and as the President of the Jacksonville City Council. While on the City Council Holland introduced and saw adopted 1999-897-E Legislation to give low-income seniors an additional Homestead Exemption and 2003-599-E Legislation that established an exemption for Granny Flats, the living quarters of grandparents and parents living with their children.

Holland served as President of the Northeast Regional Planning Council, President of the Florida State Association of Supervisor of Elections, Chairman, Duval County Tourist Development Council, Finance Chair, Jacksonville City Council and Treasurer Florida Association of Property Appraisers.

Holland was chosen twice as Elected Official of the Year by the Northside Business Leaders Inc.

Holland earned a Master's degree in Education and his Bachelor of Business Administration in Transportation and Logistics from the University of North Florida. He

is a State of Florida certified General Contractor, Real Estate Broker and Certified Florida Appraiser. Holland has worked over 38 years in the Real Estate Industry.

Jim Overton, Duval County Tax Collector

Jim Overton brings a businessman's approach to Government and Public Administration. He has 26 years of experience as a business owner, 10 years on City Council, and 12 years as the Duval County Property Appraiser. He was elected Tax Collector in November of last year.

He holds a Master's Degree in Public Administration from UNF.

Jacksonville voters have trusted Jim Overton with some of Our City's most important Jobs and Positions:

Duval County Property Appraiser - Received National Recognition for Public Outreach

President - City Council

President - Florida Association of Property Appraisers

President - Rotary Club of West Jacksonville

Chairman - Tourist Development Council

Chairman - Downtown Historic Preservation Task Force

Cecil Field Redevelopment Commission Member

Jacksonville Housing Authority Member

Downtown Master Plan Task Force Member

Convention Center Task Force Member

Jacksonville City Council - Chairman Finance Committee, Chairman Rules Committee, served as a member of every standing committee

Honors and Awards:

Volunteer of the Year - Jax Metro Area YMCA

Preservation Award for Work on Laura Street Trio - Jacksonville Historical Society

Public Official of the Year - Northeast Florida Association of Realtors

Silver Beaver Award - Boy Scouts of America

Personal:

5th generation Floridian, Lee HS Grad, BS in Business Administration - Washington & Lee University, Master of Public Administration - UNF, married 41 years, 2 children.



MIKE WILLIAMS
SHERIFF

OFFICE OF THE SHERIFF

CONSOLIDATED CITY OF JACKSONVILLE

DUVAL COUNTY

501 EAST BAY STREET • JACKSONVILLE, FLORIDA 32202

Sheriff Mike Williams

Biography

Sheriff Mike Williams has demonstrated his ability to lead the fight against crime with a proven record of innovation and a commitment to serving every citizen in every neighborhood of Jacksonville, Florida. Born and raised in Jacksonville, he and his wife are proud to call Jacksonville home for their three sons.

After serving in the Air National Guard, Sheriff Williams began his successful career at the Jacksonville Sheriff's Office (JSO) in 1991. During more than 22 years on the force, he worked at every level of the agency. From his very first day as a police officer, he never forgot that the agency's success depends on all officers listening to the community they serve and working together. This is a primary tenant of his administration.

Since being elected in 2015 to serve the City of Jacksonville as its fifth Sheriff, Mike Williams has demonstrated his commitment to driving down violent crime by leveraging newer technology including body cameras and gunfire detection systems to solve crimes. He is further growing the public's trust in the JSO through his mandate for enhanced transparency. Sheriff Williams continues to highlight the use of diversion programming; and increase mental health and special needs awareness among officers and the public JSO serves. He recognizes Jacksonville's success depends on the involvement of citizens from every neighborhood of the city, and every walk of life.

"I love this job and consider myself to be the most fortunate public servant anywhere. My community is wonderful, and together we are deeply committed to the success of the Jacksonville Sheriff's Office. The public officials I work with are passionate about reducing crime and support my efforts to do that with our strategic vision, steadfast rigor, and a determination to succeed. The men and women that I am privileged to lead - they make the job a true calling for me. I am working every day to solidify the confidence the community has shown in me and earn their continued support."

- Sheriff Mike Williams



WWW.JAXSHERIFF.ORG



Robert Phillips, Chief Elections officer, Duval County Supervisor of Elections.

Began election career in 1991 as a part time warehouse worker during the Austin/Hazouri mayoral election.

Hired full time 1992 by Tommie R. Bell and appointed as an elections officer in 1999. Since that time has worked for 5 different elections supervisors, both Democrat and Republicans.

Received Master Florida Certified Elections Professional achievement in 2019.

Married, 24 years to Amy, 4 children.



Constitutional Officer Biographies

1. Mark VanLoh, CEO, Jacksonville Aviation Authority (JAA)
2. Aaron Zahn, CEO, Jacksonville Electric Authority (JEA)
3. Beth McCague, CFO, Jacksonville Port Authority (JAXPORT)
4. Cleveland Ferguson, CAO and Senior Vice President, Jacksonville Transportation Authority (JTA)
5. Dr. Diana Greene, Superintendent, Duval County Public Schools (DCPS)



BIOGRAPHICAL INFORMATION

Mark D. VanLoh, A.A.E.
Jacksonville Aviation Authority
Chief Executive Officer

Mark D. VanLoh graduated from Minnesota State University with a Bachelor of Science in Aviation Management, Business Management, and Industrial Relations, and a Minor in Economics.

Mark assumed the Chief Executive Officer role of the Jacksonville Aviation Authority in December 2018 and oversees the operation, maintenance, development and marketing of all Authority assets, including its four airports Jacksonville International Airport, Cecil Airport/Spaceport, Jacksonville Executive at Craig Airport and Herlong Recreational Airport. He provides policy recommendations to the JAA Board of Directors and serves as the primary Authority representative to the community.

Prior to joining the Authority, Mr. VanLoh served as President and CEO of the Tulsa Airports Authority, a three-airport system, and previously was the Director of Aviation for the Kansas City Aviation Department, overseeing a staff of 550. He began his career with Pan American Airlines after serving in the U. S. Army.

Mr. VanLoh is active in both aviation industry trade associations, Airports Council International and the American Association of Airport Executives (AAAE), and currently serves on the Board of Directors of the International Association of Airport Executives, AAAE's international group that helps foster airport management in a global economy. Locally, Mr. VanLoh is a member of The Players Council, The GatorBowl Association and The Jacksonville Chamber's Transportation and Logistics Council.

Aaron Zahn, Managing Director and CEO, JEA



Aaron F. Zahn is Managing Director and Chief Executive Officer for JEA. In this role, Mr. Zahn oversees all operations for the eighth-largest public utility in the nation, providing electric, water and sewer services to customers across a 900-mile service territory in Northeast Florida.

Mr. Zahn was appointed as Interim Managing Director and Chief Executive Officer of JEA in April 2018 and was named permanent CEO in November 2018. Prior to his tenure at JEA, Mr. Zahn served as Managing Partner and Chief Executive Officer of Pascal Partners, a distributed infrastructure investment and development company. From 2009 to 2017, he was Chairman and Chief Executive Officer of BCR Environmental Corporation, a water/wastewater technology firm and public-private-partnership development and operations company. Prior to BCR, Mr. Zahn worked as an investment professional for two multi-strategy hedge funds in New York City, managing over \$6 billion in equity. He was also a Senior Manager of the Capital Markets team at General Growth Properties, playing a key role in \$25+ billion of acquisitions and financing activities along with providing financial oversight for \$200+ million of commercial real estate development.

A graduate of Yale University, Mr. Zahn is a supporter of YMCA of Jacksonville, Baptist Health System, Nemours Children's Health System and Yale University. He is a member of the Board of Directors for the Young Presidents Organization (YPO) and the Bob Graham Center for Public Service at University of Florida.

JAXPORT LEADERSHIP



BETH McCAGUE

CHIEF FINANCIAL OFFICER

Beth McCague is Chief Financial Officer, responsible for JAXPORT's budget and accounting, treasury, payroll, procurement, economic forecasting/ planning and external auditing functions. In addition, she oversees JAXPORT's \$600 million capital program and serves as the port's primary liaison with bondholders, lenders and credit rating agencies.

Prior to joining JAXPORT, McCague managed the \$1.6 billion Jacksonville Police & Fire Pension Fund through a transition in leadership, stabilizing and modernizing the organization. She is a current corporate board member of Ameris Bancorp and has served in many high level positions with major banking and investment firms.

McCague is a member of the UF Health Jacksonville Board of Directors, and is currently finance committee chairperson.

McCague holds a Master of Business Administration degree from Jacksonville University and a Bachelor of Science in Business Administration with a concentration in Finance from the University of Florida.

Cleveland Ferguson III

BIOGRAPHY



Cleveland Ferguson serves as the Senior Vice President for Administration for the Jacksonville Transportation Authority. Prior to that, he served as the Deputy Chief Administrative Officer for the City of Jacksonville. Before joining the city, Cleveland served as a chaired professor of law at Florida Coastal School of Law. In private practice, he represented clients in commercial transactions, administrative law and regulatory policy matters. He also represented state and local governments, boards and commissions. His textbook, *A Practical Approach to Florida Constitutional Law*, is due out later this year.

Cleveland has a distinguished record of board service in civic, nonprofit, legal and international associations, including serving as a mayoral appointee to the Jacksonville Economic Development Commission. This year, he serves on the Northeast Florida Council of Leadership Florida and the Jacksonville Regional Chamber Board of Governors.

Cleveland received his JD from Florida State University College of Law, and a B.S. degree from Nova Southeastern University (NSU). He was conferred with a Doctor of Humane Letters by NSU in 2018.



Dr. Diana L. Greene became Superintendent of Duval County Public Schools (DCPS), the 20th largest school district in the nation on July 1, 2018 and serves 130,000 students within 200 schools and manages a \$1.7 billion-dollar budget. Prior to her work in Duval, she was the Superintendent of the School District of Manatee County, where she made significant strides forward academically, financially and in terms of its public perception.

Known for her positive nature and engaging personality, Dr. Greene initiated her time as Superintendent in Manatee County by putting forward a leadership plan that consisted of what she named the Five C's: Calmness, Consistency, Civility, Confidence and Community. Leading by example, Dr. Greene has overseen a district that has improved academically to the point that it received a B grade from the state two of the last three years (2015, 2017), after receiving a C grade the previous three years, even in the face of more rigorous standards. In addition, the Manatee District's graduation rate rose 5.6% during the 2015-2016 school year, and was 2.8% higher than the statewide graduation rate.

On the financial front, the Manatee District's fund balance (reserve fund) increased from \$17.3 million to more than \$25.5 million in the last three years, causing global credit ratings leader Fitch Ratings to raise its financial rating of the District two times in the last three years. Those accomplishments led directly to the passage of two separate countywide tax referendums in a span of 16 months. The first came on November 8, 2016, when Manatee County voters approved the renewal of a 15-year half-cent sales tax to help fund school district capital needs. The second came on March 20, 2018, when voters approved a four-year, one-mill property tax increase to help fund more competitive teacher and staff pay, and to add a half-hour of instruction for students each day. Combined, the referendums are expected to add more than \$60 million annually to the District's budget.

Prior to becoming Superintendent, Dr. Greene served as Deputy Superintendent of Instructional Services in Manatee County. During her 33-year career as an educator, she has spent time as a teacher, assistant principal, principal as well as in curriculum development, staff development and in senior executive leadership. On a personal note, Dr. Greene is the daughter of a father who served in the Air Force, and she grew up living in locations all over the United States and abroad. She is married to James Greene, an independent financial advisor, and they have two sons, Aldon and Joshua.

**Outline of the History of Consolidated Government
in Jacksonville, Florida
James C. Rinaman, Jr., Esquire
April. 2013**

I. CONSOLIDATED GOVERNMENTS--FORM OR FUNCTION--HISTORY.

A. Consolidated governments have been created in relatively few American cities, including New Orleans 1805; Boston 1822; Philadelphia 1854; New York 1874; San Francisco 1880; Honolulu 1907; Baton Rouge 1949; Miami 1956; Nashville 1963; Virginia Beach, Norfolk and Jacksonville 1967; Indianapolis 1968; Carson City, Nevada and Juneau, Alaska 1970's, Columbus, Georgia; Lexington, Kentucky; and Oklahoma City, 1972. In 1998, Toronto was consolidated into a 350 square mile municipality of 2.5 million people, and in 2003 Louisville/Jefferson County, Kentucky was consolidated.

B. Among 135 attempts to create a consolidated government between 1921 and 1977, 22 passed and 113 failed, including Daytona Beach, Tampa, Gainesville, Tallahassee, Pensacola, and Palm Beach in Florida, and Chattanooga, St. Louis, Des Moines, Memphis, Richmond, Raleigh/Durham, Knoxville, Albuquerque and Portland. (1949 Osceola County High School consolidation failed due to petty jealousies between St. Cloud and Kissimmee)

C. Florida's traditional local government forms. Until 1968, Florida cities and counties had only those powers specifically authorized by the Florida Legislature.

1. County--roads/courts and law enforcement/collect taxes for the state/county school districts.
2. Cities--broad municipal services (fire, police, water and sewer, streets, health, sanitation, recreation, etc.).
3. Special authorities, tax districts, and independent agencies--drainage districts, ports, bridges, utilities, etc. (Disney World/Reedy Creek Drainage District)
4. 1934-1957 constitutional amendments permit Dade, Monroe, Duval and Hillsborough to create varying forms of consolidated government with home rule (implemented only in Metro Dade 1956 and Jacksonville 1967).
5. 1968 Florida constitution provided for municipal home rule powers to municipalities, chartered counties, and consolidated governments; implemented in 1973 by Chapter 166, Florida Statutes (all powers except those prohibited by the Legislature).

II. CREATION OF JACKSONVILLE'S CONSOLIDATED GOVERNMENT.

1932 South Jacksonville annexation increased Jacksonville to 31 square miles, population 135,000; Duval County 844 square miles, unincorporated population 135,000.

1934 Constitutional amendment allowing consolidated municipal government with home rule throughout the limits of Duval County.

1935 Consolidation referendum failed--C. Daughtry Towers (author of constitutional amendment), campaign chairman.

1950 Jacksonville population 204,000; Duval County unincorporated population 150,000

By 1965: Jacksonville population 196,000 (41.2% Black)
 Duval County unincorporated population 330,000 (9.2% Black)

1956 Jacksonville Expressway Authority created--Fuller Warren and Mathews bridge built, expressway system begun ten years ahead of interstate highways and fifteen years ahead of other cities in Florida. (Congressional investigation of C. Ray and Tommy Green and Angus Hastings)

1956/66 Mayor Haydon Burns: "Bonds, Blitzers, and Birthdays"--Prudential comes to Southbank, new courthouse, city hall, civic auditorium and coliseum built, decayed downtown docks replaced with parking lots. (Machine politics – black ward leaders distributed multi color slate cards to black voters and paid them \$1 to vote Many collected more than one slate.)

1959 Duval schools warned by Southern Association of Colleges and Schools

1962 Duval County Tax Payers Association forms to increase funding for schools

1963 Duval County Taxpayers suit filed, by Pat Conroy of Marks Gray, Schuler v. Walters, "just" value equals "fair market value", defended by Charlie Towers of Rogers Towers. 71% of homes paid no taxes because assessed at \$5,000, the amount of homestead exemption.

Port Authority created to replace city Docks and Terminals. Given 1.5 mils property tax authority, approximately \$500,000, in 1963; would be over \$75 million today (Senator Jack Mathews).

City required to put out major purchases such as autos and equipment to competitive bidders (Senator Jack Mathews).

School superintendent required to be appointed by School Board rather than elected (Senator Jack Mathews).

1963/64 City annexation votes failed in county, 1963 proposed 67 square miles, 1964

proposed 72.7 square miles, so Jacksonville remained at 37 square miles.

1964 15 high schools discredited--School Boot Strap Committee (Chairman Nate Wilson/Cecil Hardesty new appointed school superintendent)

Florida Supreme Court affirms Judge William Durden's order requiring fair market value assessments--doubled tax roll--most home owners began to pay some property taxes for the first time in 1965.

1965 January: Claude Yates Manifesto--Chamber group recommended governmental reforms and consolidation to legislative delegation (John E. Mathews and Fred Schultz)

June: Local Government Study Commission created by legislature--50 members (no public officials) plus large advisory council (effective October 1, 1965--Chmn. J.J. Daniel, Executive Director Lex Hester--to report May 1, 1967--but reported in January, 1967 with a proposed charter)

1966 January: Haydon Burns becomes Florida Governor, campaigned on "Jacksonville story." His DOT Secretary, former Duval Senator Bill Beufort manipulated two of the ramps from University Blvd.to Bowden Road so that a Burns supporter, represented by C. Ray Green, could have his property condemned after the Feds insisted the interchange be at University rather than Bowden; and relieved a road contractor from his contract to install planted medians with concrete curbs on the four laning of San Jose Blvd with no reduction in the contract price. The painted medians were replaced with planters twenty years later on a new contract- Typical of how Burns had operated as Mayor.

May 1966: grand jury impaneled by Judge Marion Gooding to review local government abuses. (State Senator Bill Beufort, later Burns State Road Secretary, tells Southside Businessmen's Club "public officials get low pay and taking 5% to 10% off the top is traditional in Jacksonville")

November 1966: grand jury reports:

A. 11 Public Officials indicted on 142 counts of bribery and larceny--4 of 9 city councilmen, 2 of 5 city commissioners, city auditor, executive secretary of city recreation department, and county purchasing agent--city tax assessor took the Fifth Amendment, refused to testify, and resigned his office, represented by C. Ray Green, because he had paid U.S. Microfilm five times as much as Duval County had paid to microfilm the County property records in the city, to copy those records for the City, (with huge kickbacks)

B. Grand jury Presentment on local government:

1. Revise government structure to deny unlimited power and authority to a few political leaders.

2. Prevent city officials and their close business and political associates from using city employees and city contracts for their private and political purposes. Auto and equipment bought at retail, traded in at wholesale – 1963 bidding law circumvented (specs for new fire chief car were for 1962's model Chrysler Imperial – only one in existence was in the local Chrysler dealer's warehouse).
3. Instill honesty and morality in the conduct of public affairs and restore confidence in our public officials.
4. State audit of city financial affairs.
5. Revamp personnel structure and eliminate political patronage jobs.
6. Strict enforcement of laws prohibiting participation by city employees in political activities. (Burns Blitzers)
7. Require removal of public officials or employees who take the Fifth Amendment on matters pertaining to public duties, and suspend them from office after indictment, pending trial.
8. Severely criticized the community's moral climate which tolerated these conditions, referring to businessmen and city employees who participated in the wrongful acts, or went along with them and did not step forward to disclose the practices and conditions discovered by the grand jury, until duress of a subpoena. For every bribery indictment of a public official, there was a local businessman briber.
9. Complimented those few employees who did assist--and the prosecutors, television, and newspapers who provided information from their own investigations. (Norm Davis, WJXT Channel 4, Richard Martin, Florida Times Union)

1967 January Local Government Study Commission publishes "Blueprint for Improvement." Study Commission's formal report to legislature with draft for charter of consolidated government. Study Commission dissolved, reorganizes as Better Government Committee to campaign for August 1967 referendum.

June 1967: Hans Tanzler elected Mayor on reform platform. Defeats Mayor Lou Ritter—frogs. Several reform City Council candidates also win.

May-July: Legislature adopts charter, sets referendum for August 8, 1966 (Black/White hats) WJXT Channel 4 "Government by Gaslight". (Norm Davis)

Legislative passage of the charter was in doubt until the last few days in July when one of the six black hats in the house delegation, Lynwood Arnold, agreed to sign off on the charter. Five

attorneys for the delegation had put the last amendments together the day before so that the charter could be passed in the last few days of the session. Another black hat trick was what appeared to be a minor amendment to City Council boundary, which was then discovered to put two new black City Council members (Sally Mathis and Mary Singleton) in the same district so they would have to run against each other. This was a difficult problem because the districts had to include entire census tracts and achieve equal population. Fred Schultz's aide Pat Caddell, a 16 year old Bishop Kinney High School student (later a nationally renowned democratic polster) with a knack for numbers was able to correct it over night.

Air and water pollution orders from state and federal agencies, 190 dysfunctional private sewer systems, 76 raw sewage outfalls, 550/130 miles of 1930's WPA sewers/storm drains. A fire truck driving down the street collapsed a storm drain and dropped ten feet below the street level. The concrete pipes were so rotted that they could not be connected to new pipes, and the whole system had to be replaced. River pollution, air pollution, (nylon stockings, auto paint, pulmonary problems).

Hans Tanzler who had been elected Mayor of a 37 square mile 150,000 population city of Jacksonville in a hard fought race agreed to support consolidation which meant he would have to run again the next year in the 844 square mile, 500,000 person new consolidated city. He took the chance, and his support probably made the difference for passage of the referendum. He did not draw any opposition for the new election.

August 8, 1967: Referendum--charter passes by 65%, 55,000-30,000. Three Beaches communities, and Baldwin opt out, remain as "urban service districts."

October 1, 1967: Transition begins -- Old government retaliation -- budget/zoning/long-term contracts to cronies. Law suit contesting consolidation. (C. Ray Green vs. Bill Durden as first General Counsel)

1968 October 1: Consolidated government created, Tanzler re-elected Mayor, Jacksonville Electric Authority, Jacksonville Hospital Authority created. Jacksonville Port Authority tax revenues capped at \$800,000, (1968 value of 1-1/2 mils.)

December: Fletcher, Raines, Wolfson, and Forest high schools re-accredited; all other senior and junior high schools remained disaccredited.

III. FACTORS FAVORING CONSOLIDATION IN JACKSONVILLE

A. Single economic area/concentric development--one large city and four very small cities (versus fifteen to thirty cities in Dade, Broward, Hillsborough, Pinellas, etc.).

B. Jacksonville 37 square miles, population declined from 204,000 to 196,000 1955-1965;

unincorporated Duval, 807 square miles, population grew from 150,000 to 330,000 1955-1965.

C. Inadequate governmental regulation and services in county—poor subdivision regulations, fire, police, drainage, curb & gutters, sidewalks, street lights, water and sewer (wells, septic tanks and outfalls), air and water pollution, etc.

D. Lagging economic growth and development, lack of land-use planning and regulation (poor growth management).

E. Weak tax base, disproportionate burden on downtown commercial property--awakening interest among residential tax payers after tax suit, tax rolls doubled, 70% of private residences began to pay some taxes--greater interest in governmental operations and expenditures.

F. Discredited schools/public official indictments and grand jury presentment/poor self image and bad public image for Jacksonville.

G. Black population growth and political power in core city awakened interest in future of downtown from black leaders and white bedroom communities paying some property taxes for first time in 1965.

IV. STRUCTURE OF JACKSONVILLE CONSOLIDATION.

A. Philosophy: community corporation; taxpayers/voters are shareholders--mayor and department heads are executive officers; city council is board of directors; school board and independent agencies are corporate divisions; operates like a family-owned business with citizen participation as volunteers on committees, boards and independent agencies.

B. Strong mayor/council--separation of powers--checks and balances similar to federal system, rather than old city commission/council, or city manager/council structures.

D. Executive Branch

1. Strong mayor (elected at large, limited to two 4-year terms)--appoints chief administrative officers, department heads and division chiefs who perform city manager functions, backed by career professional staff, with strong educational and experience requirements. Lex Hester, first chief administrator-former executive director of Local Government Study Commission, and charter referendum campaign.

2. Central services--in-house professional staff, purchasing, public relations, motor pool, personnel, data processing, legal services (15 private law firms costing \$500,000 to 20 in-house lawyers at \$340,000, 1969-70 - advisory opinions, nerve center of government.)

3. Independent agencies (subsidiary enterprises of conglomerate corporation)--unpaid

volunteer board members appointed by mayor subject to council approval, (except elected School Board) separate business enterprises funded primarily from their own revenues and operated as fiscal entities.

- a. Elected School Board (budget independent of city council up to 10 mils)
- b. Expressway Authority 1956/ (1971, took over mass transit as Transportation Authority).
- c. Port Authority established in 1963. In 1967 took over city airports, tax support limited to \$800,000 (value of 1.5 mils in 1967) (Separate airport authority created in 2001).
- d. Electric Authority 1967 (took over water and sewer 1997).
- e. Hospital Authority 1967 (1988 evolved to management by a private corporation, and later became a University of Florida Shands Teaching Hospital.)
- f. Downtown Development Authority 1974.
- g. Economic Development Council 1994.

E. Legislative-City Council as board of directors, set policy and approve budget; establish fiscal and long-range planning priorities.

1. 19 city council members, 5 at large, 14 districts (1968 - 40,000; 1997 - 55,000 to 60,000; 2001 - 60,000-75,000.)
2. Intended to be part-time public service citizen participation, financial sacrifice, not political career oriented, low pay. (Initially \$2500, now in 2007 \$44,579 and Council President \$59,439, plus an "aide" for each member). Concept was to attract capable people similar to those who accepted appointment without pay to the independent agency boards; separation of powers, rules and regulations by ordinance, policies by ordinance or resolution, control budgets of city and independent agencies except school board.

F. Primary legislative compromises in charter.

1. Continued partisan elections, except School Board. (In 1995 created unitary elections and two term limits pursuant to a 1993 JCCI report).
2. Elected civil service board--retained with full legislative, administrative and judicial powers over all personnel matters, but was impacted by public sector collective bargaining. Pursuant to a JCCI report was limited to appeals from personnel department actions in 1981; and made an appointive board in 1993.

3. Elected constitutional officers retained. Sheriff, Supervisor of Elections, Tax Collector, and Tax Assessor (now Property Appraiser).
4. Three beaches and Baldwin allowed to opt out, to become “Urban Service Districts”, retaining most municipal rights, powers, and duties, relating to Jacksonville as their “county”.
5. Judiciary, including Clerk of Court, left alone, until Article V of Florida Constitution was amended in 1970. (Three tier court system.)

V. BENEFITS OF CONSOLIDATION.

A. Unified government, pinpointing responsibility for planning, budgeting, regulatory control and performance of city functions and services in the Mayor.

B. Financial

1. Broad uniform tax base, Jacksonville USD phased out by putting approximately \$1,000,000 for street cleaning into the General Fund budget of approximately \$400,000,000 (1986), \$741,595,539 (1994), \$984,000,000 (2005), \$1,197,323 (2004), \$1,510,144 in 2008 and \$1,620,153,177 in 2009. In 2008 Real estate tax millage rate (per \$1,000 value) in Jacksonville was 8.48, Tampa/Hillsboro 11.81, Orlando/Orange, 10.08, Miami/Dade 12.54, and St. Petersburg/Pinellas 10.78.
2. Allowed budgeting for long-range plans and priorities, allocation of funds by function and need, not arbitrarily by district, or in a single budget year.
3. Single integrated personnel system and fewer pension programs. (City Employees Fund; Fire and Police Fund; state plan still available to former county employees, and new employees.) Pension funds taken away from Union control and put under appointed boards composed of accounting, actuarial, and investment professionals with union representation.
4. Central services--purchasing power, economies of scale, personnel, legal services, data processing, motor pool, etc.
5. Pooling of assets—greater investment income.
6. New population bracket qualified for city or county benefits from state and federal programs within the top 40 cities, 1981 population rank 22nd; 1986 19th. Duval population increased from 550,000 in 1968 to 815,755 in 2003 and 916,155 in 2009. MSA ranked 61st in 1986; 46th in 2003 at 1,170,856, and 40th in 2008 at 1,313,435.
7. Improved bond ratings due to larger population, stronger tax base, and bigger

numbers.

8. In 2009, Jacksonville's total budget of over \$6.6 billion, including; City \$1,620,153,177, JEA \$2,236,999,939, JAA \$142,424,732, JPA \$657,284,295, JTA \$161,614,674, and School Board \$1,792,464,342) and over 25,000 employees; City (8,000); independent agencies (3,000); and the School Board (14,500), makes Jacksonville's government the largest business in northeast Florida, and second only to federal and state government in size of budget and number of employees in Florida.

C. Services

1. Air and water pollution substantially cleaned up--new sewer treatment and distribution system. (\$650,000,000.00 bond issue to buy up private utilities in the 1970s), water and sewer transferred to the JEA in 1997, expanded in to contiguous counties
2. Integration of city and volunteer fire departments—substantial increase in fire protection and decrease in fire insurance premiums in county.
3. Establishment of world's best Rescue Service (Capt. John Waters). Replaced private funeral home ambulances which competed for corpses, rather than injured people at accident scenes.
4. Improved police coverage (1992 Jacksonville was 22nd of the top 63 cities in crime rate; but by 2008 we were 45th of the top 75 in crime and violent crime and 57th in murder rate.)
5. 17,000 new street lights in old county area.
6. All Garbage collection and land fills funded from general revenue.
7. Downtown development (business-government partnership, better focus on long-range plans and priorities).
8. Improved growth management, building codes, subdivision regulations, comprehensive plan, land use requirements, landscaping, sign regulation, tree regulations, sidewalks, drainage, street lights. (One stop permitting).

VI. 1968-1980 JACKSONVILLE'S "CAMELOT", MAYOR HANS TANZLER

October 1: Annual Consolidation Day Luncheon--Mayor's report, awards to outstanding public officials--celebration replaced 16 years of annual Burns' birthday galas.

1971 Remainder of Duval County schools re-accredited--Federal Court orders school busing.

1972 Expressway Authority expanded to include mass transit, renamed Jacksonville Transportation Authority, private bus company acquired, plans for Butler Boulevard, Dames Point Bridge and downtown people mover begun.

1974 June: Jacksonville Community Planning Conference--Amelia Island, 100 citizens—Fred Schultz, Chamber President.

- A. Keynote speaker, James W. Rouse,--"Two-thirds of Jacksonville's future in the next 10 years will be a result of the ideas and actions taken at this conference. You are undertaking a big job. You can be the model for the entire nation."
- B. Recommendations as prioritized:
 - 1. Downtown development
 - 2. Education excellence
 - 3. Open housing and low-income housing
 - 4. Land use planning
 - 5. Transportation planning--mass transit
 - 6. Utilities improvement
 - 7. Greater job opportunities and training
 - 8. Increased public revenues
 - 9. Joint civic effort involving all races and economic groups
 - 10. Strengthen cultural enrichment
- C. Downtown Development Authority created in 1974. (Hans Tanzler)
- D. Jacksonville Community Council, Inc., created in 1975 (Jack Daniel).
- E. Leadership Jacksonville, Inc. created in 1976 (Fred Schultz).

1981 On recommendation by the JCCI the legislature converts the Civil Service Board to an Appeals Board, removing administrative and legislative functions--remained only elected civil service board in a metropolitan area with public employee collective bargaining until 1993, when it became an appointive board.

VII. AFTER CAMELOT

- A. **1980-88** Mayor Jake Godbold and new city council -- drift back to pre-consolidation concepts and personalities --Jacksonian populism; spoils system; cult of personality.
 - 1. Positive Developments

- a. JEA converts to natural gas and coal/joint ventures with Florida Power and Light for St. Johns power park, electric rates brought under control after oil crisis.
- b. Downtown development--Hemming Park, Southern Bell Tower and other office buildings, Metropolitan Park, Southbank and Northbank Riverwalk, Jacksonville Landing, Convention Center, People mover system begun (ASE), J. Turner Butler Boulevard converted to limited access.
- c. Culture--Florida Theater restored, improved museums, symphony, jazz festival, Arts Assembly.
- d. Business/Government Partnering for economic development, attracting new industry, new ideas, Mayor/Chamber annual city visits begun.
- e. Expanded financial and insurance base, new industry.
- f. Regional medical center, development of area hospitals, health delivery systems and specialty centers, Mayo Clinic, JEHEP.
- g. Progress in higher education--UNF, JU, Edward Waters, FCCJ.
- h. Sports commission--Gator Bowl renovation - efforts to attract NFL franchise. (Colt Fever).

2. Negative Developments

- a. October 1 Consolidation Day Luncheon/awards discontinued.
- b. Education and experience requirements for department heads and division chiefs reduced. (Cronyism revived). Lex Hester fired, goes to County Manager of Broward County, then Orlando. His replacement later indicted for bribery and larceny.
- c. City council develops "district courtesy" on funding, zoning, bond issues. ("Lollipops")
- d. Budgeting priorities and allocation of funds and bond issues shift toward council district shares ("lollipops") rather than area wide functional priorities based on long term planning. Responsive rather than proactive on policy and budgeting--shift to government by crisis (jail, parking, etc.)
- e. City council salaries increased from \$5,000 (\$32,000 in 2009) in 1968; to \$20,000 in 1985; \$32,000 in 2009; an "aide" for each member in 2001, \$40,000 in 2003,

and \$44,579 in 2008, Presidents to \$59,439 in 2008 based on state salaries for large County Commissioners (similar raises by state law for School Board members, contrasts with unpaid appointed members of highly successful independent authorities.

f. Separation of powers blurred--city council members try to fill role of ombudsmen for constituents (potholes and drainage) rather than setting legislative policy and budget; seek control of independent agency budgets; intrude on day-to-day administration of departments; new Tourist Development Council with bed tax budget created by the legislature. Mayor mistakenly allowed control by city council, instead of the mayor. (Charter provided that the administrative and executive functions of the Duval County Commission are vested in the mayor, not the city council.)

g. General Counsel's office dismantled (Dawson McQuaig). Move toward outside lawyers for city council, JEA, JPA, JTA, JHA; private lawyers retained for collections, bond issues, condemnations (Tommy Green). Quality and morale of general counsel's office degraded. McQuaig and Green later indicted for conflict of interest, unauthorized compensation, and tax fraud.

h. Re-emergence of cult of personality; blurring of separation of powers/checks and balances/ Jacksonian populism/spoils system; patronage for professional services, circumvention of bidding requirements; shift to city council membership as a political career/livelihood "full time job"; insider patronage and cronyism--Indictments of Mayor's Chief of Staff, Motor Pool Director, General Counsel, Public Safety Director, Tax Assessor, several city council members and other staff and political cronies of the Mayor (more indicted than in 1966).

i. Growth overwhelms infrastructure.

j. Spot and strip zoning, visual pollution/signs/tree destruction.

k. JTA mass transit/parking plans dismantled, downtown loop bus subsidies redirected to subsidize downtown parking garages for new buildings. (Southern Bell)

l. Water and sewer program stalls, septic tanks increase.

m. Developers accommodated on an ad hoc basis rather than pursuant to an overall development plan for infrastructure, water and sewer, drainage, roads, parking, schools, tax support, et cetera. No impact fees or other cost sharing with developers.

n. City's bonding capacity absorbed to support current development, unavailable for future infrastructure. Mayor's cronies take over City and JEA bonding legal work from General Counsel's office at five times the cost. (Tommy Green/Dawson McQuaig)

o. In 1985 Article 20, the Code of Ethics in the Charter was deleted, because the State had adopted a code that applied to all governments, but it was never implemented or enforced for lack of budget and staff. In 1992 the City Council established an ethics commission whose only duty was to respond to hypothetical questions by City officials and employees about prospective ethics issues. In 1997 the City Council created an ethics officer and a new but weak code of ethics by ordinance, allowing advisory opinions on prospective ethical issues. In 2011 the city finally adopted a meaningful Code of Ethics, enforced by an independent Ethics Officer, Carla Miller.

B. 1987-1990 Mayor Tommy Hazouri and new city council

1. Rededication to professionalism and integrity in government—begin rehabilitation of the Office of General Counsel -- Judge James Harrison.

2. High priorities on elimination of odor, growth management, central services, removal of bridge tolls.

3. More business-like and responsive attitude in city council.

a. New faces and attitudes.

b. Public interest--sign ordinance referendum.

c. School bond issue passes on second try.

d. JTA tolls removed. Revenues replaced with 1/2 cent sales tax. Dame Point Bridge built.

e. New jail built, ending years of controversy.

f. Only a few indictments and embarrassments.

g. Zoning, land use, council slow to adopt comprehensive plan, schools left out of concurrency, proposed Southeast Landfill creates controversy with St. Johns County.

C. 1991-1995 Mayor Ed Austin

1. Restores educational and experience requirements for City division and department chiefs. Rehires Lex Hester from Orlando as Chief Administrative Officer.

2. Mayor's Insight Committee involves 1,000 citizens, first such effort since 1974 Amelia Island conference, results in new goals and priorities for the community.

3. Austin Renaissance Plan, New football stadium, performing arts center, city hall, Sulzbacher Homeless Center, extend Riverwalks, LaVilla redevelopment.
4. New emphasis on parks and recreation.
5. Renewed emphasis on downtown development--Hemming Park, City Hall, and Federal courthouse. Northbank and Southbank Riverwalks.
6. Solution to solid waste disposal dilemma with new Trail Ridge landfill west of town.
7. Acceleration of projects to rebuild Acosta and Fuller Warren bridges/completion of ASE/plans for development of exclusive bus lanes and light rail, MPOs 2010 plan emphasizes mass transit, rejects plans to build two more bridges, at Liberty Street and 20th Street, and 10 to 12 lane expressways.
8. City finally complies with state comprehensive plan requirements, but schools still not in concurrency.
9. Long term planning and allocation of funding sources to community goals and objectives/better growth management.
10. Development of new port facilities and international trade and investment. Ed Austin Bulk Terminal at Blount Island.
11. Military base closure process; 1995-Cecil Field closed; 1996-Cecil Field Development Commission; 1997 saved NADEP -- Mayport nuclear upgrade program -- Wonderwood Expressway.
12. Unitary elections (still partisan but no party primary), and two term limits for elected officials pursuant to JCCI study.
13. First workable minority set aside program.
14. City becomes more directly involved in economic development. Jacksonville Economic Development Council (by executive order) ties City, Jacksonville Chamber, JPA, JEA, JTA and the DDA together for overall planning and implementation of economic development.
15. NFL Jaguars come to Jacksonville.
16. Established Children's Commission.

D. 1996-2003 Mayor John Delaney (defeated Godbold and Hazouri).

1. Re-establishes Jacksonville Economic Development Council by council ordinance -- one stop shopping umbrella for all economic agencies. The Chamber does marketing and confidential recruiting of new businesses; JEDC facilitates permitting, land use, infrastructure, incentives, etc.
2. Cecil Field development takes off. Boeing/Northrup Grumman. FCCJ Aviation Training Center, Brannenfield/Chaffee Road
3. Lower property tax rate each year 1991 – 1995 (Austin); 1996 – 2003 (Delaney); 2004-2006 (Peyton). (2008 millage 16.49 for entire City county including schools, was the lowest in Florida by 2 to 5 mills))
4. Neighborhoods -- six Citizen Planning Advisory Commissions (CPAC) Regional for land use, infrastructure and amenities planning -- six code enforcement districts funded at \$1 million/yr to upgrade or demolish condemned structures.
5. Citizen accessibility -- branch city hall at Regency and Gateway -- clerk of court and county judge at beaches -- extended hours, 7:00 a.m. to 7:00 p.m. and one-half hour free parking at regulatory departments.
6. Government efficiency, merged five divisions, reduced employees, control of union contracts (1% to 2% raises), professionalism in risk management (\$13 million savings in 1996, plus \$6 million rebate).
7. Better Jacksonville Plan \$2.2 billion, \$1.5 billion for roads, drainage, water and sewer, ecology preservation, and \$750 million for new Courthouse, Libraries, Baseball Park, Arena, and Equestrian Center.
8. Transferred water and sewer department to JEA, savings produced \$60 million bonding capacity for drainage, program to reduce septic tanks and private wells as part of Better Jacksonville Plan.
9. Plans for expansion of Riverwalks, Metropolitan Park/Kids Campus, expanded convention center, proposed Inter-Model transportation hub at old Railroad Station.
10. Ecology Preservation Program, leveraging Federal, State and private funding for acquisition of Timucuan Preserve, Julington Creek Peninsula, etc., the Preservation Project, a \$300 million plan for preservation of environmentally sensitive land. (78,000 acres acquired 2000-2003)

11. Passive and active park space and amenities doubled.
12. Children's Commission funded at \$1 million/yr.
13. Separate Sea Port and Airport authorities created in 2000.
14. Surge of new downtown residential, retail, and entertainment facilities.
15. Jacksonville Metropolitan Planning Organization expands to include Duval and most of St. Johns and Clay Counties; changed named to First Coast MPO; funds \$50,000 each to St. Johns and Clay counties for planning staff from \$550,000 planning budget, prompted by JCCI study on Regional Corporation. .
16. Jacksonville Area Chamber of Commerce renamed Jacksonville Regional Chamber of Commerce for Cornerstone economic development initiatives in seven counties.

E. 2003-2011 John Peyton elected Mayor – renewed emphasis on education, job creation, economic and urban development.

1. RALLY Jacksonville! Early literacy initiative to teach 24,000 pre-kindergarten children to read, providing them with books, and volunteer readers through neighborhood childcare centers.
2. Blueprint for Prosperity, a partnership of the City of Jacksonville, the Chamber of Commerce and Work Source to develop strategic plans for increasing per capita income in Duval County. An ongoing project with nearly 600 participants designed to improve income, education, jobs, racial opportunity and harmony, poverty rate, family stability, public safety, healthcare, and housing.
3. Jacksonville Journey – Citizen's Committee make recommendations to reduce murder and crime in Jacksonville, which could not be fully funded due to property tax reductions imposed by the legislature and nationwide economic recession.
4. Superbowl XXXIX in 2004 was a huge success pointing the way for better use of the downtown as a venue for large public gatherings.
5. The possibility of the Navy returning to Cecil Field as a master jet base arose and was vigorously supported by many local people, who gathered signatures and created a referendum to require the City to encourage and support the return of the Navy to Cecil Field. Governor Bush supported that initiative but our Mayor, City Council, and Chamber of Commerce opposed it because of the huge expense of backing out various industries and government related projects that had already located at Cecil Field, and the

potential for industrial growth there. The referendum was defeated by about 60%.

6. \$16.1 million in federal funding for urban area security initiative (UASI) was obtained to help fund the emergency command center, a computer aided dispatch system, high tech communications and joint terrorism training.

7. Jacksonville Small and Emergency Business Program (JSEB) was established to help small minority businesses grow. 324 companies have been certified, 283 of which are minority owned, and have been awarded more than \$80 million in city contracts (20% of city contracts).

8. Downtown revitalization notably in Springfield, Brooklyn and the downtown area has improved. Major renovation and new construction with turn of the century architecture in Springfield, commercial and residential growth in Brooklyn, and nearly 10,000 condominium units in the downtown area already built, under construction, or in the process for approval is bringing the dreams for downtown development of the past fifty years to fruition.

9. Fulfillment of Mayor Delaney's Better Jacksonville Plan moved forward with the opening of a new downtown main library, the largest in Florida, renovation of twelve branch libraries, and construction of six new branch libraries. Other Better Jacksonville projects completed by 2004 included the new baseball park and arena downtown, and the new Equestrian Center at Cecil Field.

10. Better Jacksonville projects not completed by 2007 included:

(a) the new courthouse which became too expensive (\$350 million) to build within the \$190 million budget was cancelled by the Mayor in 2004. 2008 design - build plan for a maximum cost of \$350 million was adopted in April 2009, and ground broken in June 2009 for completion in 2011.

(b) The huge increases in the cost of building materials that swamped the \$190 million courthouse budget also swamped the \$1.2 million for new roads in the Better Jacksonville Plan. Five of the seven overpasses scheduled for congested intersections were cancelled in favor of road widening and paving projects in the plan.

(3) the \$100 million set aside for acquisition of light rail right of way in the Better Jacksonville Plan had still not been spent in mid 2009. Corridors have been established but the JTA awaits matching federal funding to begin acquisition, and property values have more than doubled since 2000, so that the cost will now exceed available funds from all sources.

11. Mitsui of Japan and Hanjin of Korea announced huge plans for developing two new cargo ports for Asian traffic through the Suez Canal, which could triple Jaxport container traffic in the next ten years.
 12. In 2005 the Mayor's Growth Management Task Force reported with new recommendations for land use patterns, infrastructure, transportation, funding sources, and regional cooperation.
 13. In 2006, the Mayor initiated The River Accord, a partnership between the City, the St. Johns River Water Management District, the JEA, the WSEA, and the state of Florida, a ten year \$700 million plan to restore the lower St. Johns River by improving water quality, tracking river sedimentation, and programming accountability. \$150 million is committed to reducing contaminated storm water run off.
 14. The Mayor's Seeds of Change: Growing Great Neighborhoods Program extends the former emphasis on enhancing neighborhood esthetics and safety through the CPACS.
 15. The 2005-2006 budget initiated policy changes to protect a \$40 million emergency reserve and create a capital improvement plan. Use of one time revenues for recurring expenses was eliminated, and some steps were taken towards stabilizing the City pension funds.
 16. In 2008 a perfect storm of property tax reductions by the legislature, national economic recession, and drastic increase in unfunded pension fund liability combined to disrupt City budgeting, the Better Jacksonville Plan, and other needed funding for public improvements and services.
 17. May 2009, the Mayor proposes new fees for solid waste disposal, storm water drainage, and new program to enhance river access and improve downtown public spaces such as the Riverwalk, parks and entertainment venues.
- F. Alvin Brown elected first black Mayor, against former City Council member and Tax Collector Mike Hogan, who campaigned on Tea Party platform of abolishing the Children's Commission, Ethics Commission, Civil Rights Commission, and selling off preservation and park lands, which caused the business community to support Brown.
1. Created a 200 person Transition Committee with sub committees on many subjects with blue ribbon membership, which made very meaningful and timely recommendations, most of which were adopted by Mayor Brown
 2. Began a long term legal and legislative campaign to rein in our \$1.3 billion unfunded pension liability built up over the past fifty years, and increasingly out of control.

(43% of payroll and 13% of budget in 2012)

3. Abolished the Economic Development Commission, and created a department in the Mayor's office to recruit new businesses, and a Down Investment Authority to encourage downtown development.

4.

VIII. SHORT-FALLS AND LOST OPPORTUNITIES OF PAST YEARS.

- A. Weak commitment and continuity; long term plans often changed drastically with new mayors until Austin, Delaney, and Peyton.
- B. Poor growth management and long term planning, comprehensive land-use plan late; spot and strip zoning/sign regulation/tree preservation. Some improvement since the Comprehensive Plan was finally approved in 1990. 2005 legislature required schools in concurrency. Uncertainty in 2006-2008 as legislature considers sea changes. Need for regional control of planning for growth management, land use, transportation, environmental preservation. 2009 legislature backed off of transportation concurrency.
- C. Huge increases in City Council and School Board salaries (\$2,500 in 1967 to over \$44,000 in 2007) attracts political hacks to office who (1) can make more money there than in private employment, (2) boost their pension entitlement after years of lower paid public employment, (3) promise to be "full time" public officials, (4) and spend that time micromanaging the operational departments. In contrast, unpaid appointees to Independent Authorities Boards, are typically better educated, more capable, less self serving, and do a better job, on a part time basis. Those appointees would not run for public office, but are willing to give their time and knowledge to operation of the independent agencies. Lower salaries for the City Council and School Board (and perhaps three to five smaller districts with appointed district School Boards) would better serve the community.
- D. Mass transit/parking/traffic congestion, especially as compared to our 1970s model, Portland, Oregon, which limits downtown parking to 3000, has three 15 mile light rail routes, and an extensive bus system with 15% commuter ridership versus 3% in Jacksonville (ten million annual rider trips here, compared to sixteen million in 1979 when the JTA had control of on street parking and a subsidized looper bus system downtown).
- E. Downtown development has been oriented toward encouraging individual ad hoc development rather than in compliance with an overall plan. Austin's Renaissance Plan, Downtown Development Council, and Delaney's Better Jacksonville Plan have greatly improved this, resulting in nearly 10,000 new low, medium, and high income downtown

residential units, and many new amenities. Mayor Peyton's 2009 downtown plans will allow further positive movement.

- F. Jacksonville pension funds have been back under union control since the 1970s; with low levels of professionalism, weak fiscal and investment management, special time connections and buy-ins, and cronyism, which undermines the fiscal integrity of the plans. Unfunded liability of the City increased five fold since 1985, from less than \$20,000,000 to more than \$350,000,000 in 2002 to \$1.3 billion in 2009. (Employee contribution in Fire and Police Pension Fund alone is 8% monthly but City obligation has increased from 8% per employee to over 32% or 10% of the City budget in 2009.)

IX. WHAT NEXT FOR JACKSONVILLE?

- A. Expand regional planning for land use, environmental, drainage, transportation, growth management and economic development planning for Northeast Florida. Strengthen funding and authority for the seven county Northeast Florida Regional Planning Council District. Expand First Coast authority and funding for Metropolitan Planning Organization to all of Duval, St. Johns, and Clay Counties (as well as Nassau and Baker?). Strengthen St. Johns River Water Management District (16 counties) and promote St. Johns River accord project.
- B. Get finances under control with a balance of property taxes, user fees, and other revenues. Prioritize spending for core functions, and drastically reduce and control unfunded pension fund liability.
- C. Greater citizen involvement and participation in government, planning, and development (e.g. JCCI, Leadership Jacksonville, Chamber, independent agencies, CPACs, etc) in:
 - 1. Public education. K-12 (1/3 of students and schools failing in 2003), Mayor Peyton Early Reading initiative. Reform School District governance and funding
 - 2. Support higher education.
 - 3. Improve funding sources and priorities. (see JCCI 2009 report on City finances)
 - 4. Downtown development.
 - 5. Transportation/mass transit.
 - 6. Drainage and storm water control; septic tanks and sewage treatment; and water reuse and conservation.

7. Parks and recreation, develop active, passive and preservation uses.
 8. Port and airport development.
 9. Cecil Field development.
 10. International trade and new and expanded businesses and employment opportunities.
 11. Relationship with the Beaches and Baldwin.
 12. Maintain and improve effectiveness of city sign and tree ordinance.
- D. Community consensus, commitment, and continuity on long range issues like growth management, mass transit, port funding and economic development. We have had the 1974 Amelia Island Conference, Mayor Austin's Renaissance Plan, the Blueprint for Prosperity, Mayor Delaney's Better Jacksonville Plan, and forty or so excellent JCCI reports on various issues, some of which took 15 years to effect meaningful change. In 2013 the JCCI embarked on a major privately funded study called Jax 2025 which will involve many thousands of knowledgeable citizens, and result in multifaceted recommendations for how we should operate our city in 2025,
- E. Address issues, not personalities -- avoid cronyism (helping friends and killing enemies).
- F. Integrity, professionalism and citizen participation in government.

SOME PERTINENT THOUGHTS ABOUT GOVERNMENT

"Here each individual is interested not only in his own affairs but in the affairs of state as well. Even those who are mostly occupied with their own businesses are extremely well informed on general politics. This is a peculiarity of ours: we do not say that a man who takes no interest in politics is a man who minds his own business; we say that he has no business here at all."--**Pericles, on Athenian values, 431 B.C.**

"There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system, for the initiator has the hostility of all who would profit by the preservation of the old institutions and merely lukewarm defenders in those who would gain by the new ones."--**Machiavelli--The Prince, 1513.**

"As soon as several Americans have conceived a sentiment or an idea that they want to produce before the world, they seek each other out, and when found, they unite. Hence forth they are no longer isolated individuals, but a power conspicuous from the distance whose actions serve as an example; when it speaks, men listen.

Nothing in my view, more deserves attention than the intellectual and moral associations in America.

If men are to remain civilized or to become civilized, the art of association must develop and improve among them at the same speed as equality of conditions spreads."--**Alexis De Tocqueville, Democracy in America, 1835.**

"Government reflects the values of its citizens."--**Thomas Carlyle.**

"Evil grows when good men do nothing."--**Edmond Burke.**

". . . we must realize that the practices which have been criticized could not have come about without the active connivance of many businessmen and businesses, both large and small in our community. . . some politicians and some businessmen have joined together and taken advantage of the community."--**Judge Marion P. Gooding commenting on the Duval County Grand Jury indictments and presentments of 1966.**

"It was the spirit of our people that made this moment possible. If we but follow in this spirit of Just concern for each other's well-being, of responsible involvement in government, and recognition and respect for mutual problems, we shall not fail. We shall build as Jacksonville has never built before."--**J.J. Daniel**, October 1968 on the establishment of Jacksonville consolidated government

#183442



Public Policy Institute
JACKSONVILLE UNIVERSITY

Independent Authority Materials Index

1. Jacksonville Aviation Authority (JAA) Presentation
2. Jacksonville Electric Authority (JEA) Presentation
3. Jacksonville Port Authority (JAXPORT) Presentation
4. Jacksonville Transportation Authority (JTA) Overview Book



JAA

Jacksonville
Aviation
Authority



Presentation to the
Jacksonville City Council
Orientation Program

June 7, 2019
Jacksonville University
Davis College of Business

Mark VanLoh, A.A.E.
Chief Executive Officer
Jacksonville Aviation Authority



\$6 Billion Annually
at four Airports

JIA:

- \$1,055,333,000 Visitor Spending
- 26,396 Airport Employees
- \$646,251,000 Airport Impacts



UNITED



American Airlines



spirit


allegiant

Southwest 

FRONTIER
AIRLINES



JAX
Jacksonville
International
Airport

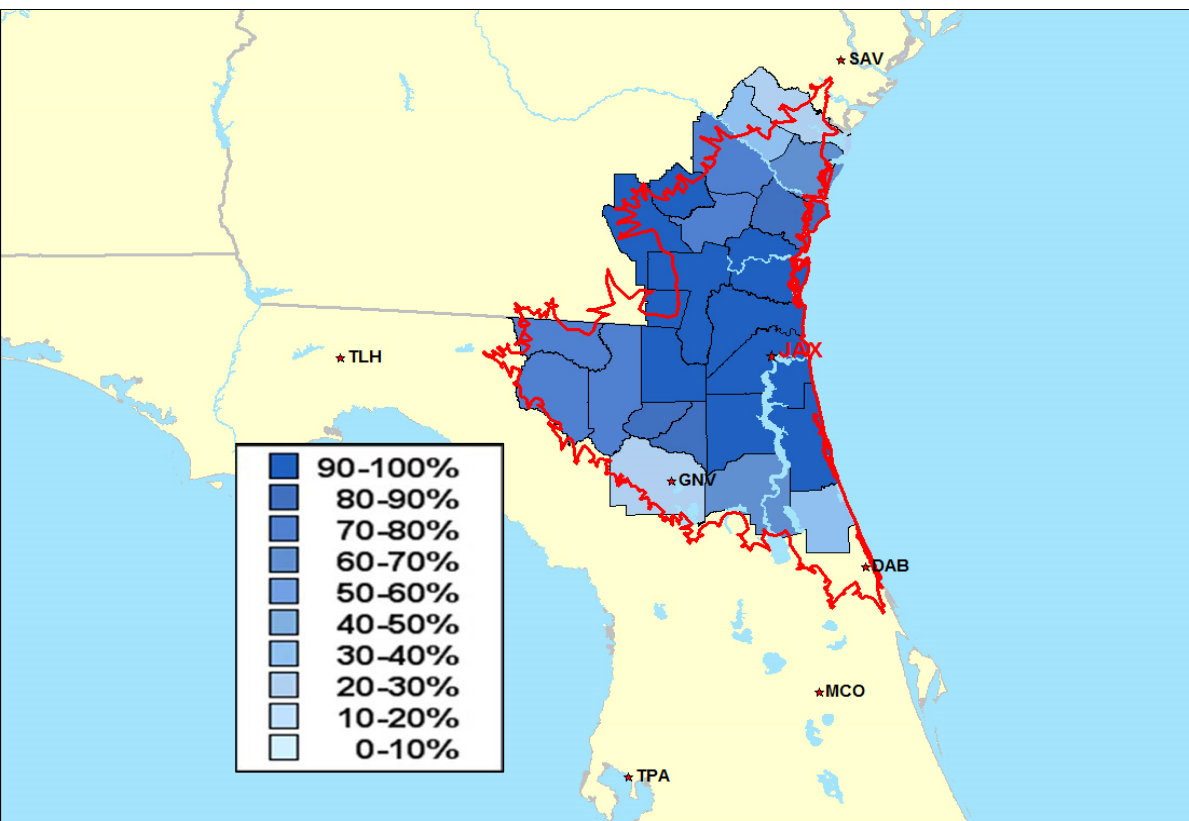
- 664,479 Passengers in March 2019-highest monthly total in history
- 16 consecutive months passenger of growth
- New Concourse “B” will add 6 gates initially then 6 more as needed.
- Additional concessions, bathroom updates needed





JAX
Jacksonville
International
Airport

JIA Catchment Area



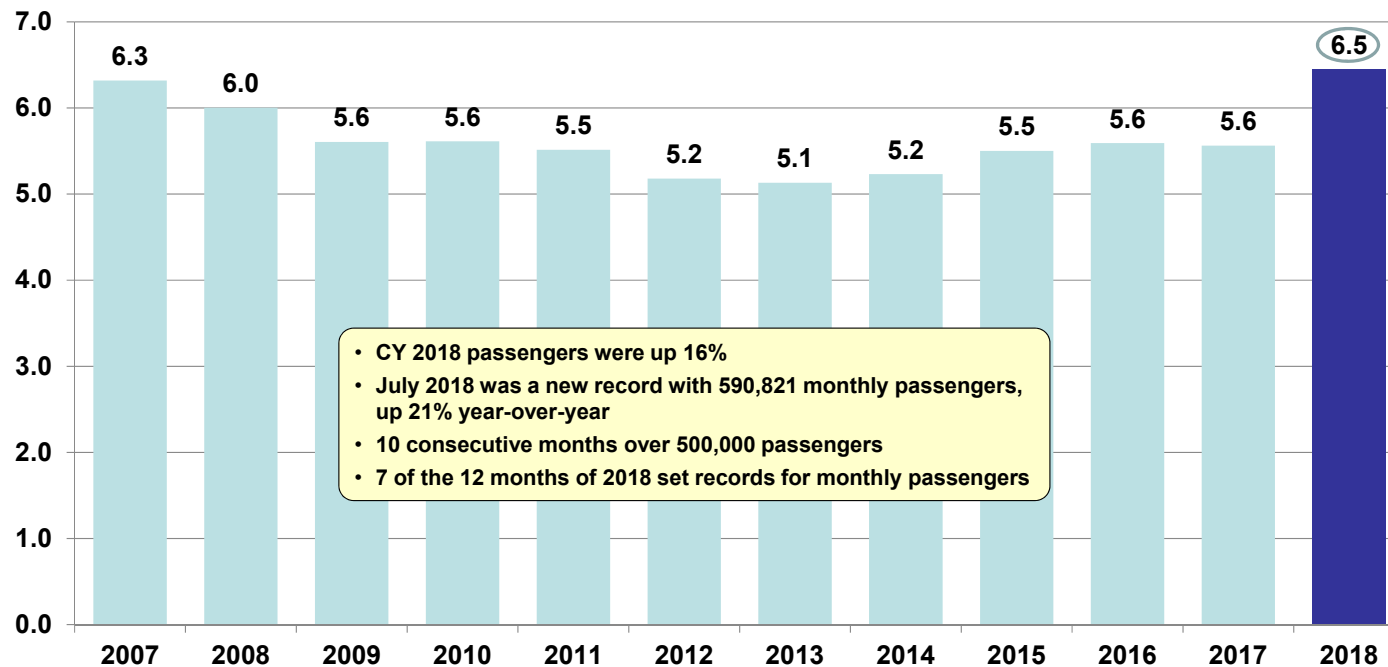
JAX is the Fastest Growing U.S. Airport Based on Capacity

Rank	Airport	1Q 2019 vs. 1Q 2018	Rank	Airport	2018 vs. 2017
1	Jacksonville (JAX)	25.7%	1	Jacksonville (JAX)	15.4%
2	San Juan (SJU)	16.2%	2	Austin (AUS)	13.8%
3	San Jose (SJC)	15.4%	3	San Jose (SJC)	13.2%
4	Nashville (BNA)	13.4%	4	Nashville (BNA)	13.0%
5	Sacramento (SMF)	12.2%	5	Cincinnati (CVG)	11.9%
6	Austin (AUS)	10.1%	6	Raleigh-Durham (RDU)	11.6%
7	Omaha (OMA)	9.2%	7	Albuquerque (ABQ)	10.1%
8	Raleigh-Durham (RDU)	8.8%	8	Ontario (ONT)	10.0%
9	Burbank (BUR)	7.7%	9	San Antonio (SAT)	9.4%
10	Columbus (CMH)	7.5%	10	New Orleans (MSY)	8.8%

Note: Includes 61 largest U.S. airports.

JAX Has Achieved New Passenger Traffic Record

Annual Passenger Traffic (Millions)

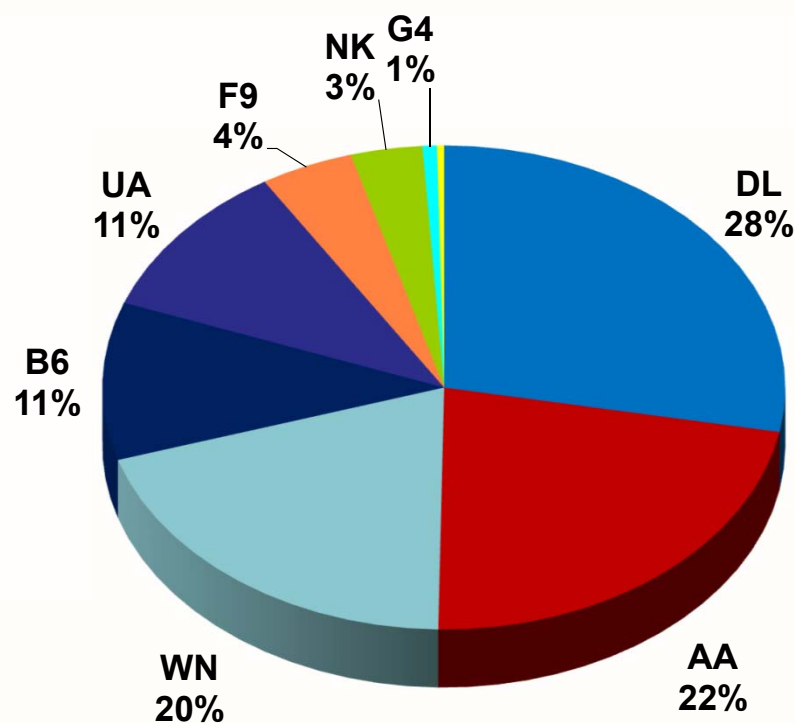


Source: JAX.



No Single Carrier Dominates JAX

<u>Rank</u>	<u>Airline</u>	<u>Jan. 2019 Seat Departures</u>
1	DL (Delta)	20,945
2	AA (American)	16,745
3	WN (Southwest)	14,908
4	B6 (jetBlue)	7,900
5	UA (United)	7,863
6	F9 (Frontier)	3,300
7	NK (Spirit)	2,548
8	G4 (Allegiant)	510



Source: Innovata schedules, January 2019 sample week.



JAX 10 Largest Airports Without Nonstop Service

Including Leakage

Rank	Airport	O&D Passengers Using JAX	Total Leakage	Total Market Size	Passengers Per Day Each Way	Yield (Cents)
1	Los Angeles (LAX)	85,281	54,108	139,389	191	11.7¢
2	Seattle (SEA)	66,603	26,063	92,666	127	10.5¢
3	San Diego (SAN)	64,016	26,216	90,232	124	10.8¢
4	San Francisco (SFO)	58,128	30,199	88,327	121	11.1¢
5	Phoenix (PHX)	64,310	23,858	88,168	121	12.7¢
6	Austin (AUS)	49,185	21,745	70,930	97	17.1¢
7	Hartford (BDL)	49,924	19,371	69,295	95	17.0¢
8	Kansas City (MCI)	42,393	16,768	59,161	81	20.6¢
9	Salt Lake City (SLC)	33,607	24,874	58,480	80	13.0¢
10	New Orleans (MSY)	36,038	16,562	52,600	72	37.5¢

Source: FMG and Adjusted ARC, YE Q2 2018.



JAX Largest 20 International Markets

Total Market Size Rank	Market	O&D Passengers Using JAX	Total Leakage	Total Market Size
1	San Juan (SJU)	29,296	30,509	59,805
2	Toronto (YYZ, YTZ, YHM)	34,052	25,646	59,698
3	London (LHR, LGW, LCY, STN)	19,543	26,748	46,291
4	Cancun (CUN)	18,306	9,269	27,575
5	Montreal (YUL)	9,619	12,146	21,765
6	Montego Bay (MBJ)	9,521	10,903	20,424
7	Mexico City (MEX)	9,673	8,702	18,375
8	Bogota (BOG)	2,185	14,300	16,485
9	Manila (MNL)	14,242	1,976	16,218
10	Vancouver (YVR)	7,978	7,827	15,805
11	Rome (FCO)	7,579	7,824	15,403
12	Aguadilla (BQN)	2,338	11,283	13,621
13	San Jose (SJO)	5,855	6,698	12,553
14	Nassau (NAS)	8,636	3,756	12,392
15	Tokyo (HND, NRT)	7,127	5,229	12,356
16	Frankfurt (FRA)	7,792	3,898	11,690
17	Paris (CDG, ORY)	7,440	3,946	11,386
18	Punta Cana (PUJ)	9,765	640	10,405
19	Dublin (DUB)	5,847	4,368	10,215
20	Amsterdam (AMS)	5,981	2,823	8,804
	Others	283,088	180,368	463,456
	Total	505,863	378,858	884,721

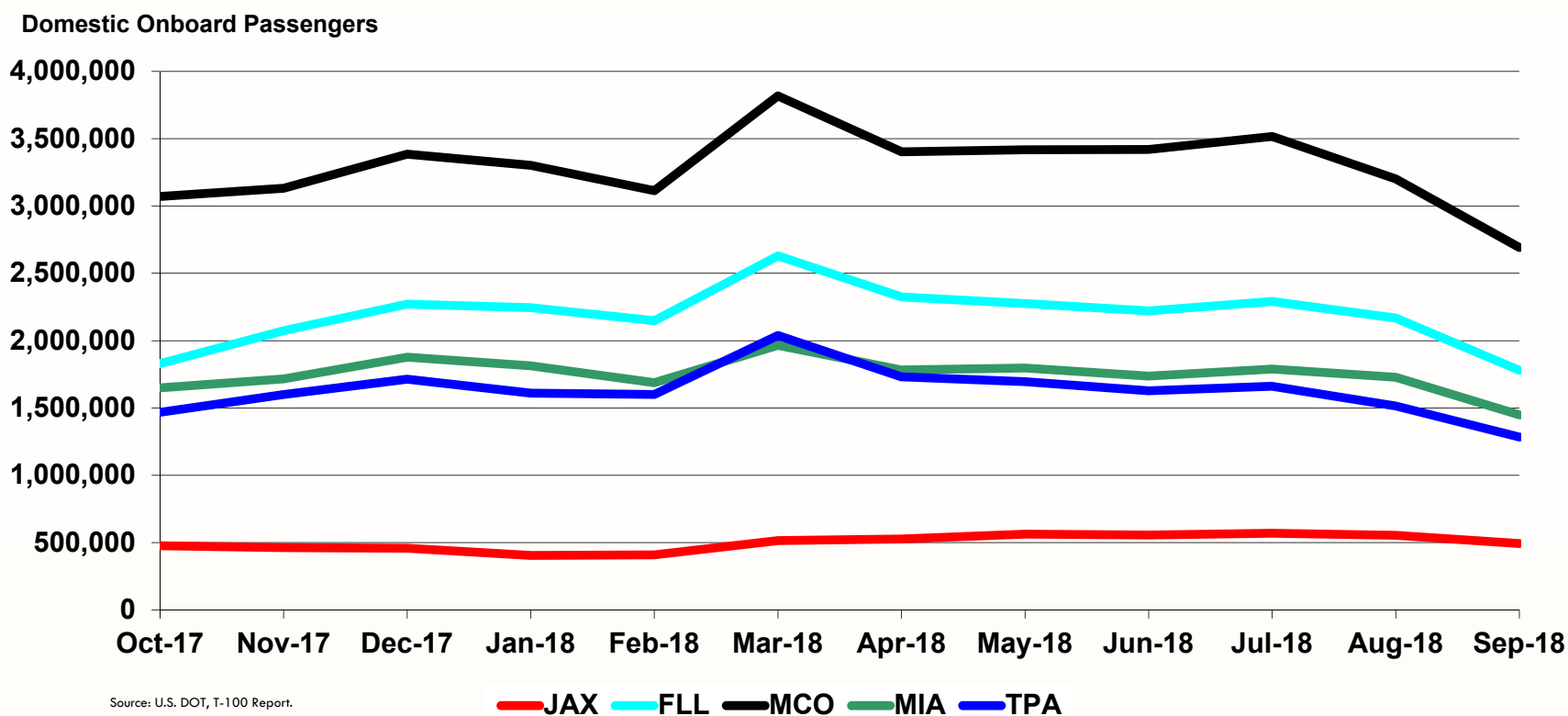


Southwest[®]
January 2019

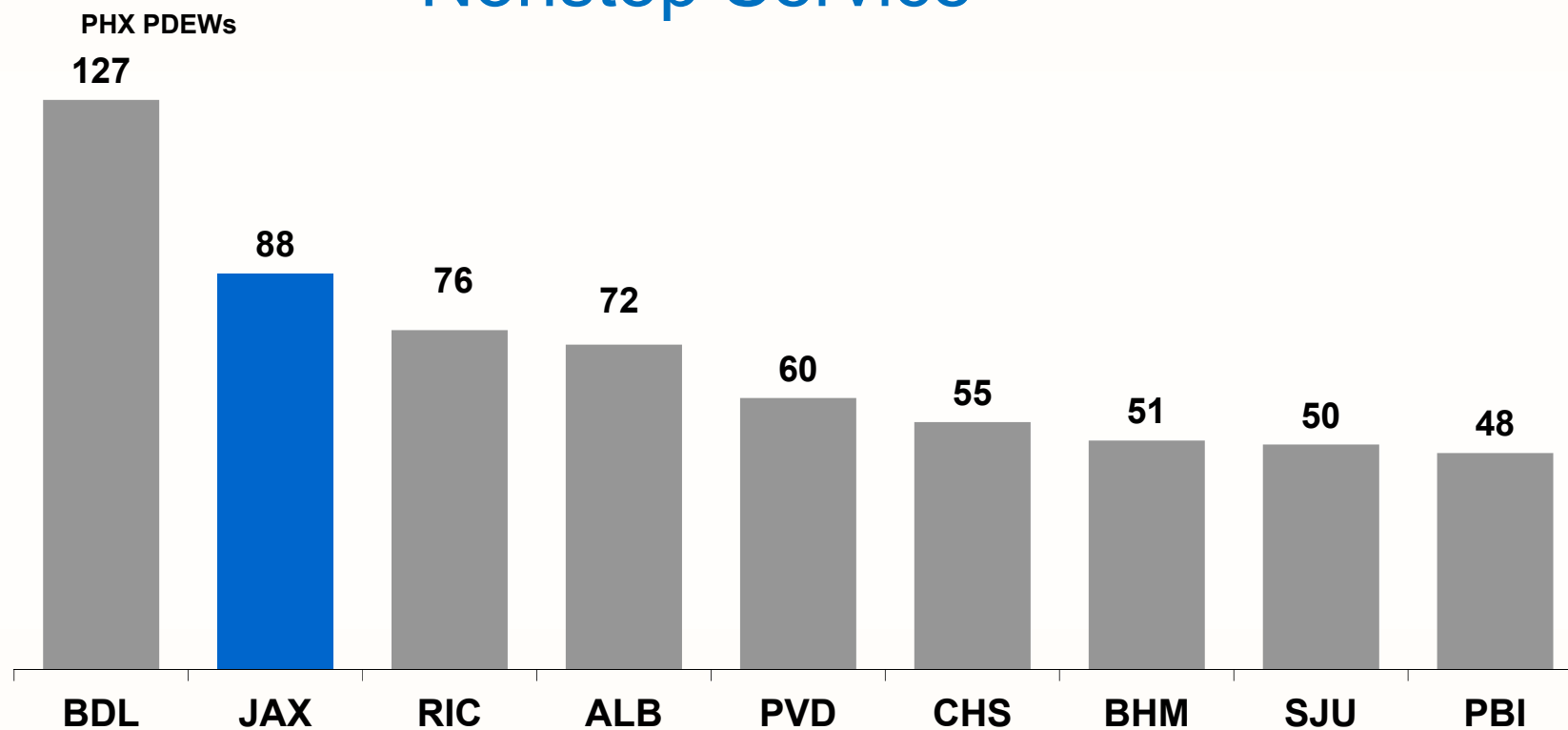


JAX
Jacksonville
International
Airport

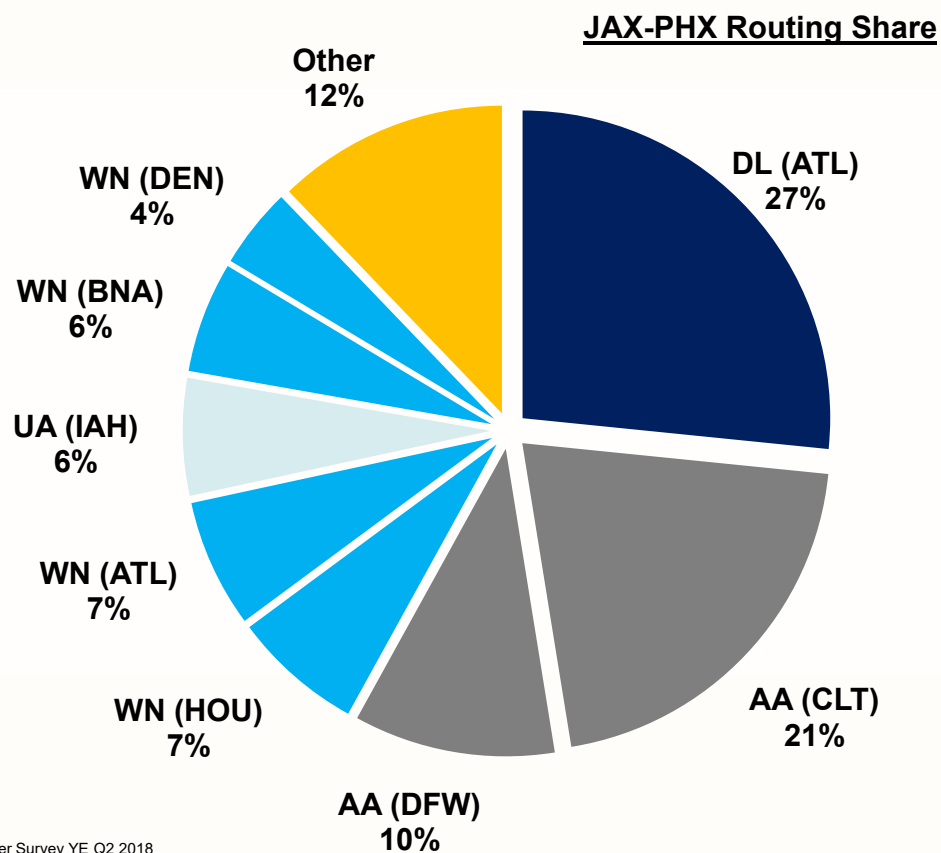
JAX Continues to Be Less Seasonal Than Other Florida Markets



JAX is Phoenix's 2nd Largest Market Without Nonstop Service



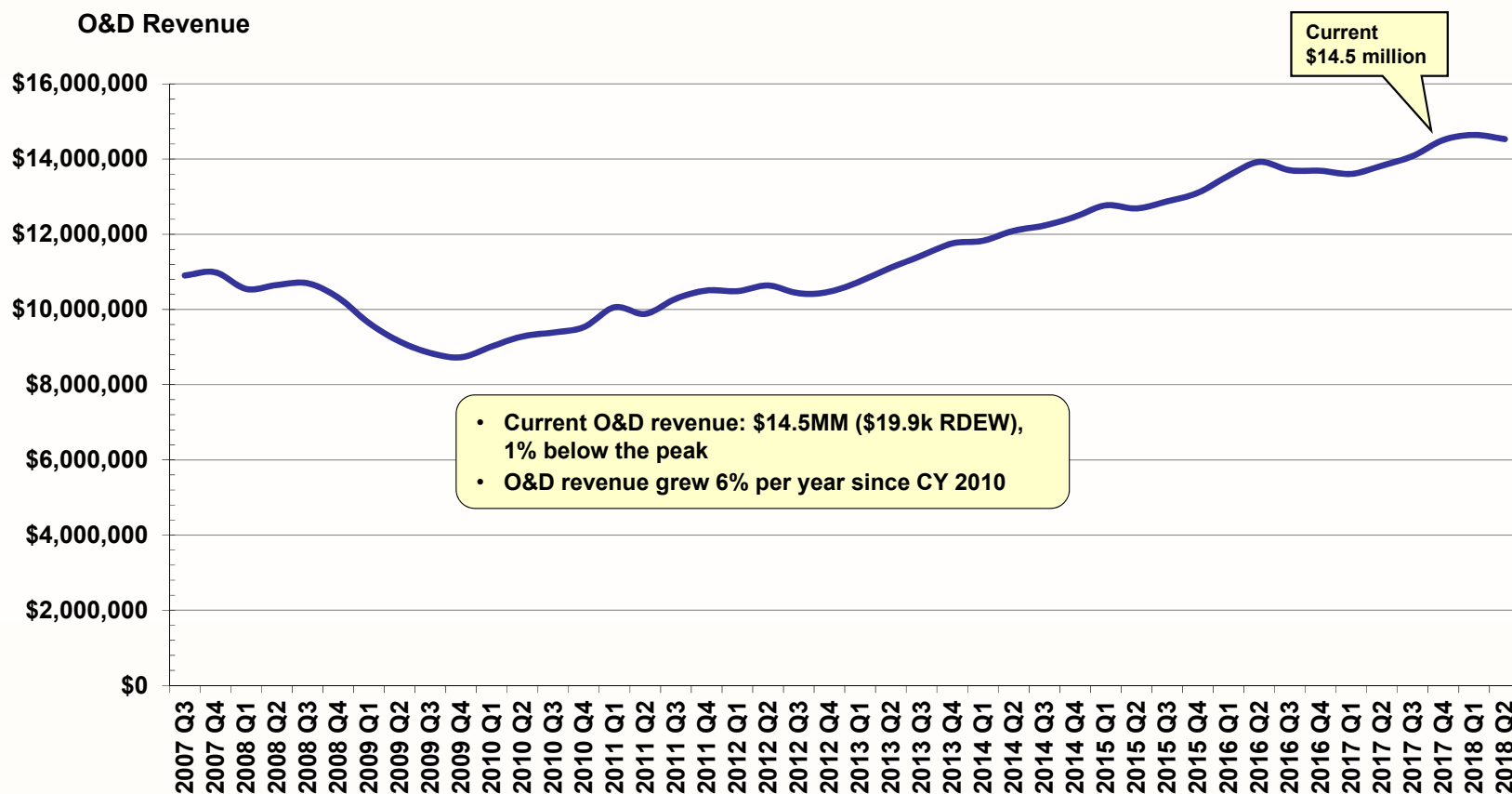
Most JAX-PHX Traffic is Carried by Delta and American



Source: U.S. DOT O&D Passenger Survey YE Q2 2018

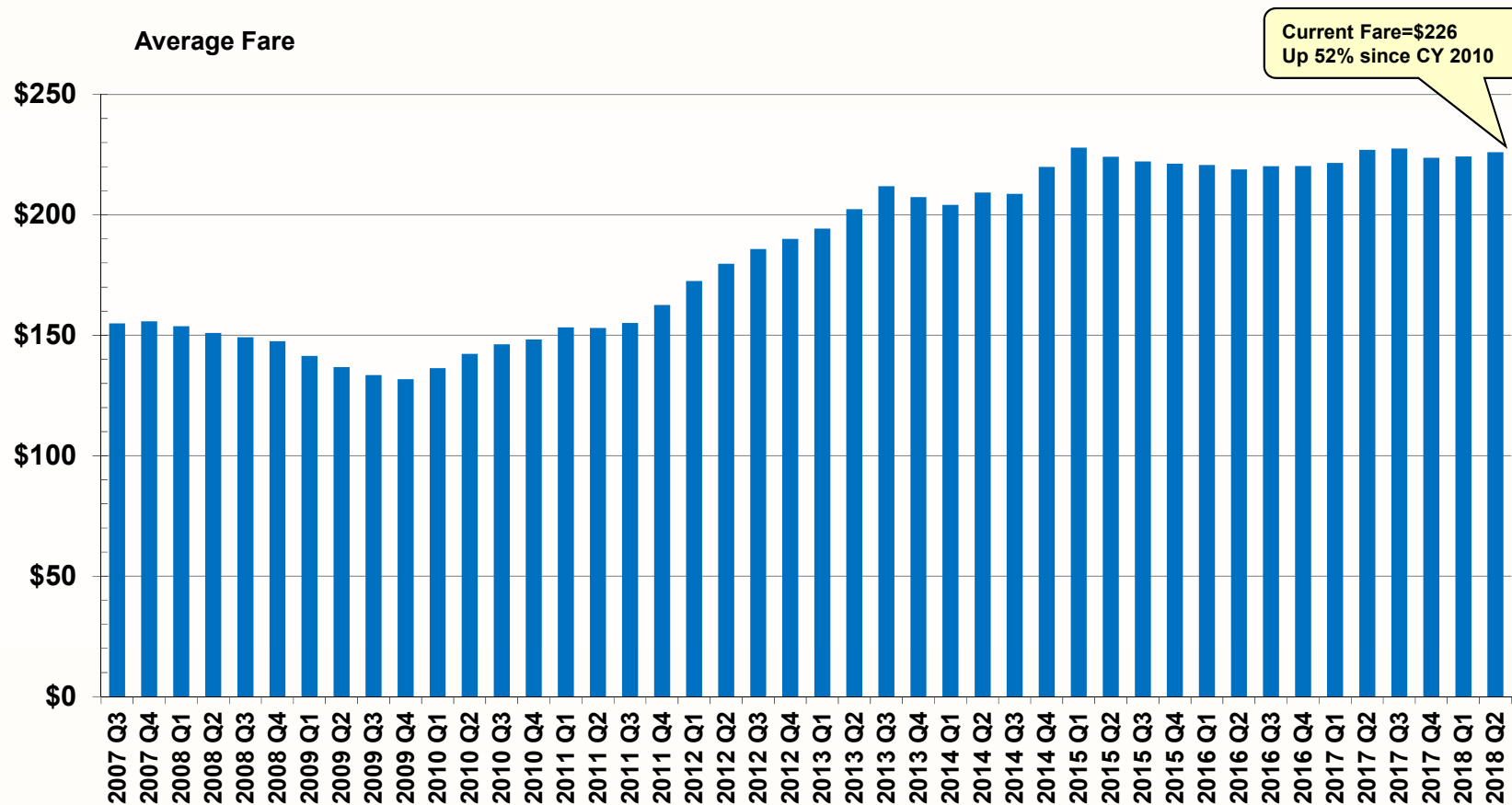


JAX – PHX O&D Revenue History





JAX – PHX Average Fare History

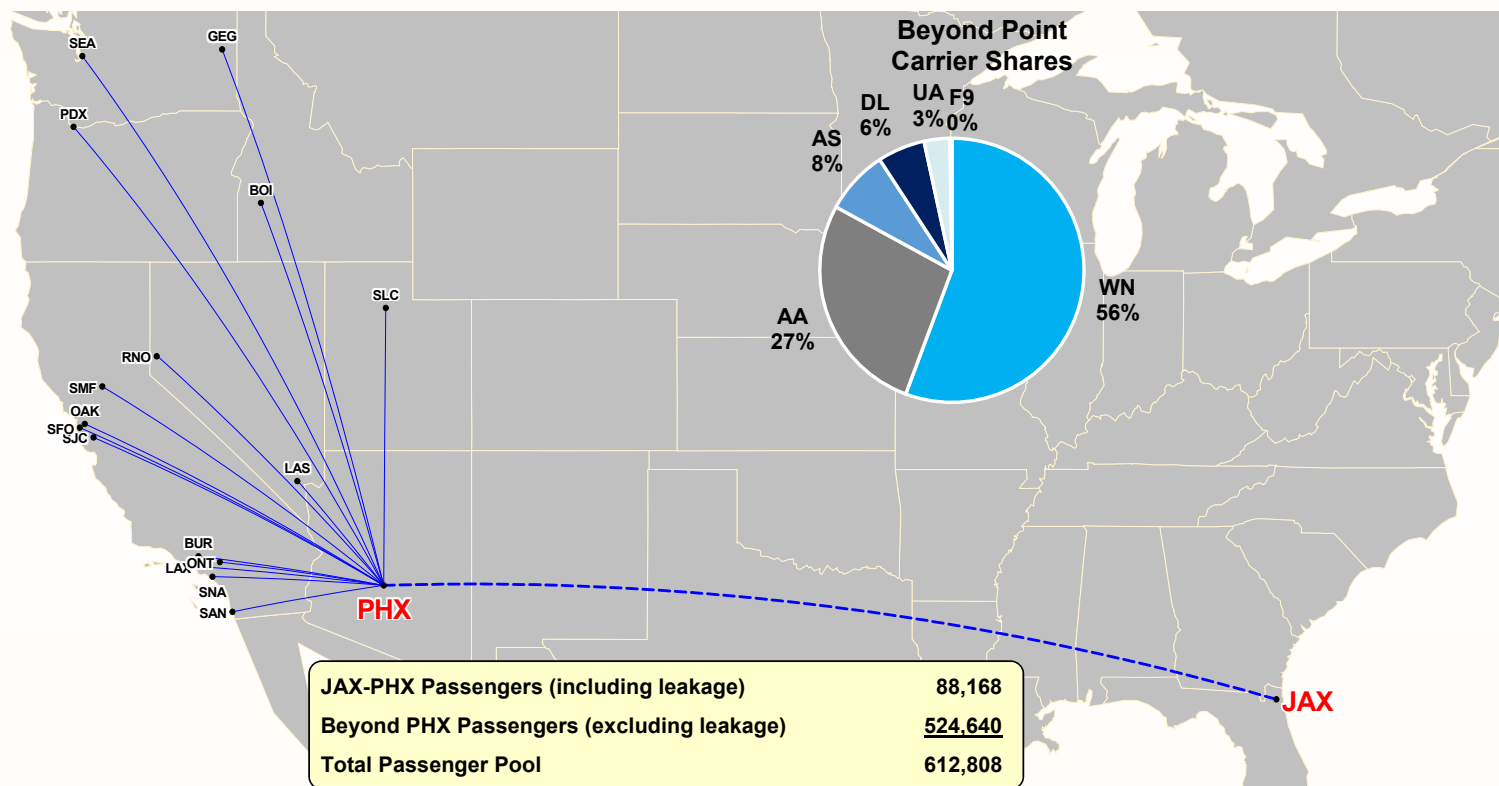


Sources: U.S. DOT O&D Passenger Survey



JAX
Jacksonville
International
Airport

Southwest's JAX-PHX Passenger Pool is Over 600,000 Pax



Source: U.S. DOT, O&D Passenger Survey, YE Q2 2018, Adjusted ARC data YE Q2 2018 Innovata Schedules.



JAX – PHX Business Connections

Industry	Company	# of JAX employees	# of PHX employees
Finance	Wells Fargo	3,500	14,071
Finance	JP Morgan Chase	3,900	8,473
Finance	Bank of America	8,000	9,824
Finance	FIS (reported 125 annual trips)	4,100	Unknown
Healthcare	Mayo Clinic	5,804	6,634
Insurance	Fidelity National Title Agency	4,100	423
Aviation	Boeing	300	3,700

Additional JAX-PHX Business Connections

- American Express
- APL Logistics Warehouse Management Services
- BAE Systems
- Carlisle Interconnect Technologies
- Ditech Mortgage (Green Tree and Ditech merged)
- General Dynamics
- Honeywell
- Medtronic
- Merrill Lynch
- Morgan Stanley
- Northrop Grumman
- Republic Services
- Swift Transportation
- UTC Aerospace (now Collins)

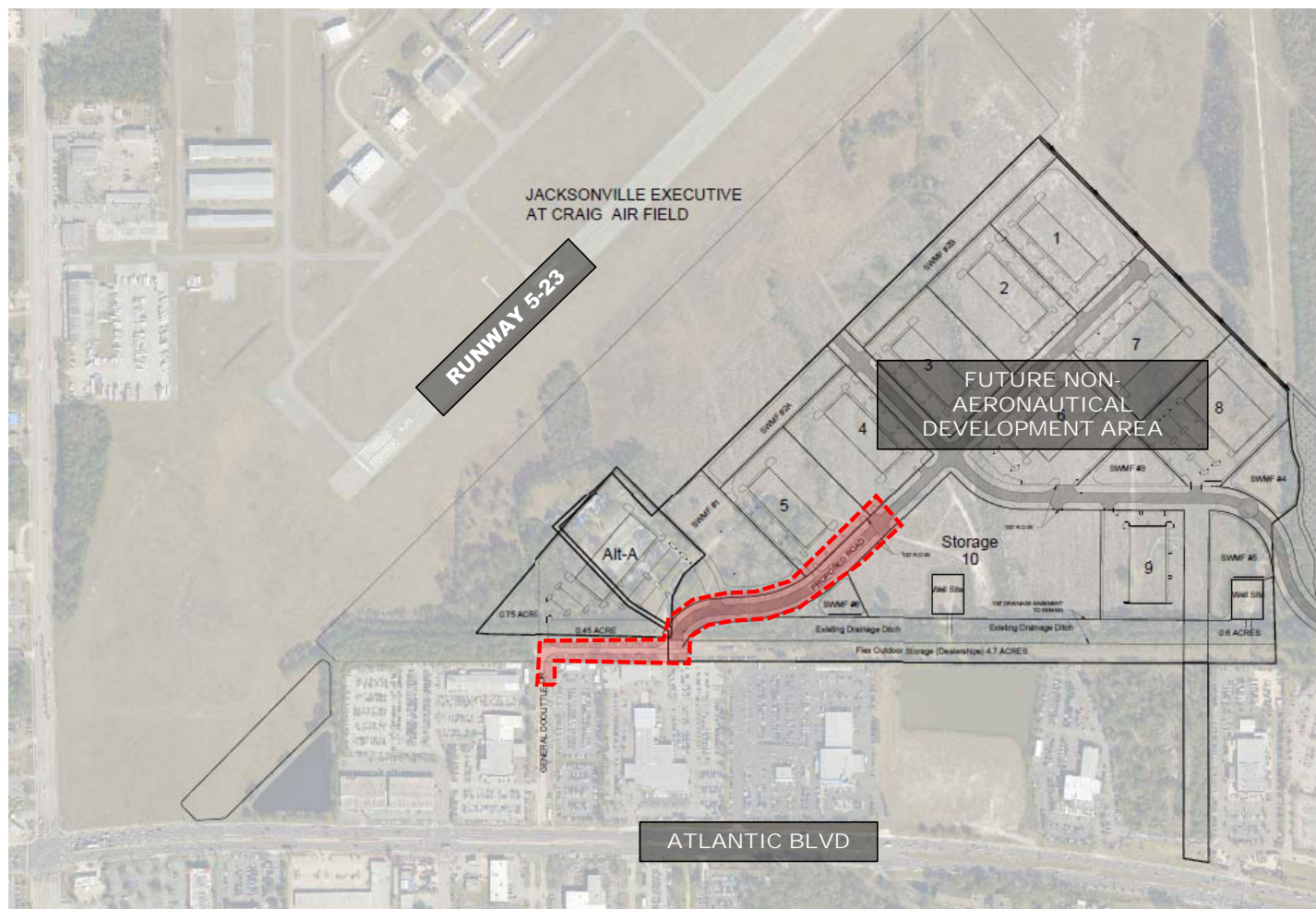


 **JAXEX**
Jacksonville Executive Air Center

855 St. Johns Bluff Rd.

- ➡ 855-1 Jacksonville Aviation Administration Suite 500
- ➡ 855-1 North Florida Flight Training
- ➡ 855-1B Control Tower (RNA)

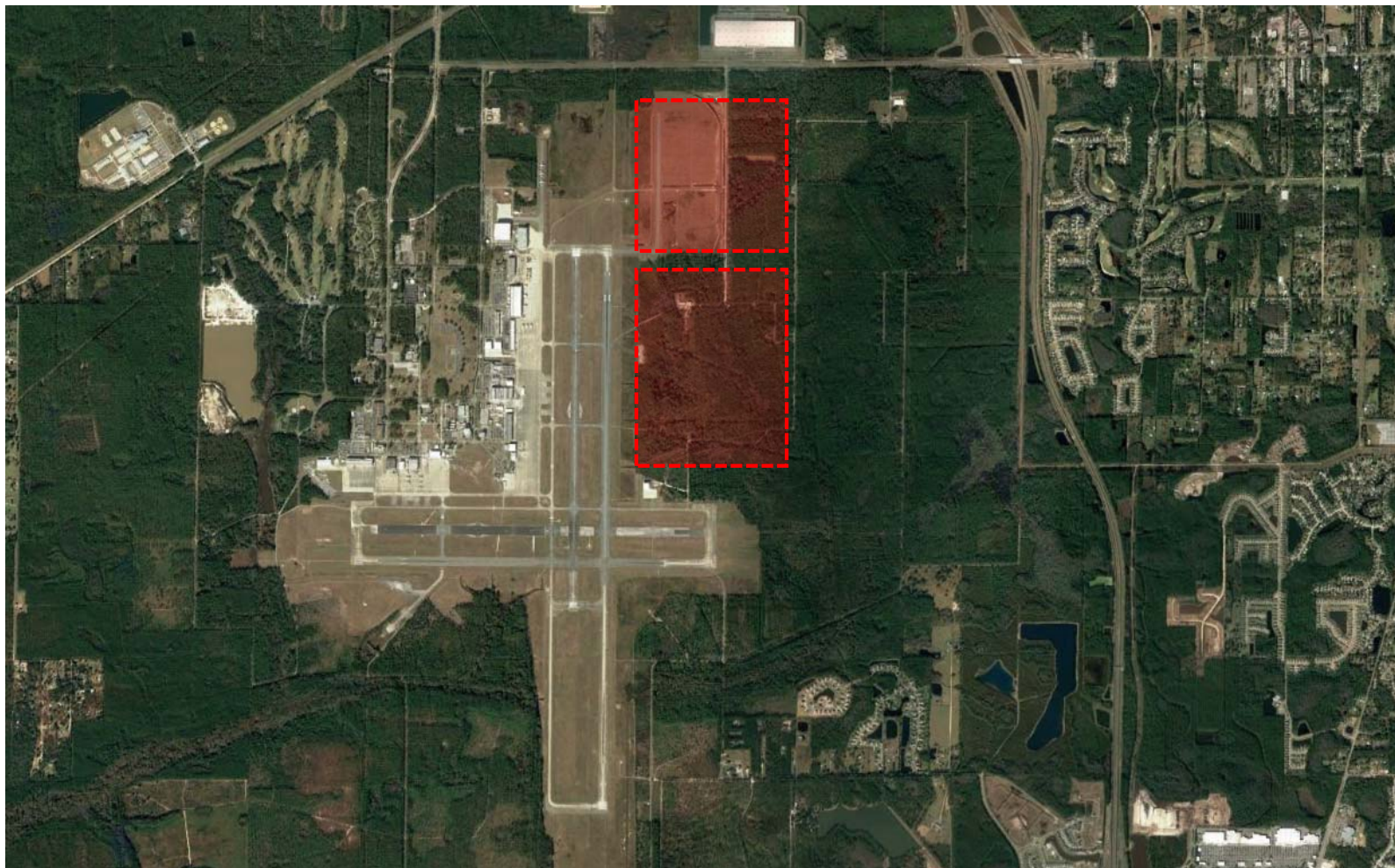




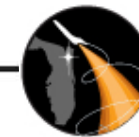
South Access Road



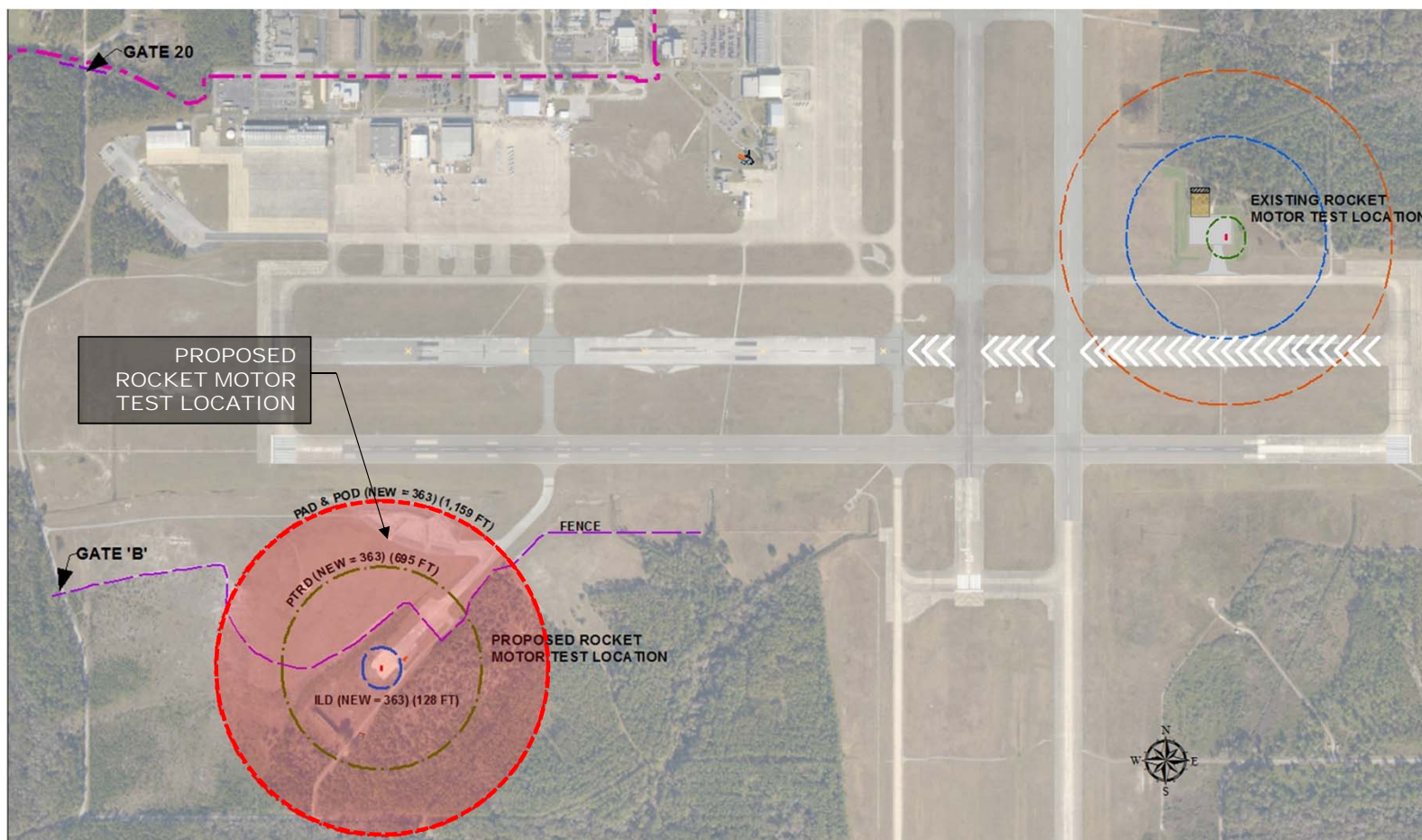




Development
Sites



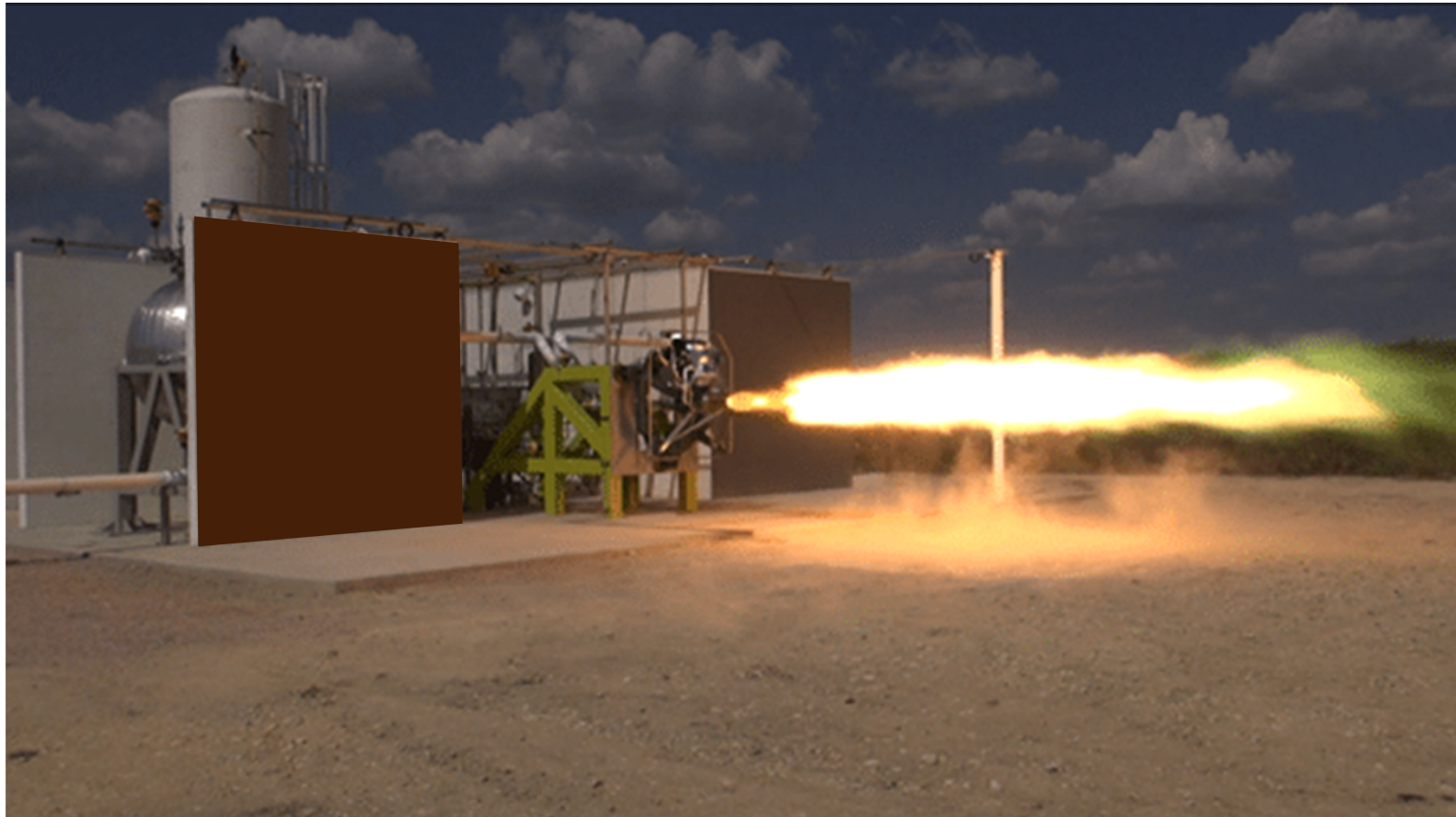
Cecil
Cecil Spaceport



Rocket Motor Test Facility



Cecil
Cecil Spaceport



Rocket Motor
Test Facility















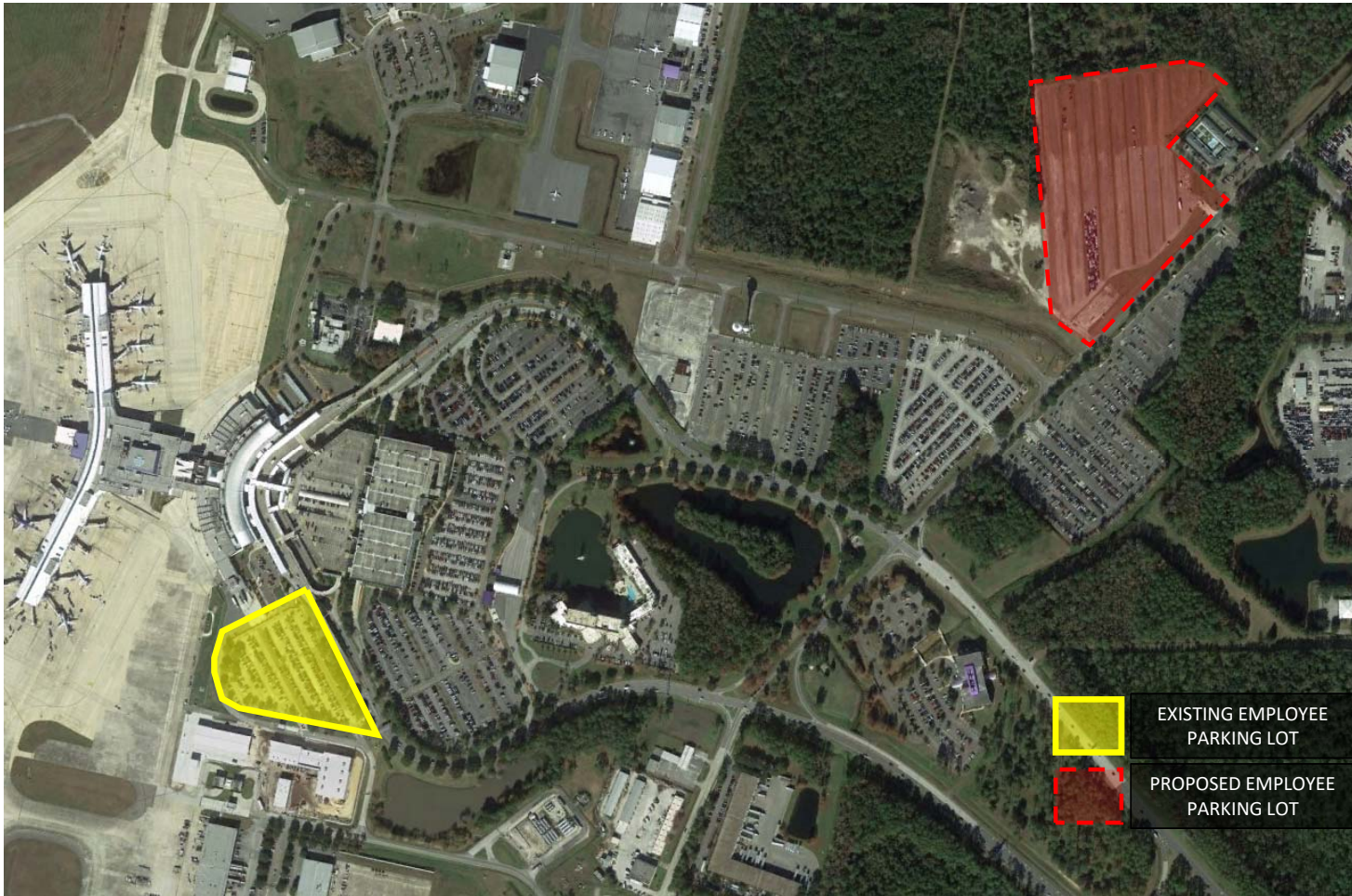








JAX
Jacksonville
International
Airport



JAX EMPLOYEE PARKING RELOCATION





JAX Terminal Expansion – Concourse B



JAA

Jacksonville
Aviation
Authority



Thank You!

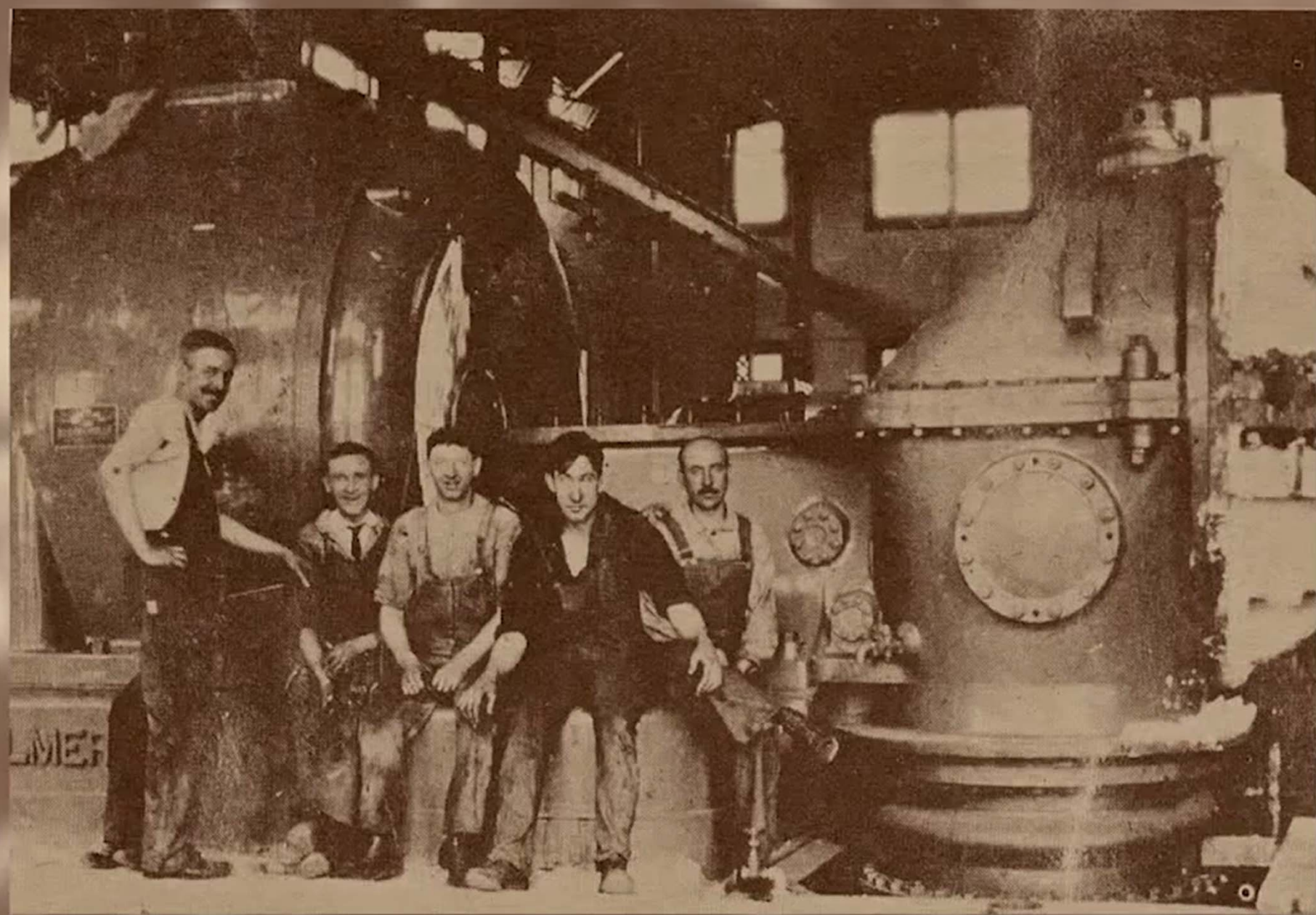




IMPROVING LIVES
BUILDING COMMUNITY

JEA







Utility-Scale Solar

ONE
SPIRIT OF INNOVATION

Purified Water

‘Virtual’ lift station inspections

Automatic work order generation based upon asset condition

CURRENT EXAMPLES OF JEA INNOVATION AROUND ENERGY AND WATER

Real time grid analytics

Manhole sensors to eliminate SSOs

TECHNOLOGY DISRUPTION OF ENTIRE INDUSTRY



HOUSE 3 BED/2 BATH
OFF THE GRID FEBRUARY 2019

SOLAR &
BATTERY
STORAGE

ENERGY
EFFICIENCY



Used More Than Ever on Remaining Relevant to Our Customers



ACCELERATING WATER INNOVATION

Integrated Water Resource Planning

Renewable Natural Gas

Beneficial Reuse of Byproducts

Organics Recycling

Protecting the St. Johns River

Improving our Water Resource

Purified Water

ACCELERATING ENERGY INNOVATION



Smart B

Waste

Smart

IMPROVING
JE
ACCELERATING

Sustainable Development

EV Car Sharing

Electric Bus

Blockchain

Intelligent Transportation

Microgrids

Multi-Energy Station

Battery Storage Systems

Big Data



ONE



IMPROVING LIVES BY ACCELERATING INNOVATION





PORT

JACKSONVILLE PORT AUTHORITY



JAXPORT FACILITIES





JAXPORT OVERVIEW

MISSION

The mission of JAXPORT is to create jobs and opportunity by offering the most competitive environment for the movement of cargo and people.

7-MEMBER GOVERNING BOARD

4 Members appointed by Jacksonville Mayor + 3 Members appointed by Florida Governor

JOHN FALCONETTI – Chairman

JOHN BAKER – Vice Chairman

JAMIE SHELTON – Treasurer

WENDY HAMILTON – Secretary

ED FLEMING – Immediate Past Chairman

DR. JOHN NEWMAN – Member

J. PALMER CLARKSON – Member





CREATING JOBS AND OPPORTUNITY

24K

Northeast Florida Jobs

133K

State of Florida Jobs





BALANCE SHEET HIGHLIGHTS

ASSETS

Cash and Current Assets	\$35.3M
Net Capital Assets (Held for Lease)	\$736.0M
All Other Assets	\$40.1M
TOTAL ASSETS	\$811.4M

LIABILITIES

Current Liabilities	\$30.3M
Bonds and Notes Payable	\$230.4M
All Other Liabilities	\$158.0M
TOTAL LIABILITIES	\$418.7M

NET POSITION

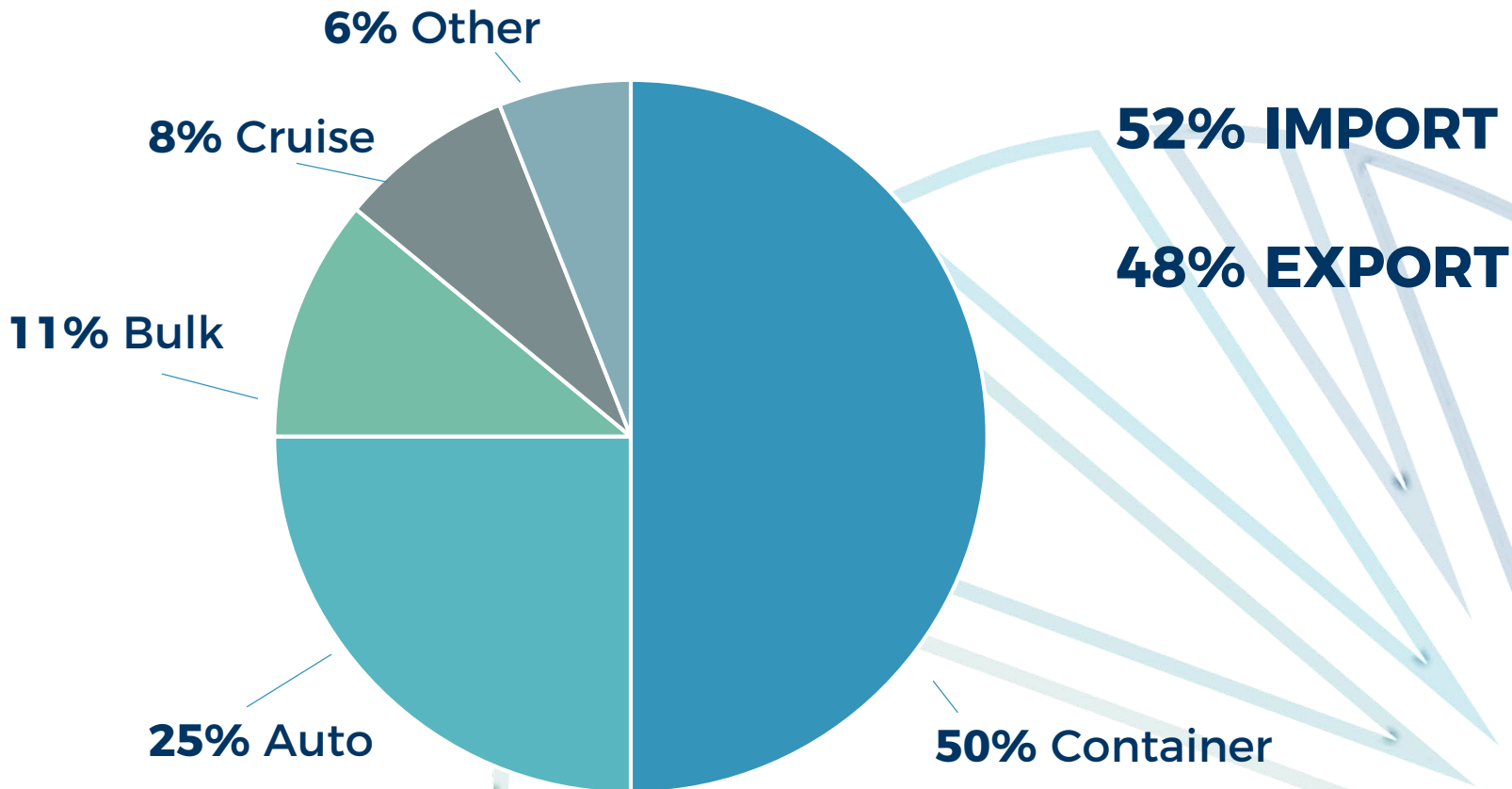
\$392.7M

FitchRatings
"A STABLE"
RATING

MOODY'S
"A2 STABLE"
RATING

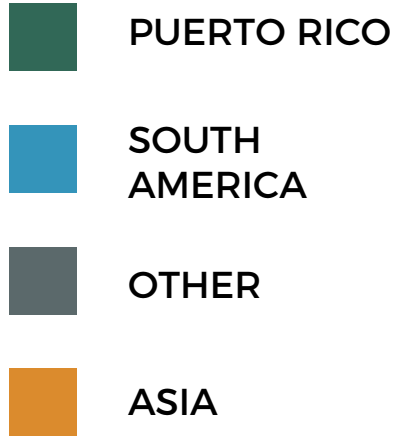


CARGO REVENUE FY 18

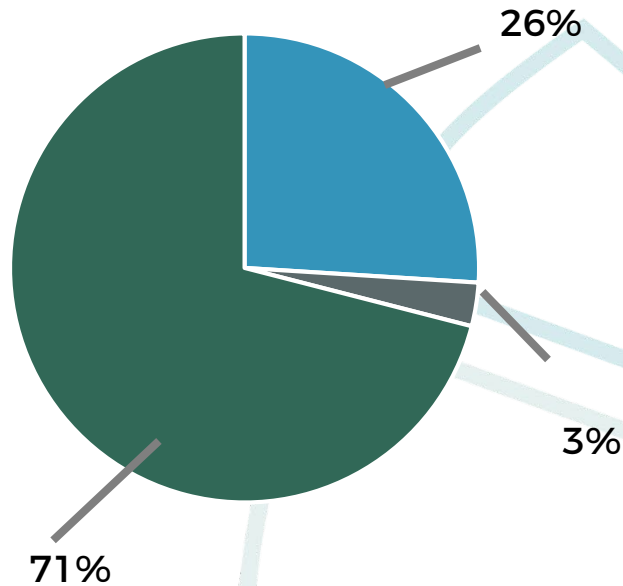




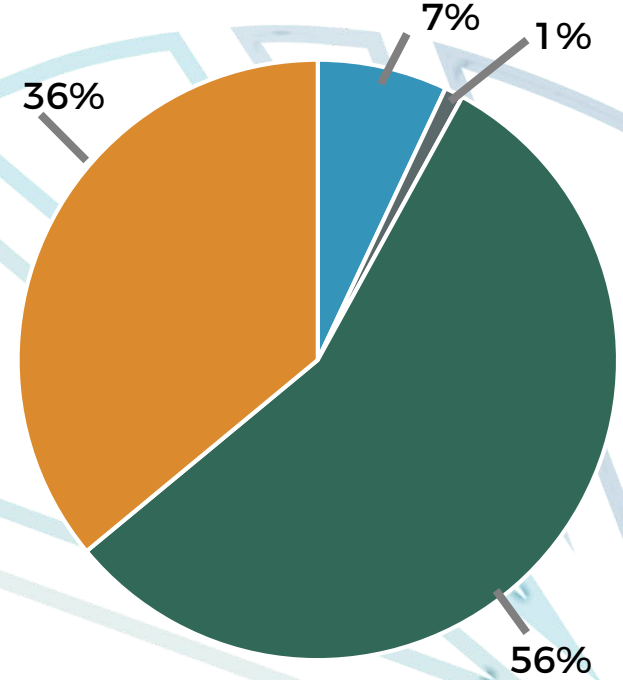
CONTAINER TRADE



FY 2008 – 697K TEUs



FY 2018 – 1.3M TEUs





HARBOR DEEPENING PROJECT



CONTRACT C

Est. Start Date: Sept. 2020

Length: 3 mi.

Cost: \$249M (est.)

CONTRACT B

Start Date: Nov. 2018

Length: 5 mi.

Cost: \$209M

CONTRACT A

Start Date: Feb. 2018

Length: 3 mi.

Cost: \$23M



HARBOR DEEPENING PROJECT

BLOUNT ISLAND MARINE TERMINAL

COMPLETION DATE:
ANTICIPATED 2023
TWO YEARS AHEAD OF SCHEDULE

DAMES POINT MARINE TERMINAL

CONTRACT C

Est. Start Date: Sept. 2020

Length: 3 mi.

Cost: \$249M (est.)

CONTRACT B

Start Date: Nov. 2018

Length: 5 mi.

Cost: \$209M

CONTRACT A

Start Date: Feb. 2018

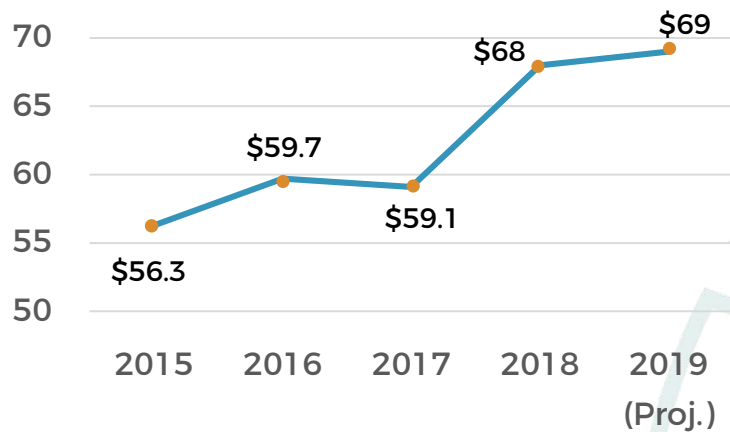
Length: 3 mi.

Cost: \$23M

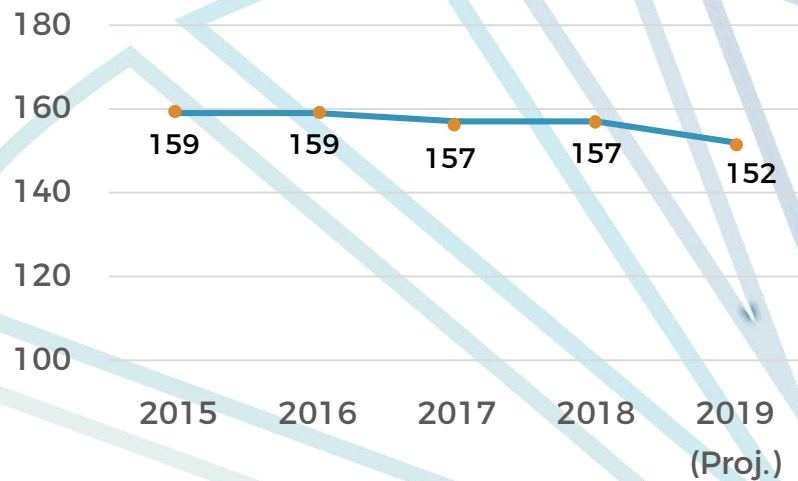


REVENUE GROWTH VS. EMPLOYEES BUDGETED

REVENUE GROWTH (IN MILLIONS)



EMPLOYEES BUDGETED



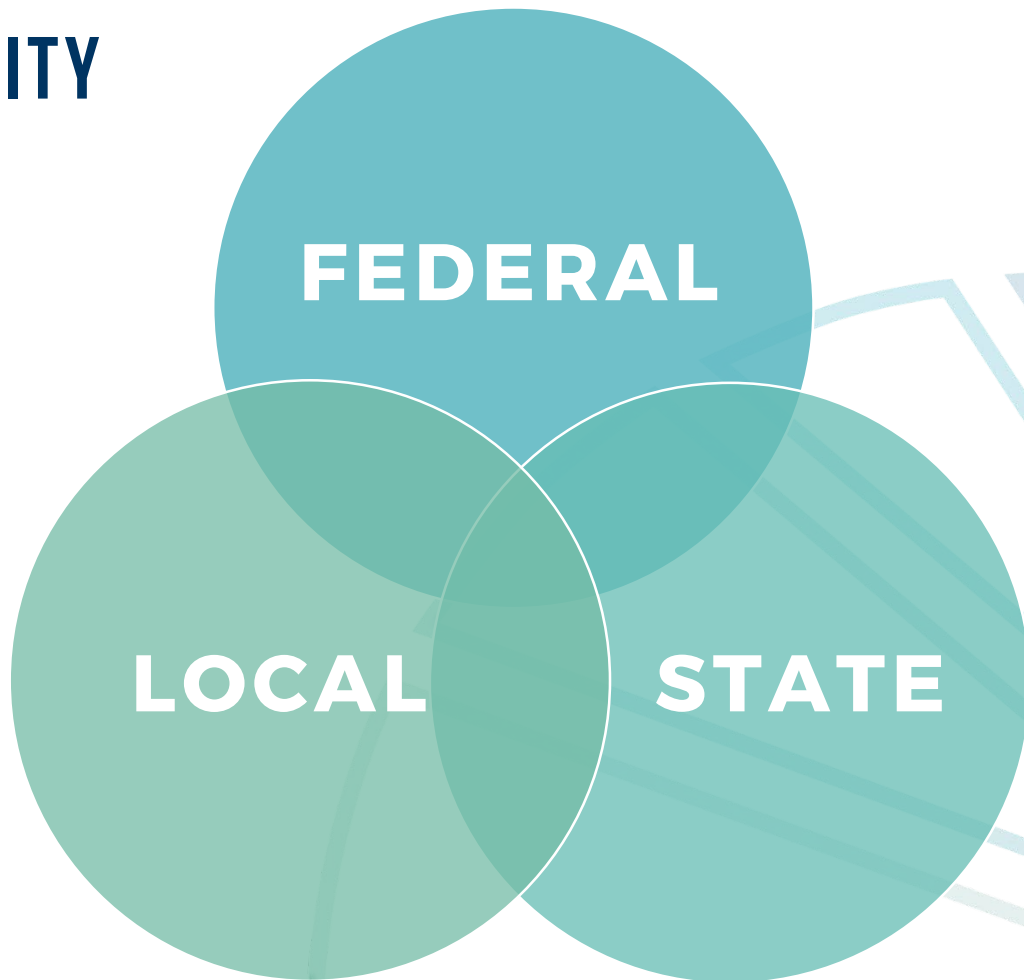


WORLD LEADER IN LIQUEFIED NATURAL GAS





SECURITY







JTA

OVERVIEW



Mission

To improve Northeast Florida's economy, environment and quality of life by providing safe, reliable, efficient and sustainable multimodal transportation services and facilities.

Vision

Universal access to dynamic transportation solutions

Core Values

JTA exists to serve its customers and community. We are a strategic, market-driven, innovative, and results-focused organization and we succeed as a team through:

- Professional excellence
- Personal integrity
- Fiscal responsibility
- Accountability for our work
- A safe work environment
- Transparency to the public
- Continuous improvement

We treat our customers and colleagues with dignity and respect.

Goals

Safety and Security

Ensure safety and security throughout the transportation system and in the Authority work environment

Employee Success

Strengthen workforce through professional development opportunities that enhance knowledge, skills and leadership abilities

Customer Satisfaction

Deliver a superior and reliable customer experience

Financial Stability

Ensure long-term financial sustainability

Organizational Efficiency and Effectiveness

Attain the highest level of agency performance

Sustainability

Advance transportation solutions that support environmental goals and are mindful of the context of our community

Transformative Mobility Solutions

Deliver innovative transportation choices providing accessible mobility throughout the community

Kevin J. Holzendorf

Board Chairman



A lifelong resident of Jacksonville, Kevin J. Holzendorf is an Executive Account Manager at Emtec, Inc. Holzendorf has spent his professional career in both the private and public sectors working in the accounting, financial services and technology industries.

Holzendorf holds a bachelor's degree in Accounting and a master's degree in Public Administration from the University of North Florida. Holzendorf is active in the community serving as Big Brother for Big Brothers Big Sisters of Northeast Florida, Jacksonville Cultural Council Board Member, Wolfson Children's Hospital Development Council Board Member, Leadership Florida Cornerstone Class XXXVI, and YMCA of Florida's First Coast Regional Board, to name a few.

Holzendorf was appointed to the JTA Board by Mayor Alvin Brown in August 2013 and reappointed by Mayor Lenny Curry in September 2017.

Ari Jolly

Board Vice-Chair



Ari Jolly is a Senior Assistant General Counsel Florida Blue and provides corporate development as well as board governance support related to the various Florida Blue subsidiary and joint venture companies. Prior to joining BCBSF in 1993, Ari was an officer in the United States Navy from 1983 - 1990 and the recipient of a Navy Achievement Medal (1987).

Ari is a member of the Florida and Jacksonville Bar, served as the Chairman of the Board of the Greater Jacksonville Area USO, serves on the Fleet Landing Board and previously served as the Chairman of the Veterans Network at Florida Blue, where she spoke on the topics of women veterans and the multicultural US Armed Forces. In addition, Ari is the corporate secretary to the Boards of Florida Health Care Plan, Inc., Navigy Holdings, Inc., GuideWell-Sanitas, LLC, Florida Blue Medicine, Inc., GuideWell Core Solutions, Inc., and GuideWell, Inc. and has supported several Florida Blue conferences on the topic of board governance best practices.

Ari graduated from Jacksonville University and the Florida State University College of Law. She is also an honors graduate from the Naval Legal Justice School, Newport, Rhode Island.

Jolly was appointed to the Board in 2015 by Governor Rick Scott.

Denise Wallace

Board Secretary



Denise Wallace is the president and owner of BCM Services Inc. Previously, she worked with Stokes & Company, managing, developing, and financing single-family residential subdivisions, and multi-family student housing and apartment projects.

Wallace is active in the Jacksonville community. She is on the Beaches Division board of the Chamber of Commerce and serves as Chairman of the Jacksonville Regional Chamber of Commerce. In addition, she served as the past chairman of the Jacksonville Housing Finance Authority, Northeast Florida Chapter of the Florida Home Builders Association's and past vice-chairman of the Jacksonville Housing Commission.

She is a Jacksonville native and a Florida State University graduate. Her passion for education excellence is evident through her service as chairman of the schools Advisory Committee for Neptune Beach Elementary School and Fletcher Middle and High School and the Jacksonville Chamber's Board of Trustee's Education Committee.

Wallace was appointed to the Board in 2015 by Governor Rick Scott.

Jeanne Miller

Board Treasurer



Jeanne Miller is an experienced executive and AV-Preeminent-rated attorney with more than 20 years of success in public policy development and advocacy, economic development, local government and higher education. Jeanne's experience includes service as Interim Executive Director and Deputy Executive Director of the Jacksonville Economic Development Commission; General Counsel and V.P. of Strategic Initiatives for Florida State College at Jacksonville, and Legislative Affairs Chief for the City of Jacksonville's Office of General Counsel.

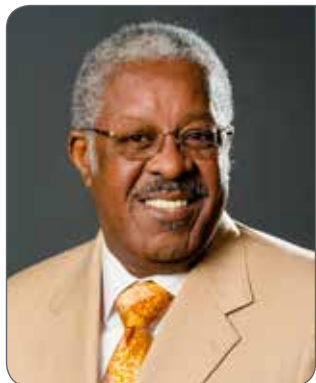
A graduate of Leadership Jacksonville and Leadership Florida, Jeanne served on the 2009-10 Jacksonville Charter Revision Commission and is a former member of the JAX Chamber Board of Governors and Board of Directors, as well as the National Association of College & University Attorneys. She has served multiple terms on the judicial nomination commissions for both the First District Court of Appeal, which she chaired twice, and the Fourth Judicial Circuit, of which she was vice-chair.

Jeanne currently serves on the boards of Goodwill Industries of North Florida, Metro YMCA of Northeast Florida and Bishop Kenny High School. Her community and professional activities have been recognized with a variety of honors, including being named as a 2014 Jacksonville Business Journal Woman of Influence, a 904 Magazine Top Lawyer and a member of Florida Trend Magazine's Legal Elite.

Miller was appointed by Mayor Lenny Curry in 2015.

Isaiah Rumlin

Immediate Past Chair



Isaiah Rumlin is the managing member of Rumlin Insurance Agency, the oldest minority-owned property and casualty agency in Duval County. In addition to operating his agency, Rumlin currently serves as president of the NAACP Jacksonville and has greatly increased the branch's capacity to impact issues related to education, crime, the economy and the mobilization and registration of voters. He was invited to the White House in 2012 for a forum on "Jobs and the Florida Economy."

Rumlin earned his bachelor's degree from Florida A&M University in Tallahassee, FL and with a zeal for entrepreneurship, began his career as a Financial Specialist with the State of Florida Insurance Department in 1973.

Rumlin was appointed by Mayor Alvin Brown to the JTA Board in 2012 and reappointed by Mayor Lenny Curry in 2016. This is Rumlin's second stint on the Board, having previously served from 1987 to 1991.

Greg Evans

Ex-Officio Board Member & FDOT District Two Secretary



Greg Evans was appointed as the Florida Department of Transportation District Two Secretary on February 6, 2012. Mr. Evans is responsible for the day-to-day administrative, planning, production and operations activities for District Two, which encompasses 18 counties, covers nearly 12,000 square miles in North Central Florida, and maintains 8,200 lane miles of roadway and over 1,200 bridges. The area is also served by two deep-water ports and three major rail lines.

Evans has over 21 years experience in the management and operations of public infrastructure. He is an alumnus of Southern Institute of Technology, with a Bachelor of Science in Civil Engineering Technology.

Evans joined the Board in 2012 as an Ex-Officio Member representing the Florida Department of Transportation, District Two.

Scott McCaleb

Board Member



Scott L. McCaleb of Jacksonville Beach, is the President of Vulcan Land, Inc. He has been a member of the University of North Florida Foundation Board since 2011. From 2007 to 2008, he served on the Strategic Aggregate Review Task Force. McCaleb is a trustee of the Jacksonville Sports Council and served as their chair in 1993. He was the founding president and honorary member of the Rotary Club of Deerwood.

McCaleb received a bachelor's degree in finance and real estate from Florida State University.

McCaleb was appointed in 2012 and reappointed in 2016 by Governor Rick Scott.

Nathaniel P. Ford Sr.

Chief Executive Officer



Nathaniel P. Ford Sr. is Chief Executive Officer of the Jacksonville Transportation Authority (JTA) and immediate past Chair of the American Public Transportation Association (APTA). His distinguished career spans more than three decades, including tenures as CEO of the San Francisco Municipal Transportation Agency and the Metropolitan Atlanta Rapid Transit Authority. He has been active in APTA for more than 25 years serving in multiple leadership roles, including Chair, Vice Chair of the Management and Finance Committee, and Secretary/Treasurer.

Mr. Ford has built a legacy of organizational leadership, fiscal acumen and innovation throughout his distinguished career. He is a champion of multimodal transportation, walkable neighborhoods, public-private partnerships and transit-oriented development; and known for industry-leading insights and thought leadership on international transportation issues from trade and study missions around the world.

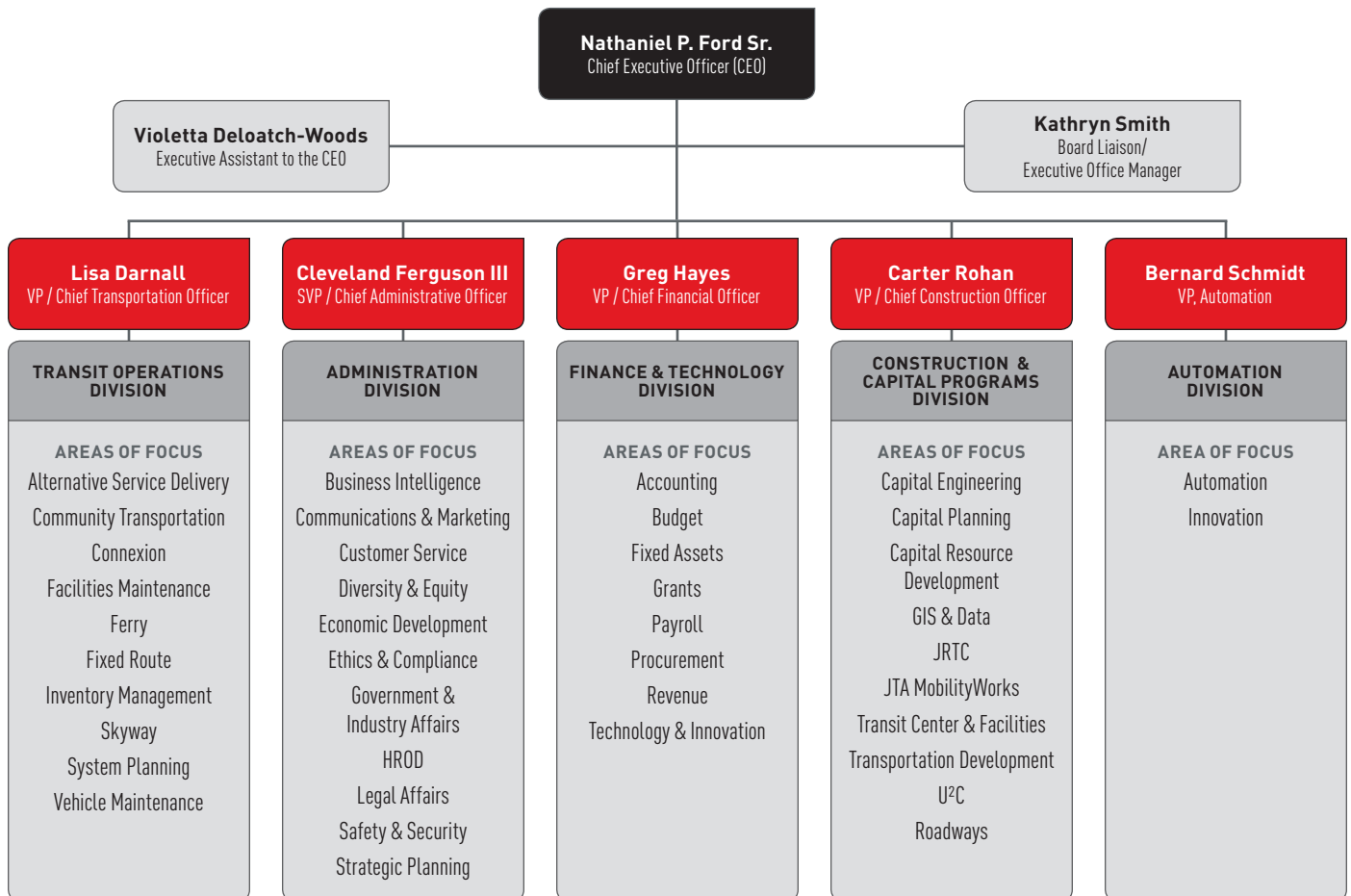
Under Ford's leadership, the JTA was recognized as the winner of the 2016 APTA Outstanding Public Transportation System Achievement Award. He has received numerous awards for his transformational programs and initiatives, including the White House Champion of Change. He was named "Ultimate CEO" by the Jacksonville Business Journal and was recently inducted into the First Coast Business Hall of Fame.

Mr. Ford holds an Executive MBA from the Davis School of Business at Jacksonville University and a Bachelor of Applied Science degree in organizational leadership from Mercer University. He is a graduate of the Executive Development Consortium Program at Emory University, has completed executive training at the John F. Kennedy School of Government at Harvard University and recently became a published author.



JACKSONVILLE
TRANSPORTATION
AUTHORITY

Executive Leadership Team



JTA Quick Facts

AREA/SIZE OF SERVICE 884 SQ. MILES

Includes all of Duval County and part of Clay and St. Johns counties

RIDERSHIP (FY 2018) 12,099,683

- Bus: 10,436,309
- Connexion: 380,055
- Skyway: 844,267
- Ferry: 437,999
- Coastal Cabs: 1,053

NUMBER OF VEHICLES 323

- Fixed Route Buses: 165
- Paratransit Vehicles: 103
- Shuttles: 26
- Trolleys: 12
- Skyway Trains: 10
- Small Buses: 6
- River Ferry: 1

NUMBER OF ROUTES 44

- First Coast Flyer: 3
- Local Bus: 37
- Express: 4

SKYWAY

- 2.5 miles long | 8 stations
- Hours of operation: Monday-Friday, 6 a.m.-9 p.m.
- Saturday-Sunday: special events only

ANNUAL OPERATING BUDGET

FY 2019 - \$135,290,930

STAFF: 817

- 781 total full-time employees
- 36 total part-time employees

FARES

Cash Fares

- Fixed Route - \$1.50
- Express Route - \$2.00
- Connexion - \$3.00 ADA
\$3.50 Transportation Disadvantaged
- Connexion Plus - \$6.00
- Seniors age 65 or older - free
- Reduced Fare - \$0.75
- Reduced Fare Express Route - \$1.50
- ReditRide - \$2.00 per passenger (pick-up and drop-off at non-JTA location);
\$0.50 (discounted fare) per passenger traveling to and from JTA bus stop
- Clay Community Transportation - \$1.00 Standard Fare
\$0.50 Reduced Fare
\$1.00 Deviation Fee
- Nassau Express Select - \$3

Passes

- 1-Day Pass - \$4
- 3-Day Pass - \$10
- 7-Day Pass - \$16
- 31- Day Pass - \$50
- 1-Day Pass Reduced - \$1.50
- 31-Day Pass Reduced - \$30
- Youth Pass - \$30
- Nassau Express Select 1-Day Pass - \$5
- Nassau Express Select 31-Day Pass - \$90

JTA OFFICES & CAMPUSES

Headquarters/Admin:	121 W. Forsyth Street, Suite 200
Operations Campus:	100 N. Myrtle Avenue
Connexion:	100 N. Myrtle Avenue
Skyway Operations:	725 Leila Street

Main Telephone Line:	(904) 630-3181
Customer Service:	(904) 630-3100
Connexion Customer Service	(904) 265-6999

History of JTA

1955

Jacksonville Expressway Authority (JEA), is formed by the Florida State Legislature.

1956

Riverside Interchange section of the Jacksonville Expressway opens to traffic connecting the Fuller Warren Bridge to the Stockton exit.

1958

First automatic tolls are installed on the Fuller Warren Bridge.

1959

Southside link to the Jacksonville Expressway opens.

1960

Two expressway links open at one time: Clark Road to U.S. 17 near Imeson Airport and Myrtle Avenue to U.S. 1.

1963

Construction of the Commodores Point Bridge (Isaiah David Hart Bridge) begins.

1966

JEA approves construction of Atlantic Boulevard.

1969

Isaiah D. Hart Bridge opens.

1970

The Jacksonville Area Planning Board and the Jacksonville Expressway Authority meet jointly four times per year to coordinate planning for the City's highways and expressway system.

1971

Construction begins on Florida State Road 202 (J. Turner Butler "JTB" Boulevard).

The Jacksonville Expressway Authority becomes the Jacksonville Transportation Authority (JTA) by the Florida Legislature as it enters the bus business.

1974

JTA introduces the Park-n-Ride program, opening the first lot at JTB and A1A served by an express flyer bus.

1976

Dial-A-Ride Transportation (DART) paratransit service begins.

1979

The final 7.3-mile stretch of JTB opens to traffic.

1984

JTA implements its first ever restructuring of the bus system with new routes, schedules, stops and signage.

1985

JTA receives more than \$23 million from Urban Mass Transportation Administration to build the Automated Skyway Express.

1988

Tolls at the Mathews Bridge, Fuller Warren Bridge, Hart Bridge, Trout River Bridge and JTB are removed.

1989

Dames Point Bridge, officially named the Napoleon Bonaparte Broward Bridge, opens to the general public.

The Skyway starter line, spanning seven-tenths of a mile, begins operations.

1990

After years of debate, a route for the Wonderwood Expressway is finalized.

JTA implements a new Trolley service.

1994

The main transfer hub for JTA, FCCJ station, opens.

1995

JTA begins the Stadium Shuttle Service providing transportation service to and from Jaguars games.

1997

JTA implements the Bikes on Buses program.

1998

Skyway service operating between Hemming Plaza and FCCJ Skyway stations and across the Acosta Bridge to San Marco opens.

2002

JTA celebrates the opening of the Atlantic Boulevard/ Mayport Flyover and intersection improvements.

2003

JTA adopts a three-year Strategic Plan that includes a revised mission statement and core values to guide how the agency conducts business

2004

The Wonderwood Bridge opens to traffic.

2005

JTA celebrates 50 years of service to the community. Provides more than 450,000 trips on Stadium Shuttle and Skyway services during the four-day Super Bowl event.

2006

Heckscher Drive is widened from a two-lane road to a four-lane divided highway.

JTA widens Argyle Forest Boulevard from two lanes to four.

2009

The first JTA Community Shuttle begins service in Arlington.

Beach Boulevard Bridge over the Intracoastal Waterway opens to traffic.

2010

JTA introduces new JTB/I-95 ramps.

2011

JTA completes the Atlantic/Kernan Interchange.

2012

JTA launches the STAR Card electronic payment fare collection system.

Nathaniel P. Ford Sr., becomes the new JTA CEO.

2013

Skyway reaches a one-million trip milestone.

JTA starts Bikes on Skyway pilot program.

JTA introduces hybrid electric buses into the fleet.

2014

JTA wraps its first Skyway train with artwork.

Black Creek Park-n-Ride lot opens.

Skyway accommodates 90,177 trips during the One Spark crowd-funding festival.

Local Option Gas Tax (LOGT) is extended to 2036 for the funding of transit and road projects.

JTA breaks ground on First Coast Flyer (FCF) bus rapid transit.

Blueprint for Transportation Excellence (BTE) is announced as JTA's 20-year strategic plan.

JTA moves administrative headquarters to 121 W. Forsyth Street downtown.

JTA implements Route Optimization Initiative (ROI).

Launch the NextBus real-time passenger information app.

2015

JTA issues \$100.5 million in series 2015 revenue bonds.

Groundbreaking on Compressed Natural Gas (CNG) facilities.

Baldwin Park-n-Ride lot opens.

CEO received the "White House" Champion of Change in Transportation Award.

Launch of the MyJTA mobile ticketing app.

Connexion relocates to the Myrtle Avenue campus.

FCF Green Line opens on the North Corridor.

Began Campus Master Plan for Myrtle Avenue Campus.

2016

JTA's CNG station opens on Myrtle Avenue Operations Campus.

Old St. Augustine Road roadway project opens to traffic.

Groundbreaking held for JTAMobilityWorks Girvin Road project.

JTA assumes ownership and operations of the St. Johns River Ferry.

JTA receives APTA's 2016 Outstanding Public Transportation System Achievement Award.

Soutel Transit Hub opens.

The JTA Stadium Shuttle rebrands to the Gameday Xpress.

Armsdale Park-n-Ride opens.

FCF Blue Line opens on the Southeast Corridor.

The JTA receives Florida Public Transportation Association System of the Year Award.

2017

Groundbreaking held for Jacksonville Regional Transportation Center (JRTC).

Groundbreaking held for JTAMobilityWorks Collins Road project.

Autonomous vehicle demonstration event.

Autonomous vehicle test track launches.

Launch of the Try Transit campaign.

Received TEAMFL Chairman Award

2018

Launch of JTA See & Say app.

Held the inaugural Partner-2-Partner (P2P) Sunshine Forum.

Unveiled the Gen 2 autonomous vehicle at test track.

Hosted APTA Fare Collection & Revenue Management Conference.

Ribbon cutting for the Intercity Bus Terminal (IBT).

Launched JTA University.

Completed Mandarin Walk sidewalk project.

Groundbreaking held for Kernan Boulevard JTAMobilityWorks project.

First Coast Flyer Red Line (East Corridor) begins service from Downtown to the Beaches.

Nassau Express Select begins service from Nassau County to Downtown Jacksonville.

Avenues Walk Park-n-Ride Center becomes operational.

ReadiRide on-call transportation begins service to five zones within Jacksonville.

JTA receives FPTA's Bus Safety Excellence Gold Bus Gold Safety Award.

Mr. Ford inducted into First Coast Business Hall of Fame.

JTA receives 2018 Community Partner Award from the U.S. Small Business Administration.

2019

Completed JTAMobilityWorks Girvin Road project.

Launched Clay Community Transportation Flex Route and TD service.

Dames Point Bridge celebrates 30-year anniversary.

Hosted FPTA Florida Triple Crown Bus Roadeo.

JTA wins top award of Urban Grand Champions at the Florida Triple Crown Bus Roadeo.

FTA awarded JTA \$16.6 million for FCF BRT Orange Line project.

Skyway celebrates 30-year anniversary.

Alternative Service Delivery

Alternative Service Delivery Pilots

JTA is experimenting with new mobility options to provide first- and last-mile connections, low-speed neighborhood circulators and innovative paratransit solutions. JTA has already partnered with Beachside Buggies and Coastal Cab and more are in the works.

ReadiRide

ReadiRide, a new service offered by the JTA through Owl Inc., provides affordable, on-call transportation to customers within the Beaches, Highlands, Northside, Southeast and Southwest communities.

It's a service that puts the customer in control of when and where they want to be picked up and dropped off.



ReadiRide

Beachside Buggies

JTA is an official sponsor of Beachside Buggies, which provides complimentary, on-demand transportation in the beaches communities (including Jacksonville, Neptune and Atlantic Beaches). Beachside Buggies operates year-round, seven days a week.

Beachside Buggies' on-demand service operates between Penman Road on the west, Plaza on the north, the ocean on the east and 16th Avenue South in Jacksonville Beach. Beachside Buggies operates zero emission, long-range, 8-seater electric carts and 14-passenger vans.

The on-demand service is available:

- Monday through Wednesday, 3 p.m. to midnight
- Thursday and Friday, 3 p.m. to 2 a.m.
- Saturday, 11 a.m. to 2 a.m.
- Sunday, 11 a.m. to Midnight





Connexion and Connexion Plus

Connexion provides shared-ride, ground-level, door-to-door, non-emergency transportation service for customers with disabilities who are not able to use JTA's fixed-route bus service. JTA provides this service through a contract with MV Transportation but monitors and oversees all aspects of the service.

Individuals eligible for Connexion are those who are not able to use the fixed-route bus service for some or all of their trips because of a disability or other limitations. Individuals must be eligible for this service under the guidelines of the Americans with Disabilities Act (ADA) or the Transportation Disadvantaged (TD) program.

ADA customers are not required to state the purpose of each trip and may travel anywhere within a three-quarter mile radius from a fixed route or Skyway station (during normal hours of operation). Other provisions apply to TD customers. Many customers with disabilities or who are TD eligible find the fixed-route bus service is often the best and most economical way to meet their transportation needs.

Connexion



+PLUS

Connexion Plus

On April 1, 2019 and in partnership with third-party contractor UZURV, JTA launched a supplementary Connexion service called Connexion Plus. This service offers Connexion-eligible customers private, same-day travel to anywhere in the Duval county area. Customers need only to make a reservation no less than two hours in advance to use the service. Reservations and payment (credit card only) are made via a phone call or the UZURV app.

First Coast Flyer Bus Rapid Transit (BRT)

Overview

JTA has begun the implementation of a 57-mile Bus Rapid Transit (BRT) system. Named the First Coast Flyer, the system is made up of five distinct projects: the Downtown project, which will connect four corridors is followed by the North, Southeast, East and Southwest corridors.

BRT represents an important investment in Jacksonville's public transportation system. While population densities and transit ridership may not support light rail at this point, BRT represents a viable option to develop premium service, building ridership and ultimately grow the system to support investments like light rail in the future.

The First Coast Flyer BRT service operates in both mixed-use traffic and dedicated bus lanes during peak hours. Transit Signal Priority and queue jumps at select locations will provide more efficient movement of buses on the corridors. The project funds the acquisition of low-floor Compressed Natural Gas buses which are quieter and more fuel efficient. Branded BRT stations include real-time passenger information and ticket vending machines at the hubs. The service operates with a 10-minute frequency weekday peak periods, a 15-minute frequency during weekday off-peak periods, and a 30-minute frequency on weekends.

The First Coast Flyer will be the largest BRT system in the Southeast when completed. JTA is currently advancing the East and Southwest Corridors.

The First Coast Flyer BRT is part of JTA's effort to transform public transit in Jacksonville and Northeast Florida. In December 2014, the Authority restructures all of its Fixed Route bus and Community Shuttle services to improve effectiveness. This transformation established the framework to transition into the First Coast Flyer system.



① Downtown Improvements

The downtown project is 5.87 miles and consists of 12 enhanced stations. The project provides peak hour bus lanes on Broad, Jefferson, Bay and Forsyth streets, a queue jump on Forsyth Street and streetscaping to downtown standards. The total project cost is \$13.4 million.

Project Status: The majority of the project is complete. The Kings Avenue Station will be completed when the Florida Department of Transportation Interstate 95 Overland Bridge project is complete. Riverplace Station and fiber connections will be completed with the City of Jacksonville's Riverplace Boulevard Complete Streets project.

② North Corridor / Green Line

The BRT North Corridor extends 9.39 miles north of downtown Jacksonville to Interstate 295 and includes 18 stations. BRT service operates on existing surface streets and vehicles operate in mixed-use lanes for 9.34 miles. The project includes 22 transit signal priority intersections, eight CNG buses, a Park-n-Ride lot at the Interstate 295/Lem Turner Road interchange, reconstruction of Armsdale Road to access the Park-n-Ride entrance and several sidewalk projects to improve access to the stations. The total project cost is \$33.2 million.

Project Status: The stations are complete and the service is operational. The Armdale Road access reconstruction is in the construction phase with an estimated completion date of January 2020. The first phase of the sidewalk projects are under construction and the second phase is in design.

3 Southeast Corridor / Blue Line

The Southeast Corridor extends south 11.1 miles from the Kings Avenue Skyway Station/Manning Street to Avenues Walk/Southside Boulevard along Philips Highway. The project includes seven stations, 18 transit signal priority intersections, eight CNG buses and a Park-n-Ride lot at Avenues Walk Mall. The total project cost is \$23.8 million.

Project Status: The stations are complete and the service is operational. The Avenues Walk Park-n-Ride Center opened in December 2018. The University Boulevard Hub will be complete in the fall of 2019.

4 East Corridor / Red Line

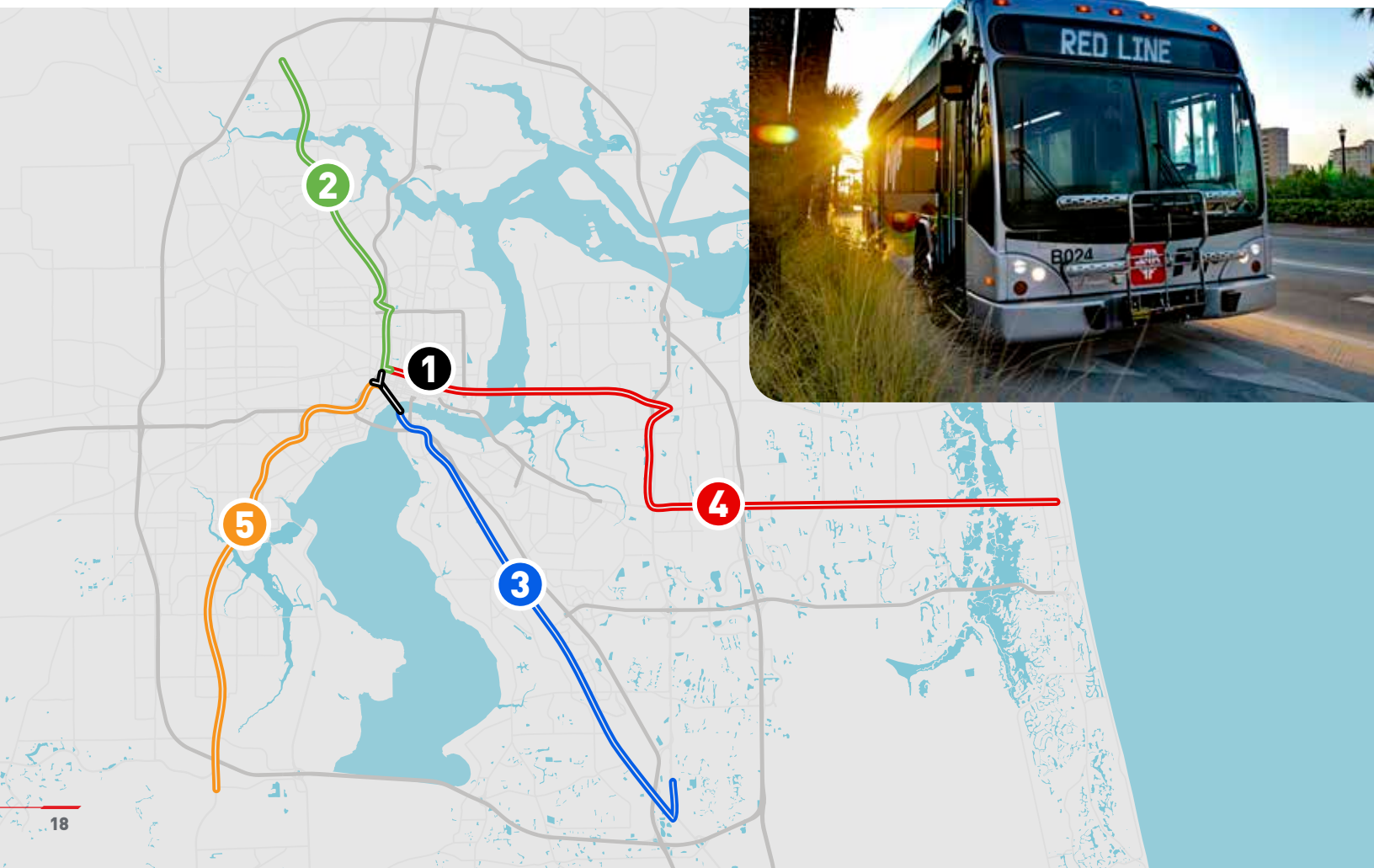
The East Corridor extends 18.5 miles east from downtown along Arlington Expressway, Southside Boulevard and Beach Boulevard. The project includes 21 stations, 32 transit signal priority intersections and 19 CNG buses. The total project cost is \$34.0 million.

Project Status: The stations are complete and the service is operational. Service began in December 2018.

5 Southwest Corridor / Orange Line

The Southwest Corridor will extend 12.9 miles from the downtown Convention Center, south to Florida State College at Jacksonville Kent Campus and south along Blanding Boulevard to the Orange Park Mall. There will be 22 stations, 24 transit signal priority intersections and 15 CNG buses. The estimated project cost is \$33.2 million.

Project Status: FTA funding awarded in April 2019. Completion scheduled for December 2020.



St. Johns River Ferry

Recognizing the St. Johns River Ferry's 120 year tradition in Northeast Florida and to secure its future as a vital part of the region's transportation system, JTA assumed ownership and management of this valuable asset. The JTA team, in collaboration with key partners, worked to ensure the successful transfer of existing ferry operations, including all property and assets, from the City of Jacksonville to the JTA. This effort was supported through a comprehensive planning and due diligence process, including legal, risk management and compliance services.

In support of JTA's mission to improve Northeast Florida's economy, environment and quality of life, on March 31, 2016, JTA added the ferry to its suite of reliable and efficient multimodal transportation services and facilities. This project offers tremendous opportunity to enhance connectivity and tourism in the immediate area.

JTA has already invested in immediate capital improvement needs including critical repairs to the existing slip walls, pile boxes and bulkheads. The third and final phase of the capital improvements project was completed in the fall of 2018 with the bridge replacements on both the Mayport and Ft. George boarding areas.

Ridership for the 2018 fiscal year was more than 400,000 passenger trips.

In October 2018, the Ferry went through a complete maintenance haul-out that provided necessary repairs, scheduled maintenance and modifications to multiple areas of the vessel.



Phase I: Fender Rehabilitation

Scope: Included partial demolition of pile boxes, fender systems, walkways, lights and ancillary components. Included design and construction of new Ferry slipwalls, fender piles, rescue ladders and lights.

Status: Complete

Phase II: Fender Rehabilitation

Scope: Included demolition of remaining pile boxes, fender systems, walkways, lights and ancillary components. Included design and construction to complete remaining portion of new Ferry slipwalls, fender piles, rescue ladders and lights. Included installation of turning dolphins.

Status: Complete

Phase III: Fender Rehabilitation

Scope: Included removal of existing terminal bridges along with design and construction of rehabilitated or new bulkheads, replacement of terminal bridges and installation of stopping mechanisms.

Status: Complete

Phase IV: UHMW Vertical Panels to Slipwalls & Safety Improvements

Scope: JTA recently received funding from the FTA to add Ultra High Molecular Weight (UHMW) vertical panels to the slipwalls. This follows from a recommendation made to JTA in an evaluation of the fender system by the consulting firm of BergerAbam out of Seattle, WA. The vertical panels will improve the long term function and maintenance of the slipwalls. Additionally, JTA received funding from the FTA to complete site safety improvements at Ferry terminals.

Status: Ongoing



INTERCITY BUS TERMINAL

Jacksonville Regional Transportation Center (JRTC) at LaVilla

Project Overview and Background

The JRTC at LaVilla is envisioned to be the intermodal transportation hub in a revitalized downtown. It will provide improved connectivity between local, regional and intercity transportation services at one hub in the LaVilla neighborhood, next to the Convention Center. These services include:

- **Local:** JTA fixed route bus, Skyway/U²C and First Coast Flyer Bus Rapid Transit
- **Regional:** Commuter bus and future commuter rail
- **Intercity:** Intercity bus (e.g., Greyhound and Megabus) and future commuter and intercity rail
- **Other:** Taxi, Uber, Lyft, Park-n-Ride, car sharing and bike share

Phase I and II are funded and proceeding forward. Plans also include necessary sidewalk improvements, parking and related amenities.

Phase I: Intercity Bus Terminal

Phase I includes the Intercity Bus Terminal for Greyhound operations. It is approximately 9,600 sf with an approved budget of \$10.5 million.

Status: Phase I was completed on time and under budget. Greyhound began operations at the Intercity Bus Terminal in April 2018.

Phase II: JRTC Administrative Building

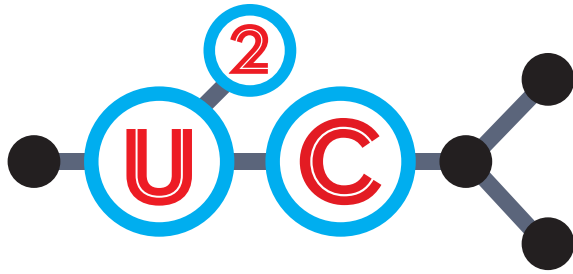
Phase II includes design and construct of the administration building and bus transfer facility for JTA operations. The bus transfer facility will consist of a 21-bay bus transfer facility, 7 bus-staging bays and the administration area will have 66,937 sf of space.

Status: JTA has completed final design of the facility. The project design was completed by Pond/ Michael Baker Joint Venture.

Construction of Phase II began in July 2017 and is expected to be completed in early 2020.

Funding for the Phase III facility and track work required to relocate Amtrak has not been identified.

Ultimate Urban Circulator (U²C)



Program Overview

The U²C is a program of projects that seeks to leverage autonomous vehicle (AV) technology to move people in downtown Jacksonville over 10 miles of network coverage. The AV system is forecasted to be comprised of 100 vehicles and will be implemented over a seven-year time frame. The program has been segregated into four distinct build cycles, each one offering a fully functional project that can be deployed in-sequence independently. The program has adopted some core values, which are strategic in nature, and will influence the development of the system.

- Remain future flexible
- Design as form-factor neutral
- Agnostic selection of technology (including vehicles)
- Development of open-platform software
- Retain key components of intellectual property
- Scale the system model to new mobility hubs

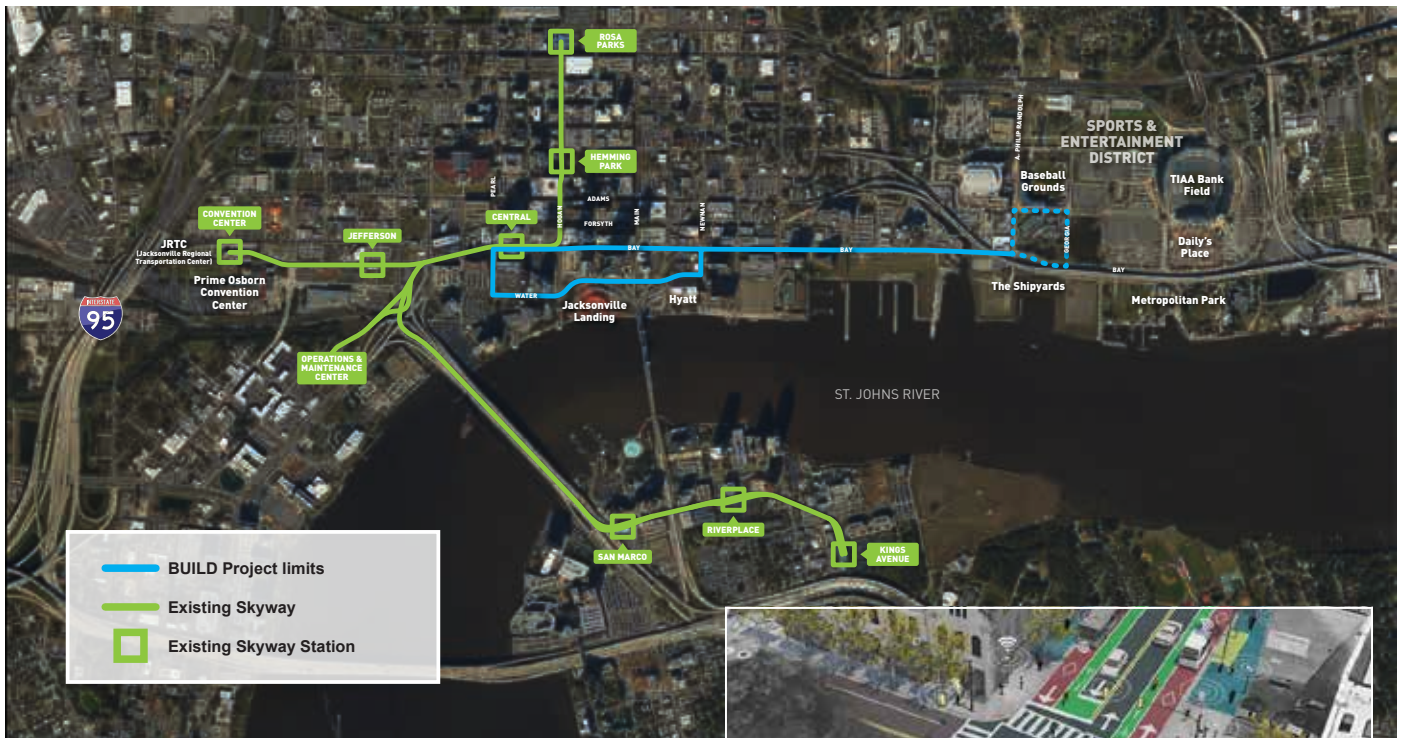
The project selection for the program is based on allowing the infusion of external funding. Federal, state, local and private investment funding options will be considered in the financing of each project. Additionally, the projects allow for additive capabilities of the AV system. By creating a program plan that allows for sequential addition of complexities, JTA will be able to develop a training program to progressively train our employees to develop the skill sets to deal with digital and autonomous system components. An overview of the projects, known as build cycles, is as follows:

- **BUILD 1** – 3 miles of service along the Bay St. Corridor connecting the Sports Complex to JRTC. 12-15 vehicles managed by a supervisory software system and an upgraded control room at Skyway O&M Center. Mainly at-grade service, with a test section of Skyway viaduct conversion connecting to JRTC.
- **BUILD 2** – 5 miles of service mainly focused on converting the 2.5 miles of above grade Skyway track and ramps at end stations going down to grade. 30 additional vehicles managed by software upgrades to allow for integration with kiosks and passenger information (mobile devices).
- **BUILD 3** – Extension to full 10+ miles of planned route service by extending further into San Marco, Riverside, and Springfield. 30 additional vehicles managed by upgraded software and full integration to JTA's enterprise business systems. At this stage the system is fully digital with data systems being primarily driven by cloud technology.
- **BUILD 4** – Capacity expansion and customer features expansion. The system is grown by a final 30 vehicles, taking the system vehicle count to 100+. A major software upgrade, focusing on dynamic routing and fleet management, allows customers to choose custom routes from mobile devices. Vehicle platooning is routine and the system dynamically balances demand and load, automatically sensing major demand from regional transportation, sporting events, or festivals.

The U²C program is underway. The Test & Learn portion of the program is working with its third vehicle — the Navya Armor — manufactured in Michigan and delivered to JTA in October 2018.

BUILD Grant Award

To jump-start the program, JTA applied for funding under the BUILD grant with the USDOT for the BUILD 1 scope and was awarded \$12.5 million for the Bay Street Innovation Corridor in December 2018.



Bay Street Innovation Corridor



Project Description

The Bay Street Innovation Corridor is a three-mile project serving as the gateway to Downtown Jacksonville that will connect to major destinations, support economic development and enhance mobility with the following elements:

- 15-vehicle autonomous transit network
- Supervisory control system
- Smart city technologies
 - Dynamic connected signals;
 - Smart lighting systems;
 - Pedestrian sensors;
 - Smart parking;
 - Flood warning sensors; plus an
 - Integrated data exchange to collect, manage and analyze information from the sensors and ultimately from autonomous vehicles.

Purpose

The Bay Street Innovation Corridor will:

- address mobility and infrastructure management needs along the corridor
- implement initial elements of JTA's Ultimate Urban Circulator (U²C) Program and the North Florida Transportation Planning Organization's (TPO's) Smart Region Master Plan
- connect with the JEA's available "dark fiber" network within the corridor
- maximize the value of the existing Skyway infrastructure, and
- leverage multiple public investments in the corridor including:
 - JRTC multimodal transportation center
 - First Coast Flyer Bus Rapid Transit (BRT) system; and
 - Integrated Data Exchange (IDE) proof of concept



Autonomous Avenue

Project Overview

The Autonomous Avenue Demonstration project will retrofit a 1/3 mile section of the elevated automated people mover (Skyway) to accommodate an autonomous vehicle transit system. This project is a key element of JTA's Ultimate Urban Circulator (U²C) Program.

The U²C is a comprehensive program to modernize and expand the Skyway and introduce autonomous vehicles (AVs) into JTA's transit system. The existing Skyway is a 2.5-mile, bi-directional monorail system with eight stations and a 25,000 square foot Operations and Maintenance Facility. The vision for the future of the Skyway under the U²C Program is a 10-mile system with a fleet of autonomous transit vehicles that can operate on the existing elevated infrastructure and at the street level. All expansions to the system will occur at ground level. With a larger fleet of smaller vehicles, the modernized Skyway would operate at higher frequencies (2 to 3 minutes), be able to reach into existing neighborhoods and support planned developments, and ultimately provide on-demand and point-to-point transit service in the urban core.

The Autonomous Avenue project that would be delivered under the Automated Driving System (ADS) Demonstration Grant would provide important lessons for the conversion of existing elevated systems and the establishment of new systems that can accommodate autonomous transit networks and other elevated autonomous operating domains. The project not only includes the actual infrastructure conversion, it includes an Integrated Data Exchange (IDE) and an operating demonstration for elevated transit service between the new Jacksonville Regional Transportation Center (JRTC) at LaVilla and the Skyway's existing Jefferson Station.

The Autonomous Avenue project is scalable to other communities that have aging elevated systems and are looking to deploy autonomous transit. The project envisions creating a vehicle agnostic platform that would allow different form factors of vehicles to operate on the structure and allow for the easy transition between vehicle technologies.

JTA applied for funding under the USDOT Automated Driving System (ADS) grant, for a request of \$10 million.

Joint Use & Transit Oriented Development (TOD)

JTA's Joint Use and Transit Oriented Development Program aims to utilize its real estate assets and work with public and private sector partners to promote development that supports public transit, enhances fare revenue and serves as a catalyst for economic development.

While JTA is not a developer, the Authority has acquired properties throughout its history as a road builder and transit provider that may present unique opportunities for Joint Use and TOD. Further, as JTA plans to develop premium services like First Coast Flyer bus rapid transit and future regional commuter rail, it is important that development around those corridors support public transportation.

To achieve these objectives, JTA has established a comprehensive real estate program structure to optimize and activate its real property portfolio. JTA continuously evaluates all of its assets to enhance its transit infrastructure and reduce carrying costs.

JTA is actively looking to dispose of surplus property. For properties with a potential for joint use or TOD, JTA is exploring potential partnership opportunities.

JTA will focus on TOD and joint use opportunities in the Bus Rapid Transit Southwest Corridor, the downtown and adjacent neighborhoods for the Ultimate Urban Circulator and on the Southeast line for commuter rail.

Key Initiatives and Activities:

Property Assessment and Strategic Transactions

- Marbon Park-n-Ride
- AC Skinner
- JRTC Property Swap

First Coast Flyer BRT Orange Line Corridor Planning

- Update to City Zoning Code to include BRT station areas
- A Urban Land Institute (ULI) Technical Assistance Panel (TAP)

Joint Use and TOD Planning

- U2C ULI National Service Advisory Panel
- Golfair TOD
- Rosa Park Repurpose Plan
- LaVilla Redevelopment Strategy

Mobility Hub Program

- Bowden and University Acquisition and Development
- Kings Avenue Station Mobility Hub Pilot

JTA/City of Jacksonville Planning

- Comprehensive Plan Update
- TOD Policy Working Group



JTAMobilityWorks

JTAMobilityWorks is a multimodal transportation work program that includes:

1. roadway improvements
2. mobility corridors designed to enhance safety and access to transit and other mobility options; and
3. St. Johns River Ferry operations and capital improvements

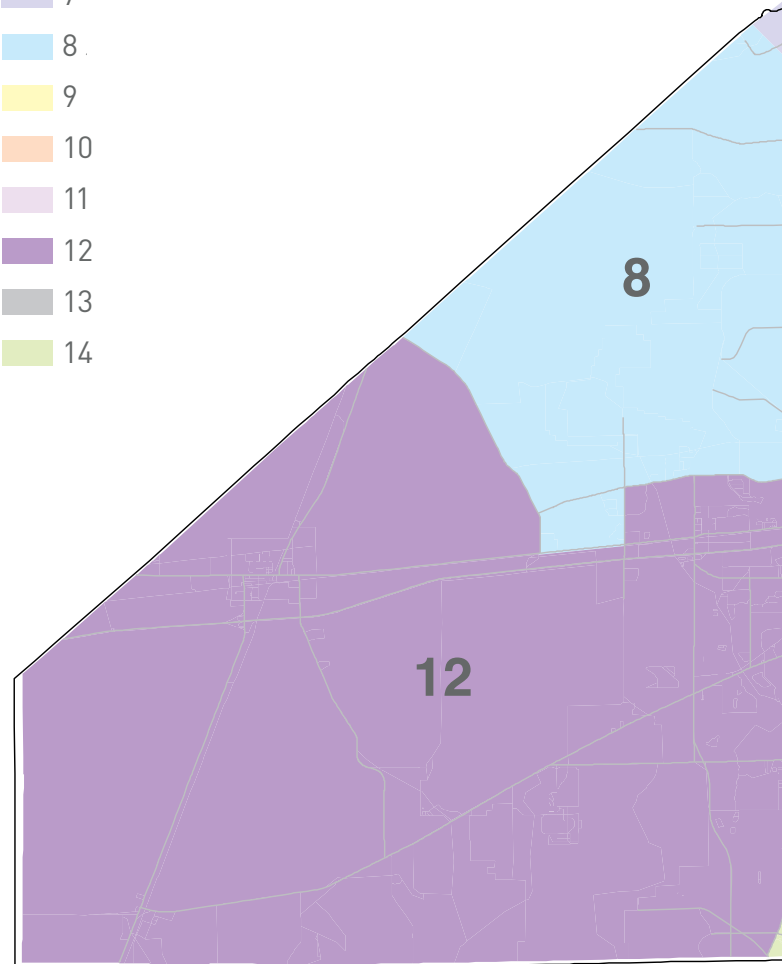
The road program is funded through \$100.5 million in revenue bonds issued pursuant to the extension of the Local Option Gas Tax (LOGT). The program of projects to be funded was developed by the City Council and many of the projects come from the Better Jacksonville Plan that had not been completed.

There are 13 road projects and work in 14 “Mobility Corridors” which are included in the road program. The Ferry program involves bringing the vessel and facilities into a state of good repair with federal funding assistance. JTA has been aggressively replacing and repairing the ferry slipwalls, terminal bridges and seawalls.



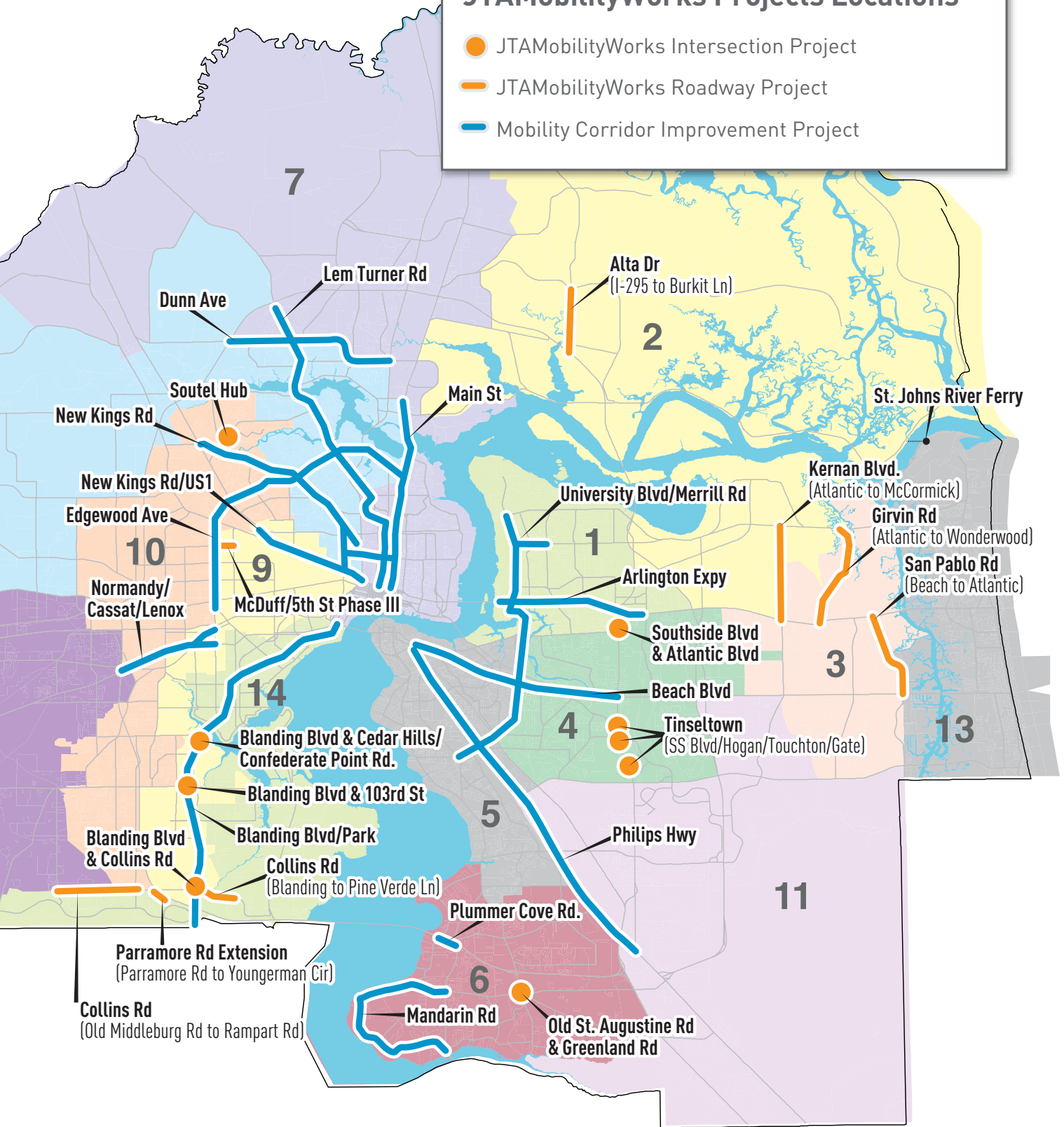
City Council Districts

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JTAMobilityWorks Projects Locations

- JTAMobilityWorks Intersection Project
- JTAMobilityWorks Roadway Project
- Mobility Corridor Improvement Project



0 1.5 3 6 9 12 Miles



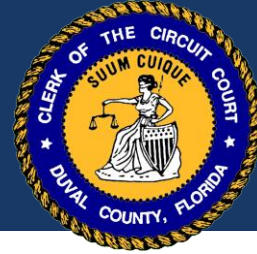
Public Policy Institute
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Constitutional Officer Materials Index

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2. Duval Clerk of Courts Overview
3. Property Appraiser Annual Report
4. Tax Collector Presentation

Fast Facts

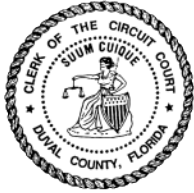
Duval County Clerk's Office



Court and Official Records Services

2017-18 Fiscal Year Statistics:

- **286,324** Walk-in customers served
- **47,306** ePay payments processed
- **233,726** New cases filed
- **6,762** Marriage licenses issued
- **306,599** Official documents recorded
- **1,018,142** eFiled documents processed
- **1,557,833** Paper documents processed
- **59,447** Jurors summoned
- **9,390** Passport applications processed
- **\$164,424,666** Total revenue collected
- **\$14,914,984** County revenue collected
- **\$18,065,636** State Budget, FY 18-19
- **\$4,750,713** County Budget, FY 18-19



Clerk of the Circuit & County Courts

DUVAL COUNTY
JACKSONVILLE, FLORIDA 32202

RONNIE FUSSELL

CLERK OF THE CIRCUIT COURT

TELEPHONE: 904-255-2000

FACSIMILE: 904-255-2157

The Florida Constitution established the Clerk of the Circuit Court as an elected public official in 1838. The Clerk is vested with a large number of administrative duties on behalf of both Duval County and the 4th Judicial Circuit Court. Due to its unique place in government, the Clerk's Office has two separate budgets – a state budget for all of its court functions and a county budget as part of Jacksonville's overall budget process to handle its county functions. Since Clerk Fussell took office in 2013, the Clerk's Office has not required any contributions from the City of Jacksonville's General Fund. The revenues generated from the Clerk's county functions (recording, marriage license, and tax deeds) has been sufficient to support their operations.

It should also be noted that in most Florida counties, the Clerk also serves as the county's Comptroller but due to Duval County's consolidated government structure this is not the case in Duval County.

“There shall be in each county a Clerk of the Circuit Court who shall be selected pursuant to the provisions of Article VIII, Section 1.”

Article V, Section 16, Florida Constitution

The Clerk's Office performs a wide range of record keeping, information management, and financial management for the judicial system and county government. Because the Clerk's duties affect the rights and property of county citizens, it is essential that the Clerk remain accountable for his or her actions. For this reason, the constitution and statutes require that the Clerk:

- is governed by statutory authority in carrying out the duties and functions of the office
- is subject to audits by independent agencies

Additionally, as an elected official, the Clerk is also accountable to the voters of Duval County every four years.

DUTIES OF THE CLERK

In the normal course of business, the Clerk's Office performs over 1,000 duties imposed by constitutional and statutory requirements. In addition to these required functions, the Duval Clerk's Office has chosen to carry out additional permissible duties, such as serving as a passport application facility, as a service to members of the public. While a comprehensive overview of all of these various duties is beyond the scope of this brief overview, the major functions the Clerk performs in his various roles are highlighted on the following pages with an emphasis placed on the Clerk's county functions of recording, marriage license, and tax deeds.

CLERK OF THE CIRCUIT AND COUNTY COURT:

- Attend Court hearings and trials
- File indictments, information, and verdicts
- Process all civil and criminal cases
- Prepare appellate records
- Jury management
- Collect and disburse fines, court costs, forfeitures, fees, and service charges
- Conduct mortgage foreclosure sales
- Maintain custody of all evidence and exhibits entered by the court
- Assist in completing paperwork required to file a Small Claims action
- Assist in completing paperwork required to file petitions for protective injunctions (domestic, repeat, sexual, and dating violence)
- Issue process service documents
- Maintain court registry
- Audit guardianship reports
- Audit child support payments

RECORDER:

- Record and index deeds, mortgages, and descriptions of all county property
- Process tax deed applications and conduct sales
- Record public defender liens and judgments entered by the court, record tax liens and claims against an estate, instruments of conveyance, agreements, contracts, maps and plats of subdivisions and surveys
- Maintain a public records library
- Collect and disburse intangible taxes
- Collect and disburse documentary stamp monies

MARRIAGE LICENSES:

- Process and issue marriage licenses
- Record completed licenses
- Issue certified copies of marriage licenses
- Cashier and process payments for marriage license fees
- Work with military officials to issue licenses under logistically challenging circumstances involving deployments and other issues
- Issue offsite marriage licenses under extraordinary circumstances

TAX DEEDS:

- Intake and verify Tax Collector's Certification for Tax Deed Sale
- Set dates for tax deeds sale and send notice to Jacksonville Sheriff's Office for service on affected parties
- Produce and maintain all records relating to tax deed process
- Conduct tax deed sales online through contracted auction website
- Print tax deed and submit for recording
- Perform all necessary functions for any resales if necessary
- Distribute proceeds of tax deed sales to parties involved
- Maintain list of Lands Available for properties that do not sell at auction

PASSPORTS:

- Since becoming a passport acceptance facility in 2016, the Clerk's Office has processed over 22,000 passport applications
- Both the main office at the Duval County Courthouse and the Clerk's beaches branch in Neptune Beach serve as passport acceptance facilities to provide convenient options for members of the public
- The Clerk's passport department was recently recognized by the U.S. Department of State as one of the top facilities in the State of Florida

2018 Annual Report

Duval County Property Appraiser's Office



*Everything you need to know
about the value and revenue of
Jacksonville's Property*



OUR MISSION

We will produce a fair, equitable and accurate tax roll as required by law.
We will focus on our customers - the taxpayers. We will support the continuous personal and professional development of our employees.



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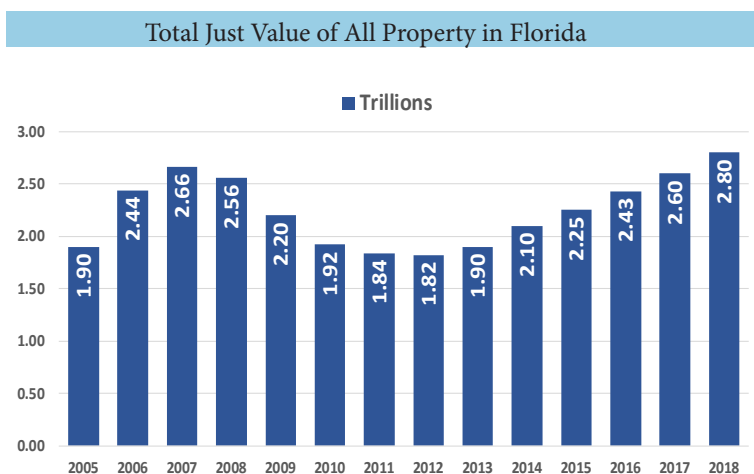
Property Rates

Just Value/Fair Market Value



“Just Value” also referred to as “Fair Market Value”

A value determined by the Property Appraiser’s Office based on what a buyer is willing, but not obliged to buy, would pay a seller willing, but not obliged to sell, on January 1 of the Tax Roll year. This excludes estimated costs associated with a sale and takes into account the eight criteria outlined in section 193.011 of the Florida Statutes.



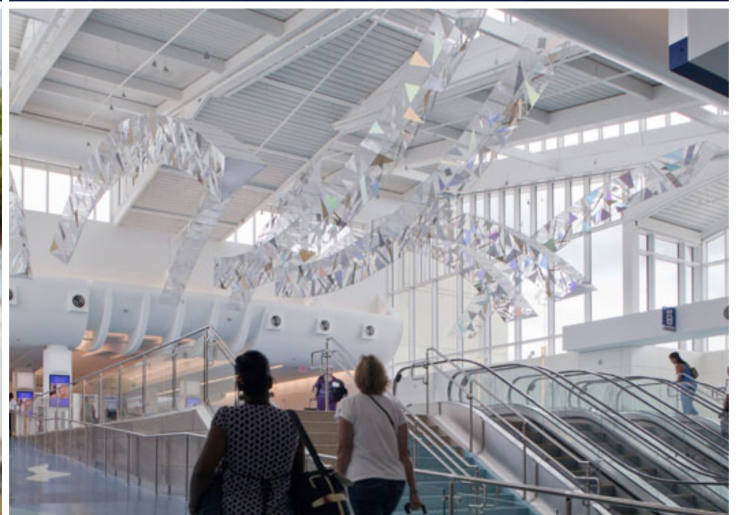
Source: Florida Department of Revenue Data Portal
(includes real, tangible and centrally assessed property)

The total just value, or market value, of all property on county tax rolls in Florida totaled approximately \$2.8 trillion dollars in 2018

Total Just Value of Property in Duval County, Florida

ROLL YEAR	REAL PROPERTY	TANGIBLE PERSONAL PROPERTY	CENTRALLY ASSESSED	TOTAL JUST VALUE
2018	87,905,624,396	14,950,402,643	208,879,992	103,064,907,031
2017	82,309,933,998	15,665,382,335	200,807,655	98,176,123,988
2016	77,445,470,425	14,408,631,850	180,462,335	92,034,564,610
2015	73,838,315,752	15,221,691,615	173,931,201	89,233,938,568
2014	69,913,708,767	15,417,190,308	173,504,568	85,504,403,643
2013	65,202,327,092	13,041,221,082	163,558,772	78,407,106,946
2012	66,155,915,693	12,696,033,990	162,410,906	79,014,360,589
2011	69,701,644,708	12,378,011,033	158,707,004	82,238,362,745
2010	76,111,884,819	12,439,237,304	142,277,638	88,693,399,761
2009	82,960,136,759	12,241,327,799	199,380,633	95,400,845,191

Source: 2009-2018 Certified Tax Rolls



Tax Rates & Revenue

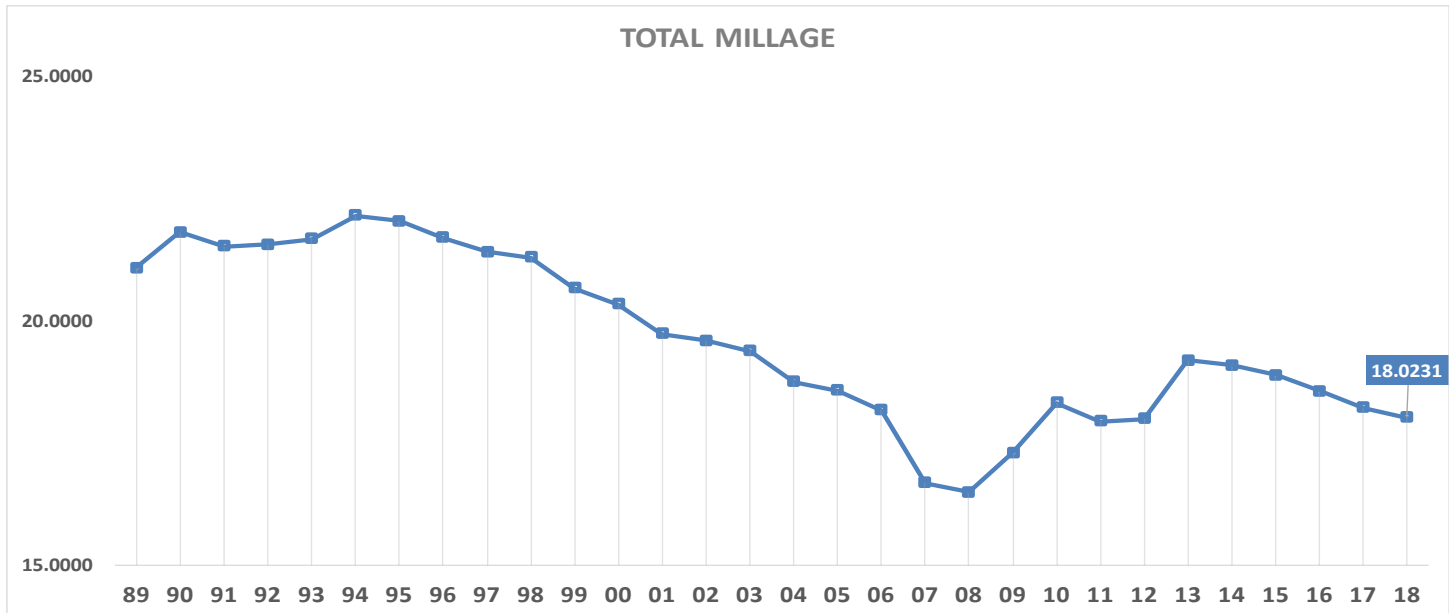
Millage Rate

Tax rate set by each taxing authority to generate taxes based on annual budgets. The millage rates of each taxing authority are combined to generate an overall millage rate.

What's a "mill"?

Taxing authorities set the tax rate in "mills." A mill equals \$1 per \$1,000 in taxable value.

Total Millage
(Jacksonville General Services District)



1989 – 2018 Certified Tax Rolls

*The chart above represents the General Services District. Local millages vary slightly by districts within Duval County. See chart at bottom left for all local millage rates.

2018 Millages by Taxing Authority (General Services District)

MILLAGE	TAXING AUTHORITY
11.4419	Duval County /City of Jacksonville
6.2930	Duval County School Board
0.2562	St.John's River Water Mgmt. District
0.0320	Florida Inland Navigation District
18.0231	Total Millage

Source: Duval County Taxing Authorities

2018 Total Millages by District

DISTRICT	MILLAGE
General Services District	18.0231
Old Core City of Jacksonville	18.0231
Jacksonville Beach	18.7271
Atlantic Beach	17.9609
Neptune Beach	18.0980
Baldwin	19.0315

Source: Duval County Taxing Authorities

Taxing Authorities

The Property Appraiser does not set your property tax rates. Your tax rates are determined by the following taxing authorities:

- The City of Jacksonville
- Duval County School Board
- The Cities of Atlantic Beach, Jacksonville Beach, Neptune Beach and the Town of Baldwin
- The St. Johns River Water Management District
- The Florida Inland Navigation District

Taxes are determined by applying each Taxing Authority's millage rate to the applicable taxable value on the property. One mill equals \$1 per \$1,000 in value (.001).

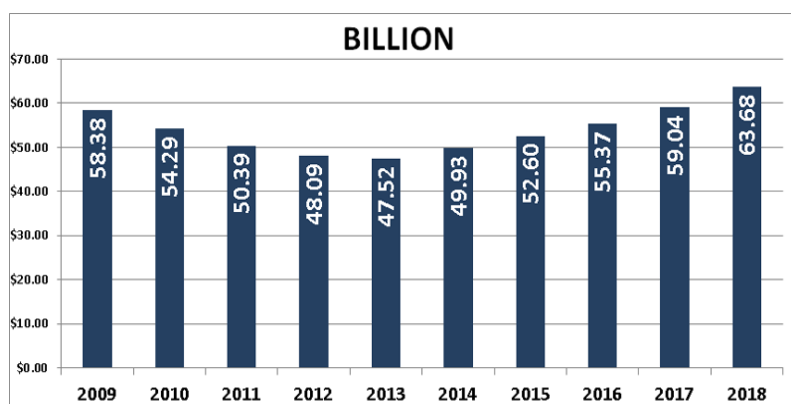
“Taxable Value”

The value of your property on which you are taxed. The “taxable value” is calculated by taking the annual assessed value determined by the property appraiser’s office and subtracting applicable exemptions.

The taxable value may vary by taxing authority, since some exemptions do not apply to every authority.

Total Taxable Property in Duval County

Total Taxable Property for County Taxes
(Includes Real, Tangible and Centrally Assessed Property)

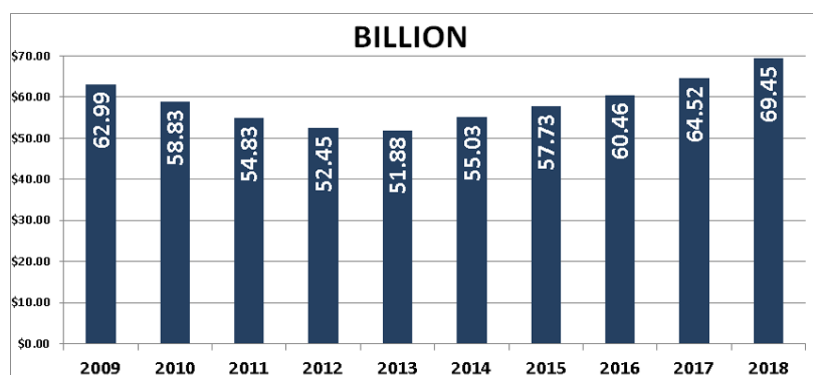


ROLL YEAR	TAXABLE VALUE	PERCENT CHANGED
2018	63,676,881,639	7.86
2017	59,039,290,620	6.63
2016	55,370,431,296	5.27
2015	52,599,729,534	5.35
2014	49,929,110,109	5.06
2013	47,523,995,949	-1.17
2012	48,085,091,497	-4.57
2011	50,390,226,313	-7.18
2010	54,287,100,815	-7.01
2009	58,382,480,195	-4.40

Source: 2009-2018 Certified Tax Rolls

*Represents the City of Jacksonville Operating Taxable Value, There are different taxable values for different taxing authorities

Total Operating Taxable Value for School Taxes



ROLL YEAR	TAXABLE VALUE	PERCENT CHANGED
2018	69,451,978,708	7.64
2017	64,521,553,233	6.73
2016	60,455,083,009	4.72
2015	57,730,053,982	4.90
2014	55,030,932,179	6.07
2013	51,882,830,650	-1.08
2012	52,449,458,209	-4.34
2011	54,829,339,484	-6.80
2010	58,831,009,628	-6.61
2009	62,992,703,663	-3.68

Source: 2009-2018 Certified Tax Rolls

*Represents the Duval County Schools Operating Taxable Value, There are different taxable values for different taxing authorities

Budgeted Revenue

Projected Property Taxes for 2018

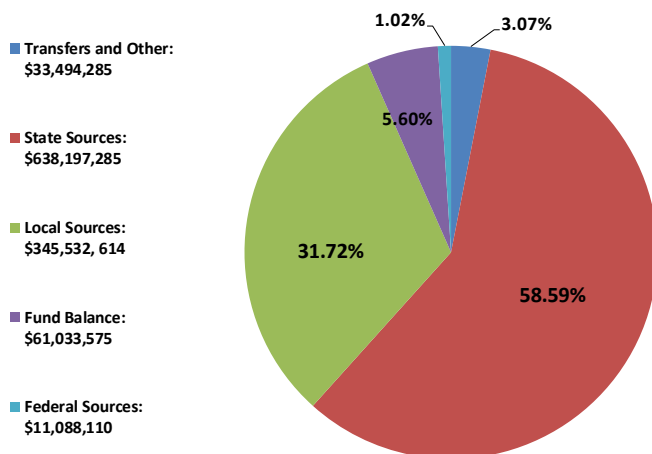
City of Jacksonville (EXCLUDING Beaches & Baldwin)	\$657,218,850.85
Duval County Public Schools	\$437,425,970.33
City of Jacksonville (FROM Beaches & Baldwin)	\$51,390,375.90
City of Jacksonville Beach	\$14,457,210.21
City of Atlantic Beach	\$5,711,108.70
City of Neptune Beach	\$2,896,055.10
Town of Baldwin	\$133,978.94
St. Johns River Water Management District	\$16,378,600.14
Florida Inland Navigation Dist	\$2,045,729.65
TOTAL GROSS TAXES	\$1,187,657,879.82

Source: 2018 Certified Tax Roll

*Actual taxes collected may vary from levies as a result of appeals, adjustments, liens and other factors.

Of the estimated property tax levy in 2018, approximately 60% was projected for the City of Jacksonville and 37% for Duval Country Public Schools.

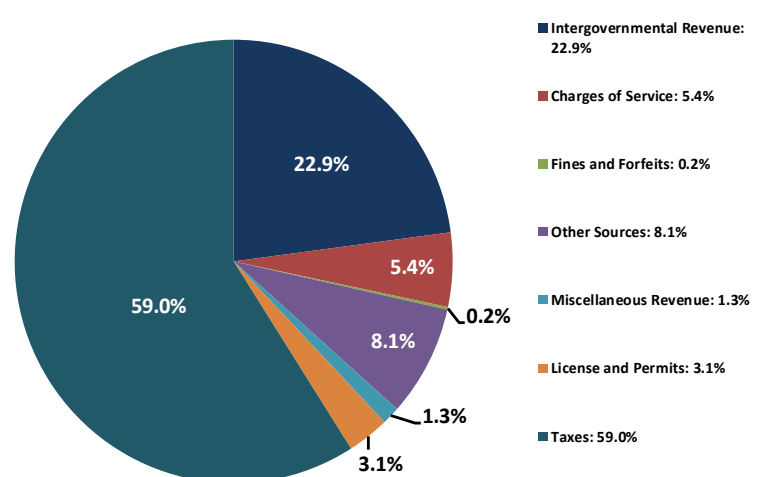
Duval County Public Schools
FY 2018/2019 General Fund



FY 2018/2019
Duval County Public Schools
General Fund Budget
\$1,089,345,869

Source: Duval County Public Schools, Budget Services

City of Jacksonville
FY 2018/2019 General Fund



FY 2018/2019
City of Jacksonville
General Fund Budget
\$1,314,410,978

Source: City of Jacksonville FY 2017-2018 Budget

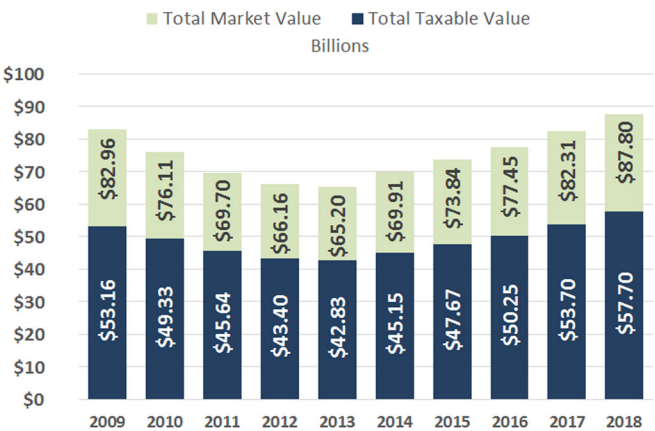
Total Taxable Value for Real Property in Duval County

Facts and Figures Overview

The Property Appraiser’s office is required by law to have field staff inspect all property at least once every five (5) years to ensure accurate tax rolls.



Total Market Value and Total Taxable Real Estate Property in Duval County



Source: 2009-2018 Certified Tax Rolls
Taxable Values listed are those applicable to county taxes.

ROLL YEAR	MARKET VALUE	TAXABLE VALUE	DIFFERENCE IN BILLIONS*	PERCENT CHANGE
2018	\$87,905,624,396	\$57,708,537,267	30.2	5.54%
2017	\$82,309,933,998	\$53,697,763,311	28.6	5.22%
2016	\$77,445,470,425	\$50,253,644,697	27.2	3.89%
2015	73,838,315,752	47,665,184,852	26.2	5.69%
2014	69,913,708,767	45,148,896,830	24.8	10.71%
2013	65,202,327,092	42,834,225,973	22.4	-1.68%
2012	66,155,915,693	43,404,699,429	22.8	-5.45%
2011	69,701,644,708	45,640,022,695	24.1	-10.14%
2010	76,111,884,819	49,333,657,673	26.8	-10.13%
2009	82,960,136,759	53,164,245,312	29.8	-5.34%

* This is the difference in value between the annual market value and taxable value of property

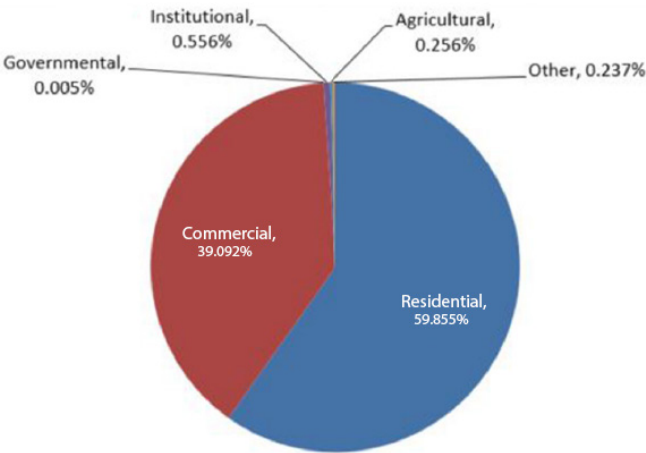
CATEGORY TYPE	PARCEL COUNT	MARKET VALUE	TAXABLE VALUE	PERCENT TO TOTAL TAXABLE
Single Family Homes	263,701	45,966,104,894	29,824,314,943	51.681%
Improved Commercial	12,315	12,839,580,390	11,800,789,401	20.449%
Improved Industrial	3,984	4,649,790,076	4,455,538,148	7.721%
Multi-Family 10 Units or More	615	5,544,549,538	5,231,698,401	9.066%
Condominiums	27,454	3,645,125,617	2,730,948,840	4.732%
Vacant Residential	18,462	869,356,002	785,581,389	1.361%
Multi-Family Less than 10 Units	5,320	1,090,864,456	856,545,566	1.484%
Vacant Commercial	3,248	530,389,448	497,500,851	0.862%
Mobile Homes	9,556	507,771,923	290,411,929	0.503%
Institutional	2,764	3,347,863,349	321,010,719	0.556%
Vacant Industrial	1,414	187,911,143	171,531,855	0.297%
Retirement Homes & Misc. Residential	4,777	451,890,961	402,187,902	0.697%
Agricultural	1,710	1,917,652,501	147,572,818	0.256%
Miscellaneous	3,968	116,366,860	105,269,000	0.182%
Non-Agricultural Acreage	86	56,789,694	52,611,426	0.091%
Leasehold Interest	145	347,415,469	31,382,293	0.054%
Government	6,368	5,832,808,075	2,644,639	0.005%
Cooperatives	121	3,394,000	997,147	0.002%
TOTALS:	366,008	87,905,624,396	57,708,537,267	100.000%

Total Real Property Parcels in Duval County

ROLL YEAR	PARCEL COUNT	PERCENT CHANGED
2018	366,008	0.73
2017	363,344	0.50
2016	361,547	0.49
2015	359,784	2.03
2014	352,617	0.48
2013	350,919	0.08
2012	350,637	0.15
2011	350,119	0.00
2010	350,131	0.10
2009	349,777	0.22

Source: 2009-2018 Certified Tax Roll

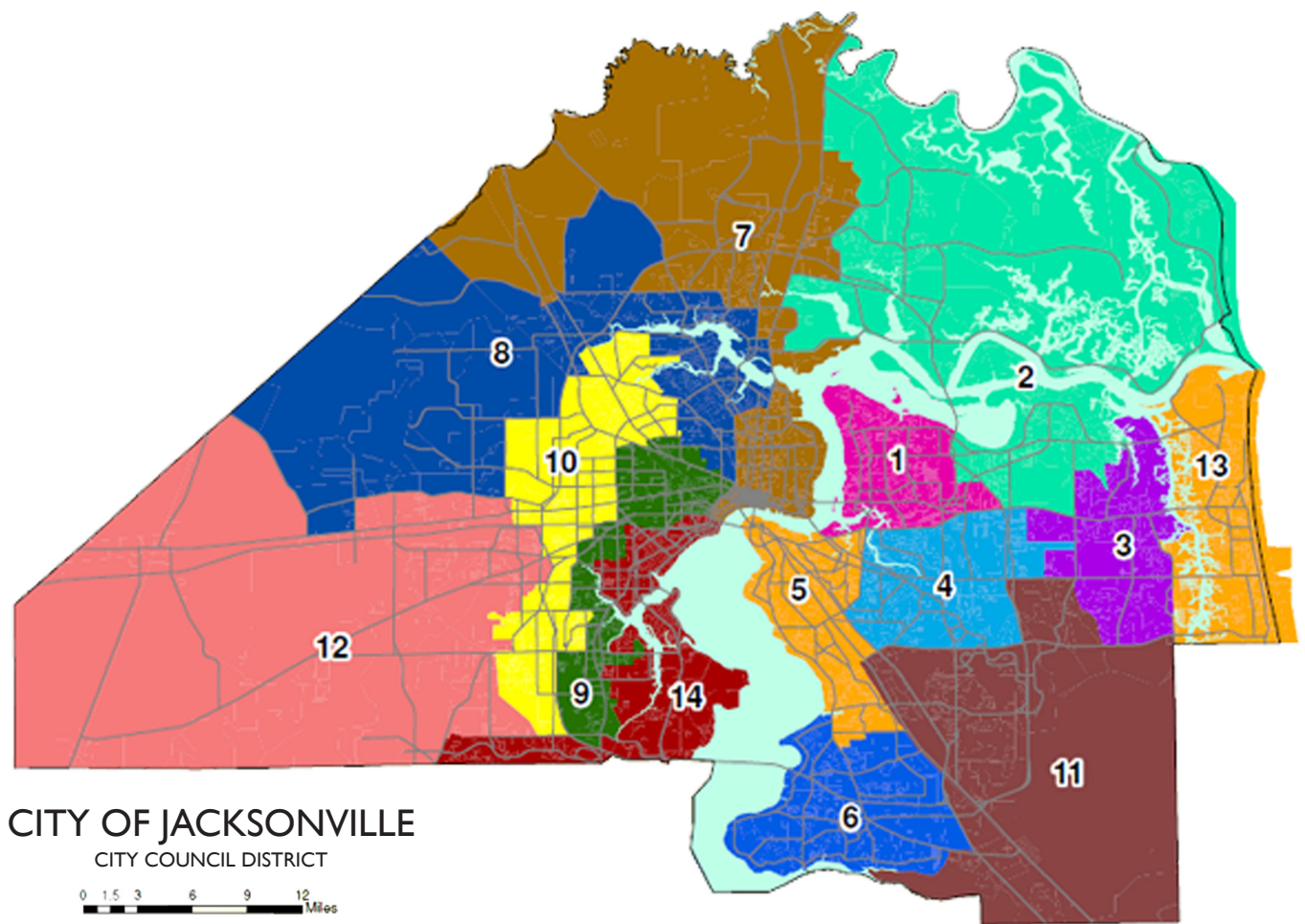
Taxable Value Composition of Real Property



Source: 2018 Certified Tax Roll



Florida law requires the Property Appraiser's Office to inspect all property in the county at least once every five (5) years. We do not inspect the interior of residential properties. For your safety, all our employees drive clearly marked vehicles, wear blue collar shirts with our seal and carry City of Jacksonville identification.



Parcels by City Council Districts

DISTRICT	PARCEL COUNT	SINGLE FAMILY HOMES	HOMESTEADS*	SENIOR HOMESTEADS**	INDUSTRIAL W/ STRUCTURES	COMMERCIAL W/ STRUCTURES	GREENBELT***
1	21,854	17,117	12,138	531	150	801	3
2	28,347	22,076	17,694	404	197	252	171
3	24,396	19,567	16,038	254	22	369	21
4	24,213	16,990	12,776	586	163	1,260	8
5	24,467	16,779	13,123	566	413	1,650	3
6	27,795	23,793	19,750	548	136	759	28
7	27,212	16,018	9,845	348	639	1,827	256
8	29,489	20,782	12,185	677	197	672	377
9	25,190	18,163	8,992	579	613	1,161	11
10	28,129	21,364	12,518	916	594	695	52
11	26,955	14,438	13,749	301	399	1,114	143
12	24,531	17,867	14,325	483	110	340	618
13	26,561	17,439	14,667	372	208	954	3
14	26,869	21,308	15,151	569	143	1,050	16
TOTALS:	366,008	263,701	192,951	7,134	3,984	12,904	1,710

Source: 2018 Certified Tax Roll

*Homes with a Homestead Exemption **Homes with an income-based SR. Additional Homestead Exemption ***Number of parcels with an agricultural classification

Duval County Statistical Breakdown

2018 Real Estate Market Value

County	Real Estate Market Value	Total Real Parcel Count	All Property Total Market Values
Brevard	59,894,732,231	331,034	69,310,970,678
Broward	267,960,028,420	749,270	278,209,538,112
Miami/Dade	405,333,357,519	912,391	425,705,192,486
Duval	87,492,513,883	365,996	102,450,477,544
Hillsborough	133,045,634,491	489,994	144,359,931,974
Orange	173,891,886,893	457,131	188,755,180,924
Pinellas	114,469,468,458	435,175	120,766,224,291

Source for charts above and right: Florida Department of Revenue 2018 Ad Valorem Data Book and 2018 Duval County Preliminary Tax Roll

There were 48,001 total real estate transactions for Duval County this past year.

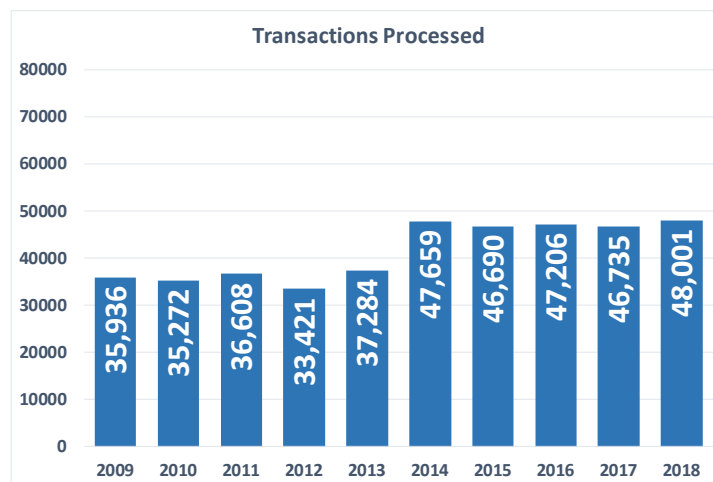
New Parcels by Planning District*

Planning Dist #	Common Name	New Parcels
District 1	Urban Core	0
District 2	Greater Arlington/Beaches	410
District 3	Southeast	679
District 4	Southwest	612
District 5	Northwest	235
District 6	North	570
District 7	Atlantic Beach	2
	Neptune Beach	6
	Jacksonville Beach	18
	Baldwin	82
	Total New Parcels	2614

Source: PAO Real Estate Database

* Added to 2018 Tax Roll; does not include deletions when parcels were reconfigured.

Duval County Real Estate Transactions*

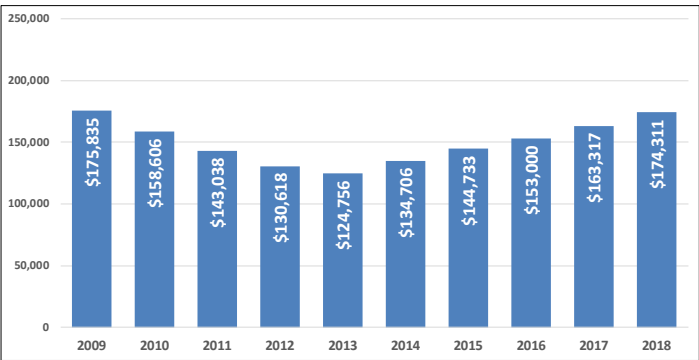


Source: 2009-2018 Certified Tax Roll

*Includes sales and changes in ownership including foreclosures adjusted on the tax roll the year indicated. Transactions occurred the prior year.

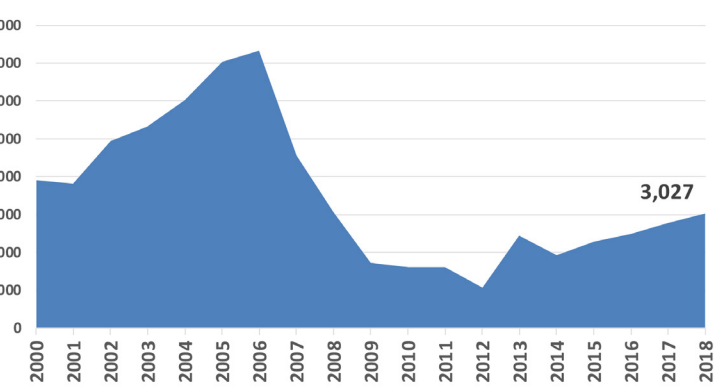
Residential Property Facts & Figures

Avg. Market Value of a Single Family Home in Duval County



Source: 2009-2018 Certified Tax Rolls

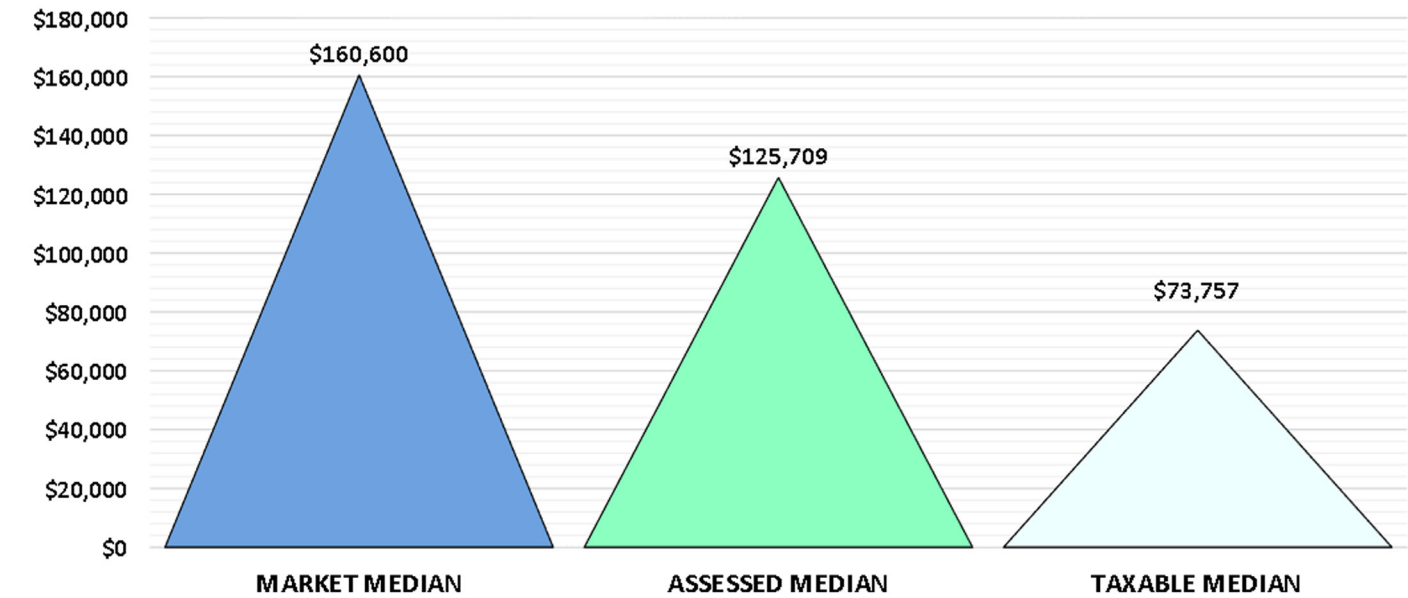
New Single Family Homes*



Source: PAO Real Estate Data Base
*Homes completed in a given year are added to the tax roll the following year.

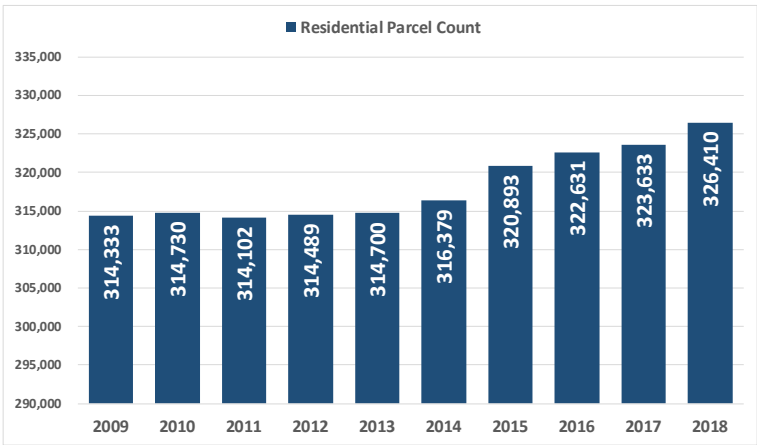
The median market value of a homestead single family home on the 2018 Tax Roll was \$160,600.

Median Market, Assessed, Taxable Values of Homesteaded property



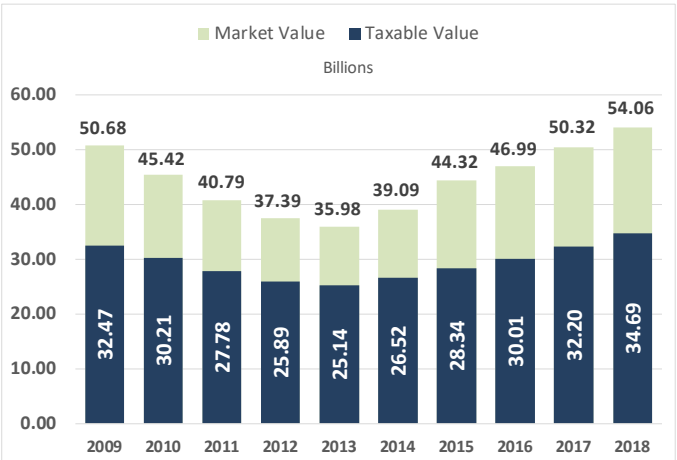
Source: 2018 Certified Tax Roll

Residential Parcel Count



Source: 2009 - 2018 Certified Tax Rolls

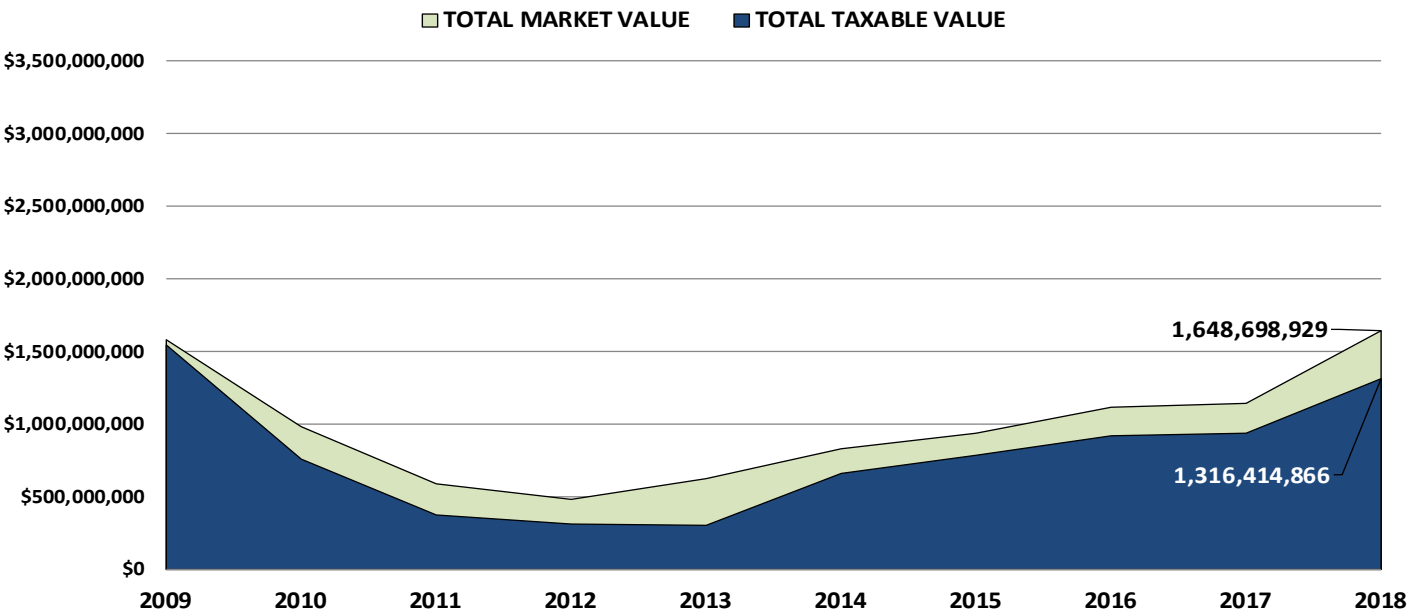
Residential Market and Taxable Values



Source: 2009 - 2018 Certified Tax Rolls - BILLIONS

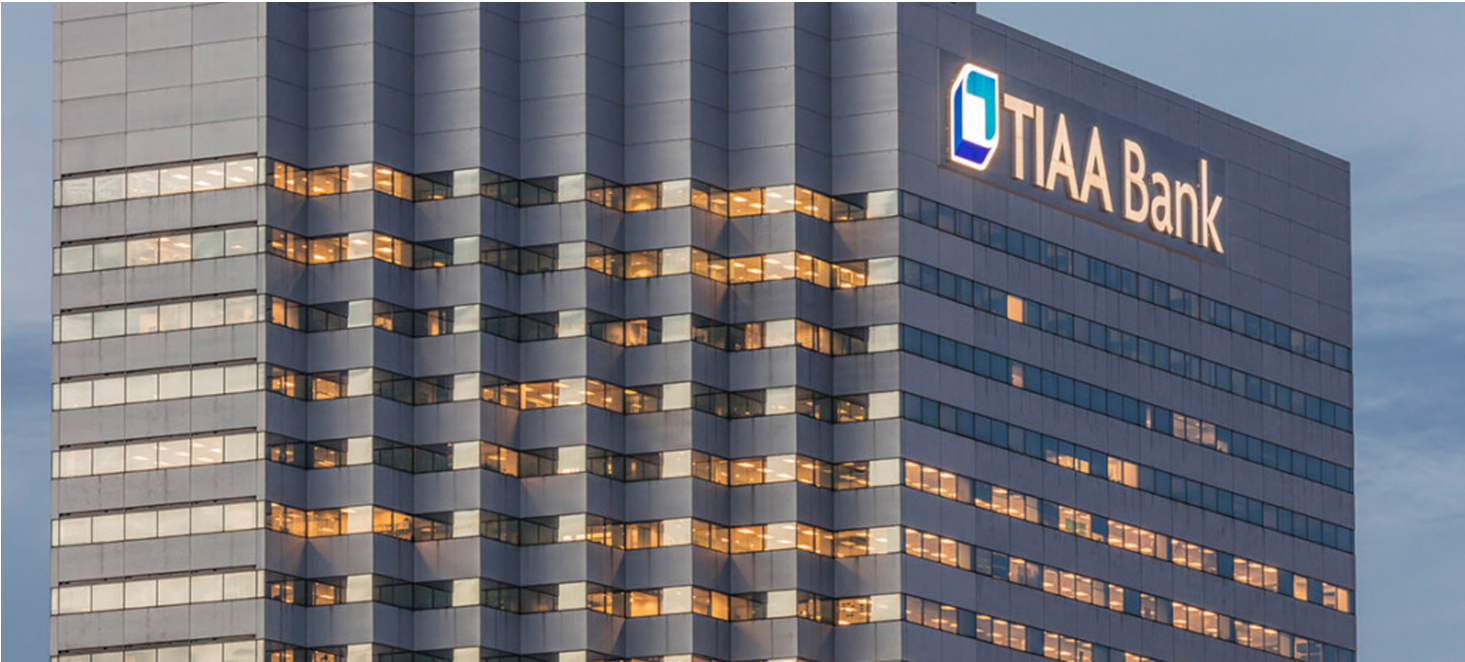


Net New Construction* Market and Taxable Values



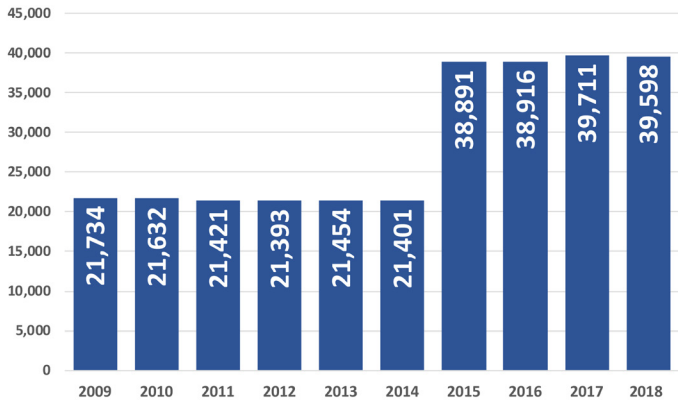
Source: 2009 - 2018 Certified Tax Rolls
*Net new construction is comprised of all new building construction, additions, and deletions in each respective tax roll year.

COMMERCIAL PROPERTY

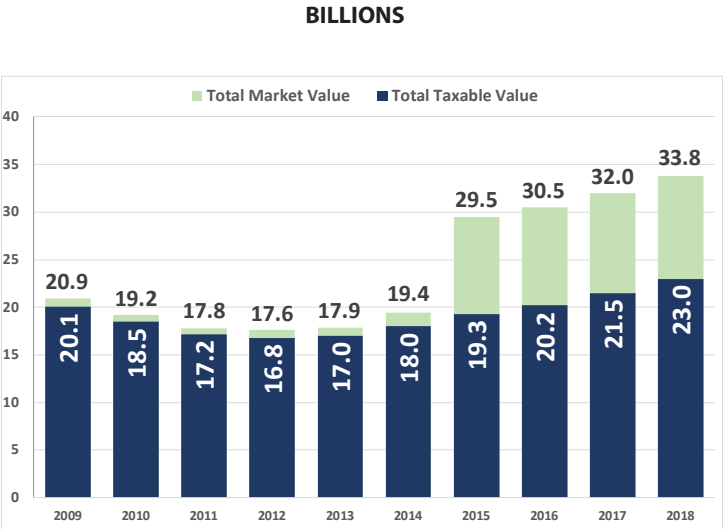


In Duval County, commercial real estate parcels make up only 11% of the county’s real estate parcels, but it accounts for nearly 39% of the total taxable value of real estate property.

Commercial Parcel Count

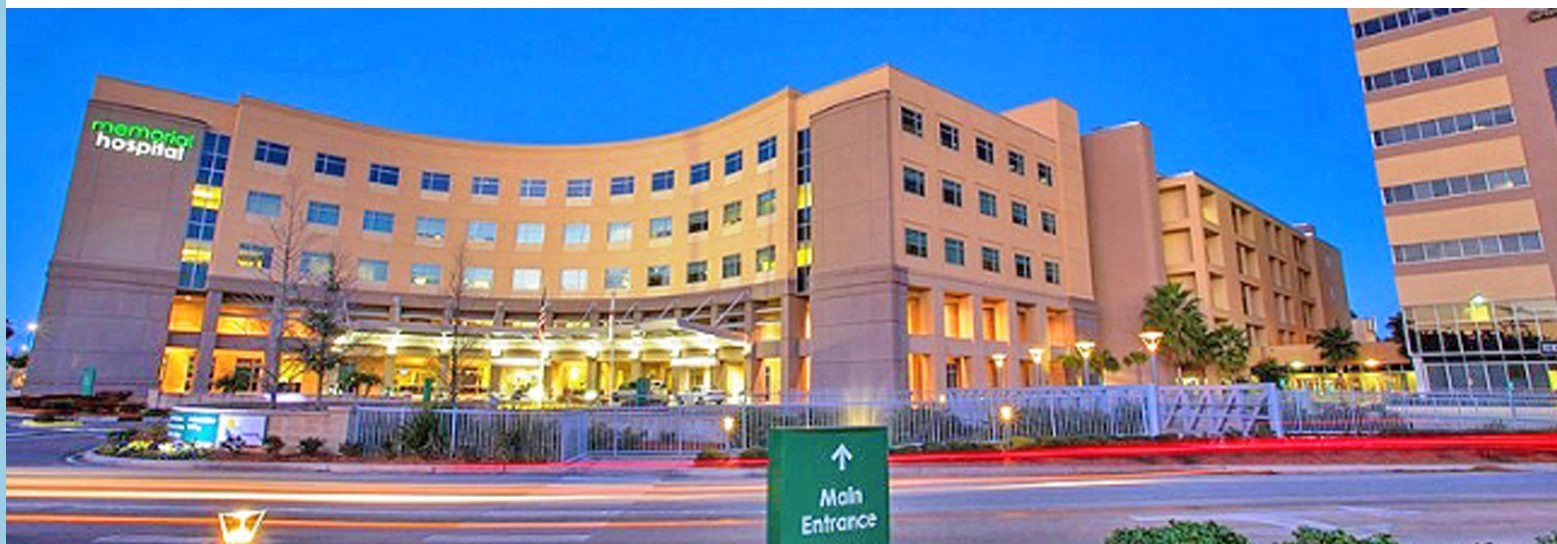


Commercial Market and Taxable Values



Source: 2009 - 2018 Certified Tax Rolls
*Tax year 2015 is the first year where institutional, government, leaseholds and miscellaneous categories are combined in the "Commercial Property Counts and Values."

Source: 2009 - 2018 Certified Tax Rolls
*Tax year 2015 is the first year where institutional, government, leaseholds and miscellaneous categories are combined in the "Commercial Property Counts and Values."



Largest Grouped* Real Estate Assessments in Duval County
Top 25 on 2018 Certified Tax Roll

	COMPANY NAME	REAL ESTATE TAXABLE VALUE
1	St Johns Town Center LLC	318,207,381
2	Mid America Apartment Communities	208,975,266
3	Stone Mountain/Gwinnett Industrial Inc	195,963,497
4	Blue Cross & Blue Shield	191,186,544
5	Beemer & Associates	190,610,355
6	Wal-Mart Properties/Stores	181,028,304
7	G&I VII LLC (Apartments)	130,504,940
8	Perimeter Realty / Fort Family Apartments	130,082,730
9	RAMCO Jacksonville LLC (River City Market Place)	128,792,355
10	GPT GIG BOA Portfolio	121,327,924
11	Jacksonville Avenues Ltd (Mall at the Avenues)	121,054,700
12	Breit Olympus MF Apartments	116,292,200
13	Hines Global	103,798,052
14	G&I IX Paradise Island Property Owner LLC	99,189,400
15	Memorial Health Care Group Inc	96,032,068
16	Anheuser Busch/Metal Container Corp	95,799,447
17	BR Beach House DST	86,451,100
18	Gate Petroleum/Gate Land	86,406,122
19	Bank of America	85,308,637
20	Amkin West Bay LLC	84,482,955
21	MCSW JAC Hospitality (Hyatt Regency)	83,942,100
22	Publix Super Markets Inc	80,357,823
23	Cherishome Apartments	77,914,350
24	7915 Baymeadows Circle Owner LLC	76,564,100
25	Target Corporation/Dayton Hudson Corp	75,310,464

Source: 2018 Certified Tax Roll (does not include changes made after certification due to the appeals process)*Includes multiple properties grouped together by property owner.

EXEMPTIONS

Caps, Exemptions and Their Financial Effects



Listing of All Exemptions Currently Available to Property Owners

Homestead Exemption

All legal Florida residents are eligible for a Homestead Exemption on their homes, condominiums, co-op apartments and certain mobile home lots. The exemption removes \$25,000 off the assessed value of an owner occupied residence and could provide up to another \$25,000 additional exemption off assessed value over \$50,000. (This additional exemption does not apply to school millage.) Not only does the homestead exemption lower the value on which you pay taxes, it also triggers the 'Save Our Homes' benefit which limits future annual increases in assessed value to 3% or less.

Property Tax Exemption for Deployed Service Members

The Deployed Service Member Exemption is available for service members who received a homestead exemption and were deployed during the preceding calendar year on certain designated operations.

Blindness Exemption

Florida residents who are legally blind may qualify for this \$500 exemption.

Disability Exemption

Florida residents who are totally and permanently disabled may qualify for this \$500 exemption.

Totally and Permanently Disabled Exemption

Any real estate used and owned as a homestead, less any portion thereof used for commercial purposes, by a paraplegic, hemiplegic, or other totally and permanently disabled person, as defined in Section 196.012(11), Florida Statutes, who must use a wheelchair for mobility or who is legally blind, shall be exempt from taxation.

The gross income of all persons residing in or upon the applicant's homestead may not exceed \$29,415 in order to receive the exemption. This is adjusted annually by the percentage change of the average cost of living index issued by the United States Department of Labor.

Quadriplegic Exemption

Quadriplegics are also exempt from taxation for any real estate used and owned as a homestead, less any portion used for commercial purposes. There are no income limitations for this disability.

Disabled Veteran Exemption

Any ex-service member disabled at least 10% in war or by service connected misfortune is entitled to a \$5,000 exemption. Under certain circumstances the benefit of this exemption may be carried over to the veteran's spouse in the event of their death.

First Responder Exemptions

This exemption provides ad valorem tax relief on a homestead property that is owned and used by a person who has a total and permanent disability as a result of an injury or injuries sustained while serving as a first responder in the State of Florida or a political subdivision of Florida. The first responder must be a permanent resident of Florida on January 1 of the year for which the exemption is being claimed. The tax exemption carries over to the benefit of the surviving spouse as long as the surviving spouse holds the legal or beneficial title to the homestead, permanently resides thereon and does not remarry.

Service-Connected Total and Permanent Disability Exemption

Any honorably discharged veteran with service connected total and permanent disability is entitled to exemption on real estate used and owned as a homestead, less any portion thereof used for commercial purposes. Under certain circumstances the benefit of this exemption can carry over to the veteran's spouse in the event of their death.

'Granny Flat' Reduction - Assessment Reduction for Living Quarters of Parents or Grandparents

Property owners who construct or reconstruct their property for the purpose of providing living quarters for one or more natural or adoptive parents or grandparents may be eligible for a reduction in their property's assessed value based on the increase in value due to the construction. To qualify for this reduction, at least one of the parents or grandparents must be 62 years of age or older. The reduction may not exceed the lesser of: (1) The increase in assessed value resulting from construction or reconstruction (2) twenty percent (20%) of the total assessed value of the property as improved. This reduction requires annual approval and is not applicable if the parent or grandparent no longer lives on the property. This reduction is only applicable if the property has an existing homestead exemption.

Senior Citizen Low-Income Exemptions

There are currently two additional Senior Citizen Homestead Exemptions available to limited income property owners 65 years old or older. One requires long term residency. Both must be applied for through the Property Appraiser's Office. Applicants must meet an income requirement. The 2018 adjusted gross household income may not exceed \$30,174 to be eligible for the 2019 exemption.

Institutional (Non-Profit) Exemptions

Institutional exemptions are available for certain properties that qualify for an exempt use such as churches, educational facilities and non-profit organizations. To qualify, the property must be owned and used exclusively or predominantly for an exempt purpose as of January 1. Only the portion of the property used for the exempt purpose is eligible for the exemption. There are also specific required forms for Charter Schools, Non-Profit Affordable Housing Rentals, Non-Profits Preparing Property for Affordable Housing and for Homes for the Aged. To qualify for the Non-Profit Homes for the Aged exemption, applicants must meet income requirements. The adjusted income limitation for the 2019 exemption is: \$33,350 for single persons and \$37,441 for couples.

Widow / Widower Exemption

Any widow/widower who is a permanent Florida resident may claim this exemption. If the widow/widower remarries, she/he is no longer eligible.

Homestead Exemptions

ROLL YEAR	HOMESTEAD COUNT*	PERCENT CHANGED
2018	192,951	0.99
2017	191,061	1.04
2016	189,103	0.21
2015	188,710	-0.76
2014	190,155	-1.42
2013	192,894	-1.51
2012	195,850	-1.28
2011	198,386	-1.09
2010	200,580	-0.63
2009	201,859	-0.79

Source: 2009 - 2018 Certified Tax Rolls

*Not all single family dwellings are eligible for a homestead exemption.
Only permanent residences are eligible.

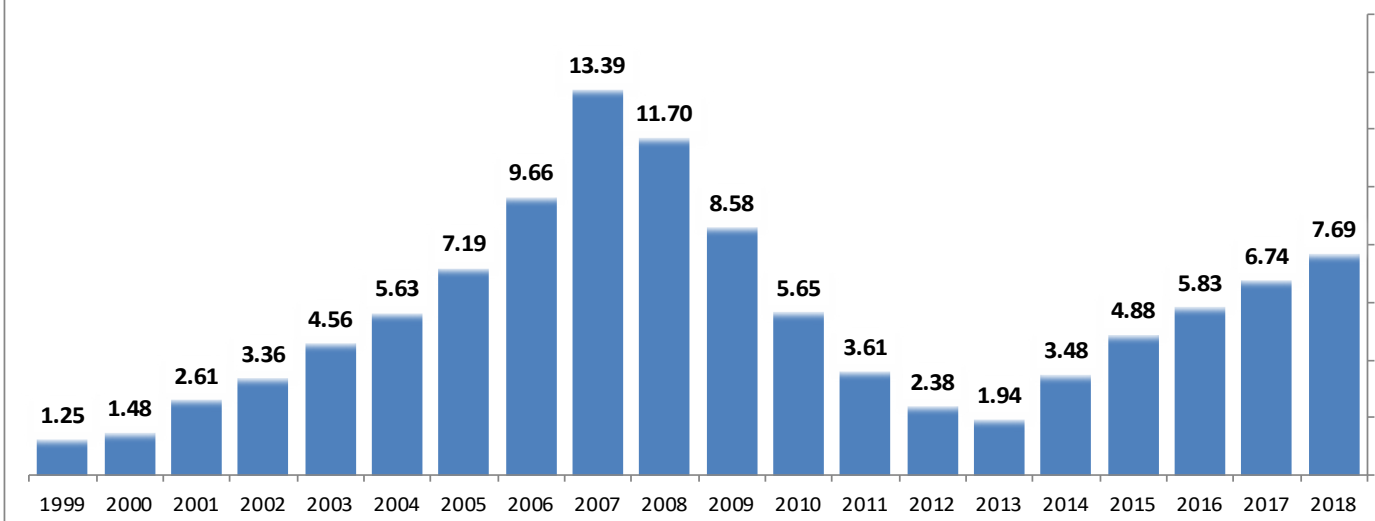
Senior Citizens Additional Homestead Exemptions*

ROLL YEAR	SR HOME-STEAD COUNT	PERCENT CHANGED
2018	7,131	-4.79
2017	7,490	-4.02
2016	7,804	-3.24
2015	8,065	-2.58
2014	8,279	-2.55
2013	8,496	-2.96
2012	8,755	-2.66
2011	8,994	-1.63
2010	9,143	-0.91
2009	9,227	-0.61

Source: 2009 - 2018 Certified Tax Rolls

* Based on age and income requirements

Annual Deferred (not taxed) Value on Homesteaded Property*

Annual Deferred Value on Homesteaded Property
in Billions

Source: 1999 - 2018 Certified Tax Rolls

*The total amount of market value on homesteaded properties deferred from being taxed as a result of the "Save Our Homes" cap on homesteaded property and portability. (Difference between market and assessed values.)

Real Property is appraised at fair market value each year; however assessment limitations cap annual increases on a property's assessed value used for taxes. The "deferred value" is the amount of property value not taxed as a result of the limitation. This amount is portable when you purchase your next home, if you apply by the end of the year following the year that you sold the home.

Duval County Annual "Save Our Homes"
*Cap Rate Increase

ROLL YEAR	"SAVE OUR HOMES" CAP
2019	1.90%
2018	2.10%
2017	2.10%
2016	0.70%
2015	0.80%
2014	1.50%
2013	1.70%
2012	3.00%
2011	1.50%
2010	2.70%
2009	0.10%
2008	3.00%
2007	2.50%
2006	3.00%
2005	3.00%
2004	1.90%
2003	2.40%
2002	1.60%
2001	3.00%
2000	2.70%
1999	1.60%

Source: Florida Department of Revenue

*As provided in section 193.155(1), Florida Statutes, beginning in 1995, or the year after the property receives homestead exemption, annual reassessment shall not exceed the lower of the following: (a) Three percent of the assessed value of the property for the prior year; or (b) The percentage change in the Consumer Price Index (CPI) for all urban consumers, U.S. city average.

Homestead Exemption Fraud, Abuse and Non-compliance

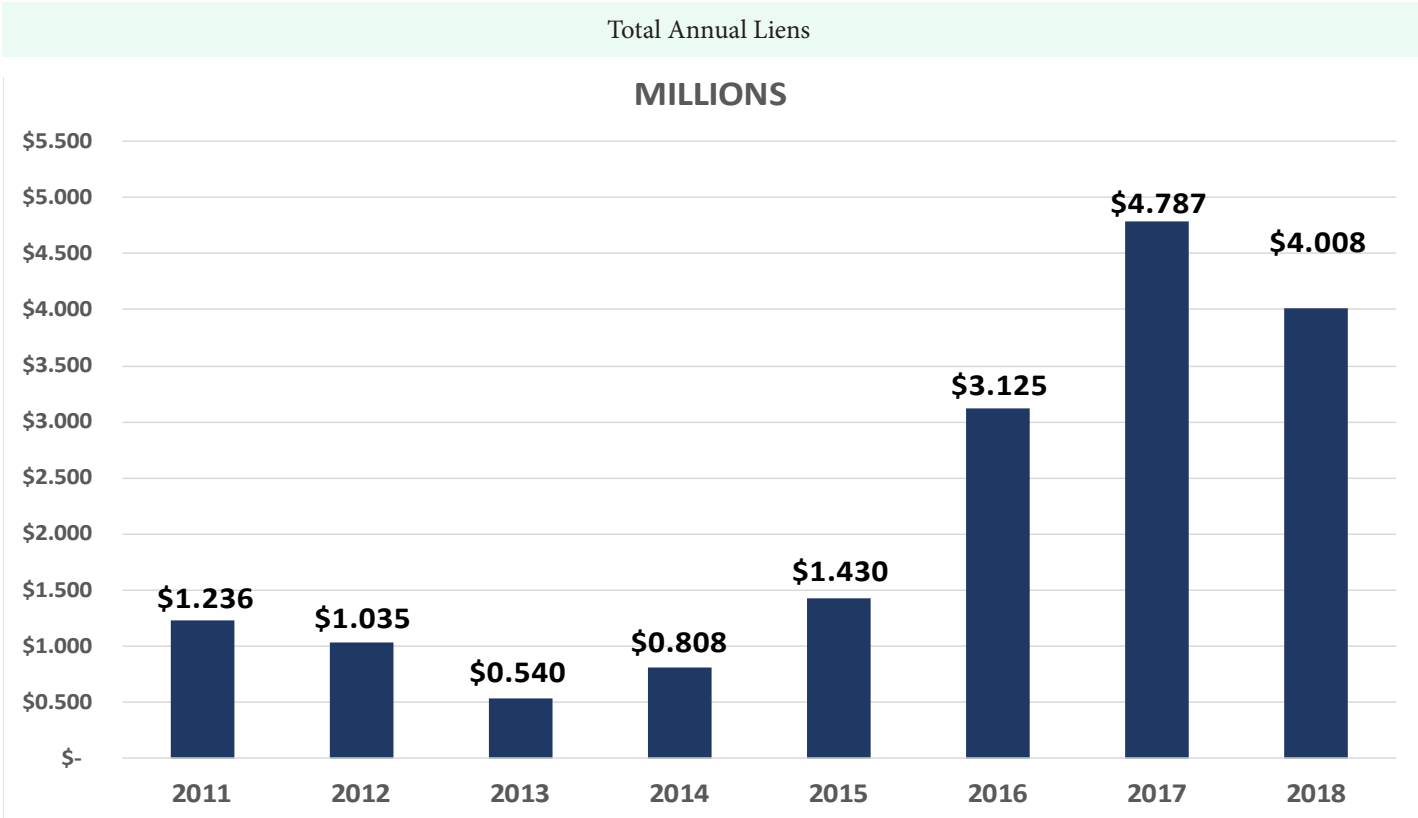
Since taking office on July 1, 2015, Duval County Property Appraiser Jerry Holland has focused on new initiatives to bring Duval properties into compliance and return revenues where they should be. “We want to make sure that those who are entitled to exemptions receive them and those that are not entitled are found and held responsible for their actions. We find in our investigations many people don’t realize they are out of compliance and want to do what is right and play by the rules. We want to assist them in doing so.” states Holland.

Tax liens have ranged anywhere from as low as \$9.15 to \$385,000 for an individual taxpayer and totaled \$4,008,685.45 in 2018. Holland has also spearheaded an initiative to return taxable property onto the tax rolls by moving forward to contract with a private company to investigate potential violations rather than hiring additional city employees to do so. “In our first 23 months with Tax Management Associates, they were able to provide the information for us to process over \$4.7 million dollars in back taxes, penalties and interest. The total success of Holland’s efforts since taking office has yielded over \$13.4 million dollars in back taxes, penalties and interest.”

Property Appraiser Holland acknowledges that while some of the noncompliance is unintentional, there are always those who are gaming the system, committing fraud and in some cases who have been intentionally masking their operations for years.

“Simply put, those committing fraud are stealing from the law abiding citizens of Duval County and we want to bring that to a stop,” said Holland.

Pursuant to Florida law, any person who knowingly and willfully gives false information for the purpose of claiming homestead exemption as provided for in this chapter is guilty of a misdemeanor of the first degree §196.131(2) Florida Statutes.



* Source: Duval County Property Appraiser’s Exemption Compliance Unit

The Exemption Compliance Unit issued a total amount of \$4,008,685.45 in tax liens in 2018 alone.



The Duval County Tax Collector is responsible for the collection of liens.

To report suspected exemption compliance violations or fraud, the property appraiser's exemption compliance hotline is (904) 630-7112 or it can also be reported online through the exemption abuse report form.

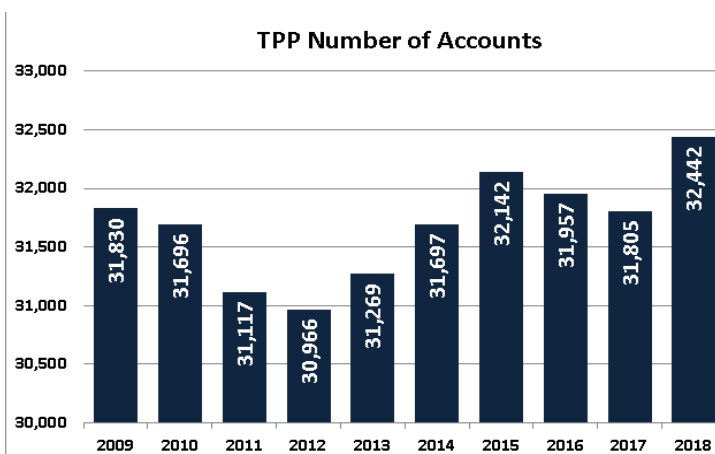
The lowest lien in 2018 recorded that was issued by the Property Appraiser's Office was \$9.15 and the highest lien was \$385,000.00.

TANGIBLE PERSONAL PROPERTY



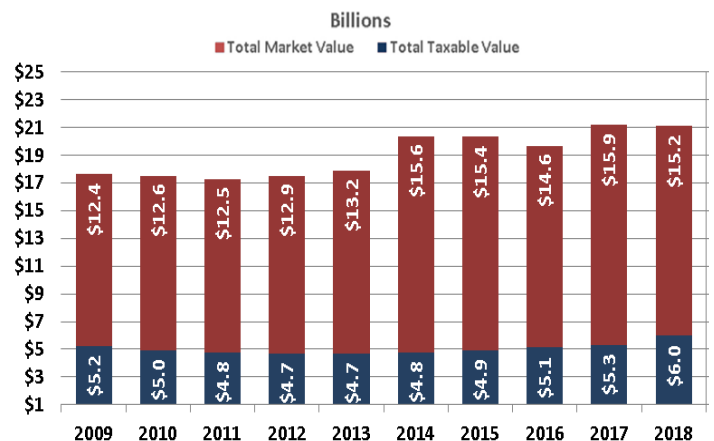
Tangible Personal Property (TPP) is everything other than real estate that is used, usually by a business, for income-producing purposes. Office furniture, computers, industrial equipment, supplies, machinery as well as appliances in rental properties are examples of tangible personal property. Inventory and some vehicles are excluded. The State of Florida values and taxes income producing personal property.

TPP Accounts



Source: 2009 - 2018 Certified Tax Rolls

TPP Market and Taxable Values



Source: 2009 - 2018 Certified Tax Rolls; includes centrally assessed property



Largest Grouped* TPP Assessments
Top 25 on 2018 Certified Tax Roll

COMPANY NAME	TPP TAXABLE VALUE
1 Vistakon/Johnson & Johnson Vision	370,387,112
2 AT&T/Bellsouth Communications	290,269,843
3 Anheuser Busch/Metal Container Corp	255,623,803
4 Amazon.com	170,040,759
5 Comcast Cable	154,727,617
6 Florida Power & Light Co	127,332,674
7 CSX Transportation Inc	112,323,233
8 Kraft Heinz Foods Company	88,979,640
9 Sunbelt Rentals Inc	86,649,579
10 Tampa Electric Co/Peoples Gas Systems	58,467,484
11 Gerdau Ameristeel US Inc	56,893,684
12 Florida East Coast Railway Corp	44,819,325
13 Wal-Mart Properties/Stores	39,589,227
14 Black Knight Technology Solutions	39,573,709
15 Bacardi Bottling/JMH Corp	39,249,198
16 Westrock CP	38,868,358
17 Bank of America	37,775,704
18 FOO Trust II & III (Wells Fargo Bldg & Others)	37,199,148
19 Symrise Inc /Renessenz LLC	35,071,588
20 Publix Super Markets Inc	34,991,671
21 GE OIL & GAS INC	33,726,863
22 T-Mobile	33,546,084
23 SAFT America Inc	32,170,966
24 Fanatics Inc	31,727,620
25 Ever Bank	30,520,827

Source: 2018 Certified Tax Roll (does not include changes made after certification due to the appeals process)

*Includes multiple properties grouped together by property owner.

Highest Taxed Entities in Duval County

Largest Combined* Taxable Value Assessments in Duval County
Top 25 on 2018 Certified Tax Roll

COMPANY NAME	REAL ESTATE	TPP	TOTAL TAXABLE VALUE
1 Vistakon/Johnson & Johnson Vision	52,680,295	370,387,112	423,067,407
2 Anheuser Busch/Metal Container Corp	95,799,447	255,623,803	351,423,250
3 AT&T/Bellsouth Communications	30,078,356	290,269,843	320,348,199
4 St Johns Town Center LLC	318,207,381	548,134	318,755,515
5 Wal-Mart Properties/Stores	181,028,304	39,589,227	220,617,531
6 Mid America Apartment Communities	208,975,266	3,685,899	212,661,165
7 Blue Cross & Blue Shield	191,186,544	8,524,848	199,711,392
8 Stone Mountain/Gwinnett Industrial Inc	195,963,497	0	195,963,497
9 Beemer & Associates	190,610,355	83,512	190,693,867
10 Amazon.com	0	170,040,759	170,040,759
11 Comcast Cable	6,264,549	154,727,617	160,992,166
12 Florida Power & Light Co	19,844,681	127,332,674	147,177,355
13 G&I VII LLC (Apartments)	130,504,940	543,328	131,048,268
14 Perimeter Realty / Fort Family Apartments	130,082,730	76,421	130,159,151
15 RAMCO Jacksonville LLC (River City Market Place)	128,792,355	0	128,792,355
16 Memorial Health Care Group Inc	96,032,068	30,308,514	126,340,582
17 Bank of America	85,308,637	37,775,704	123,084,341
18 CSX Transportation Inc	9,354,596	112,323,233	121,677,829
19 GPT GIG BOA Portfolio	121,327,924	297,177	121,625,101
20 Jacksonville Avenues Ltd (Mall at the Avenues)	121,054,700	431,708	121,486,408
21 Breit Olympus MF Apartments	116,292,200	459,973	116,752,173
22 Publix Super Markets Inc	80,357,823	34,991,671	115,349,494
23 Gate Petroleum/Gate Land	86,406,122	26,682,879	113,089,001
24 Kraft Heinz Foods Company	19,059,469	88,979,640	108,039,109
25 Hines Global	103,798,052	0	103,798,052

Source: 2018 Certified Tax Roll (does not include changes made after certification due to the appeals process)

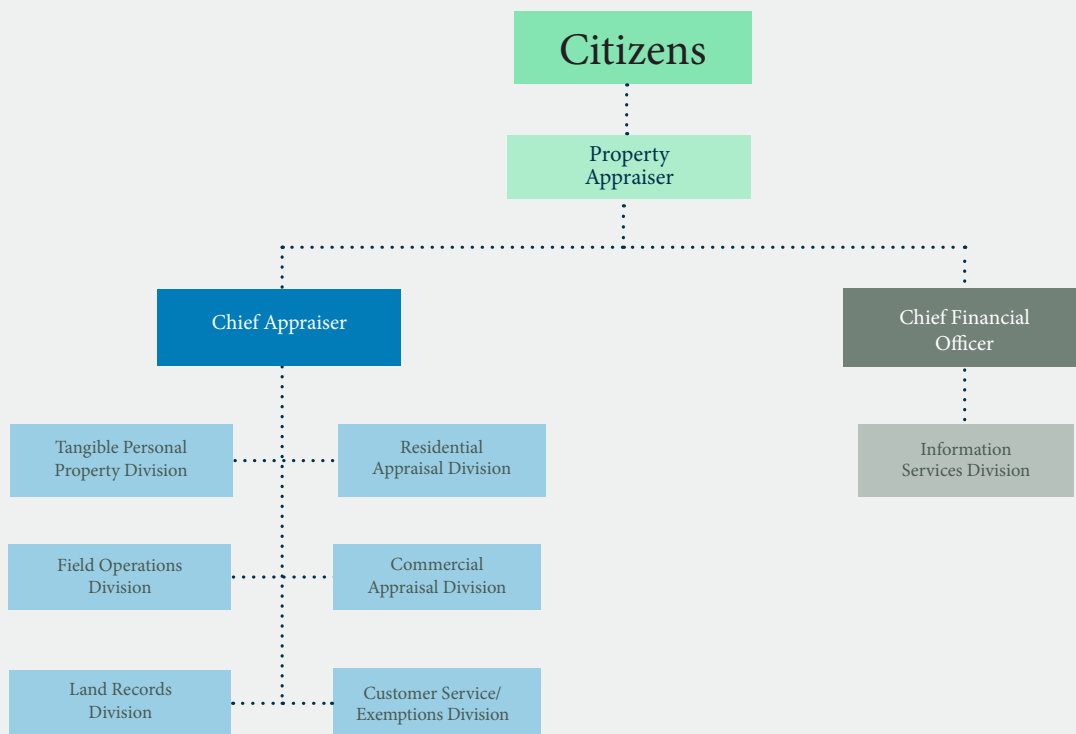
*Includes multiple properties grouped together by property owner. Total number includes the taxable values for real estate and tangible personal property.

ABOUT THE PROPERTY APPRAISER'S OFFICE



Property Appraiser Jerry Holland
(904) 630-0875

- Jerry Holland was elected unopposed as Duval County Property Appraiser in March 2015. One of his first priorities as Property Appraiser has been to take an aggressive approach investigating and combating exemption fraud. He is a State of Florida certified General Contractor, Real Estate Broker and Florida Certified Appraiser.
- Prior to being Property Appraiser, Jerry Holland, was elected into office as Duval County's Supervisor of Elections in a 2005 Special Election. From 2014-2015 served as President of the Florida State Association of Supervisor of Elections. Holland also served as the 2002-2003 President of Jacksonville City Council during his first term on the Council. From 2004-2005, he served as President of the Northeast Regional Planning Council.
- Holland earned his Master's degree in Education and his Bachelor of Business Administration in Transportation and Logistics from the University of North Florida.



Property Appraiser's Office Staff



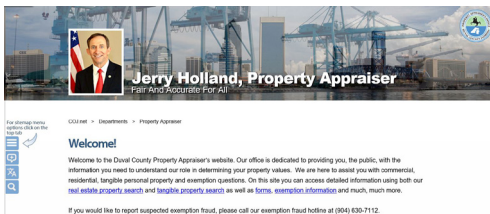
It is our promise to produce a fair, equitable and accurate tax roll as required by law. We will focus on our customers: the taxpayers. We will support the continuous personal and professional development of our employees so as to maintain the highest levels of expertise and customer satisfaction that we may serve you, the taxpayer, with excellence.

www.DuvalPA.com
(904) 630-2020



The Property Appraiser's Office
is located in the
Yates Building,
231 East Forsyth St.,
on the second and third floors.
The office is open from
7:30 a.m. to 5:30 p.m.
Mon. - Fri.

Visit our website at
www.duvalpa.com



Property Appraiser Jerry Holland
(904) 630-0875

Residential Property
(904) 630-2037

Commercial Property
(904) 630-2600

Personal Property
(904) 630-1964

Exemptions (including homestead)
(904) 630-2020

Exemption Fraud and Abuse Hotline
(904) 630-7112

Tax Collector's Office
(904) 630-1916

Jacksonville Mayor's Office
(904) 630-1776

Jacksonville City Council
(904) 630-1377

City of Atlantic Beach
(904) 247-5800

City of Jacksonville Beach
(904) 247-6100

City of Neptune Beach
(904) 270-2400

Town of Baldwin
(904) 266-5031

Duval County Schools
(904) 390-2000

IMPORTANT DATES

January 1

The date which determines property ownership, value, classification, and any exemptions (including homestead exemptions).

Tangible Personal Property returns mailed to taxpayers.

January 1 – March 1

Applications accepted for portability and exemptions including:

- homestead
- senior citizen
- widows/widowers
- disability
- charitable organizations
- "granny flats"

Applications accepted for greenbelt classifications.

April 1

Filing deadline for Tangible Personal Property returns.

August

Notice of Proposed Property Taxes, also called Truth in Millage (TRIM) notices, are mailed to property owners mid-month. The notice outlines how taxes are broken down, the locations and times of budget hearings and the deadline for filing petitions with the Value Adjustment Board.

September

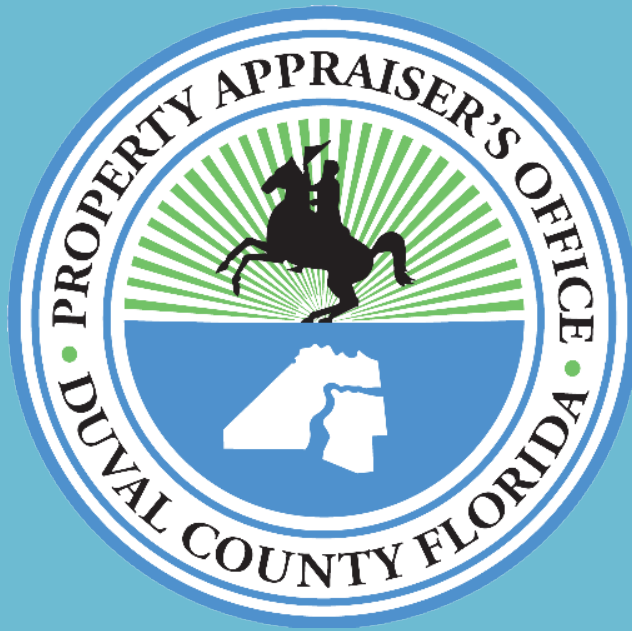
Budgets of taxing authorities approved.

Deadline for Value Adjustment Board petitions.

October

Value Adjustment Board hearings begin.

Tax Collector mails tax bills for current year on October 31.



Jerry Holland
Duval County Property Appraiser

Cell: (904) 318-6877
Office of the Property Appraiser
231 E. Forsyth Street, Suite 270 • Jacksonville, FL 32202
www.duvalpa.com

About the Tax Collector's Office

History



The office of Tax Collector was created as a separate entity from other county departments and agencies in the 1885 Florida Constitution. As a Constitutional Officer, the Duval County Tax Collector is elected by Duval County registered voters and serves a four-year term.

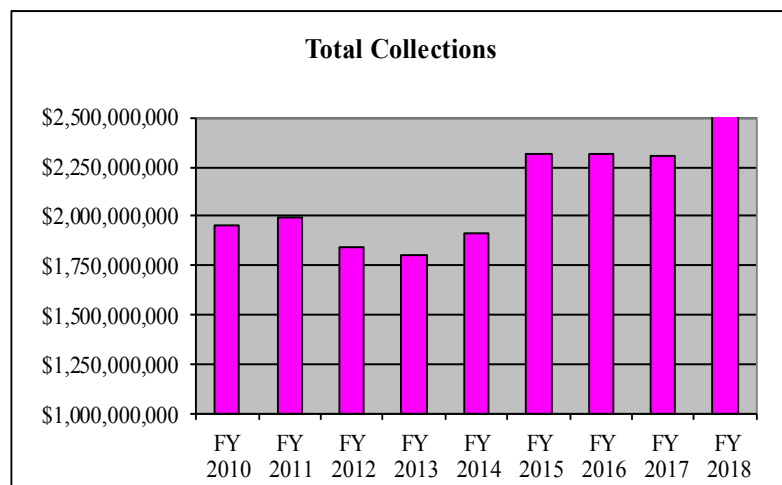
Under the Charter adopted on October 1, 1968, the government of Duval County merged with the City of Jacksonville forming a consolidated government. The cities of Atlantic Beach, Baldwin, Jacksonville Beach, and Neptune Beach continue to maintain their municipal governments. However, the Duval County Tax Collector is responsible for collecting taxes for the above municipalities.

As a result of this consolidated government, the Tax Collector is responsible for collecting both county and city revenues. Since consolidation, the office of Duval County Tax Collector has been held by five individuals. The Honorable Henry S. Albury served as Tax Collector from 1968 to 1979. From 1979 to 2003, the Honorable Lynwood Roberts served as Tax Collector. The Honorable Mike Hogan served as Tax Collector from 2003 to 2011. From 2011 to 2018, the Honorable Michael Corrigan served as Tax Collector. In 2018, The Honorable Jim Overton was elected as Tax Collector.

Tax Collector Responsibilities

The Duval County Tax Collector's office is committed to providing its citizens and taxpayers with a wide range of services, including :

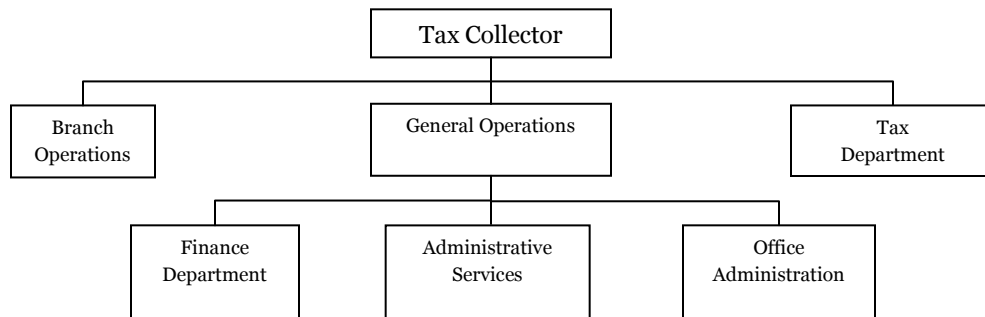
- collection of ad valorem and non-ad valorem taxes, local business taxes, tangible personal property taxes and tourist development taxes
- motor vehicle and vessel registration and title applications
- issuance of driver licenses
- Birth certificates (Florida only)
- concealed weapons permits
- issuance of hunting and fishing permits
- going out of business permits
- animal licenses



About the Tax Collector's Office

How are we set up?

The Tax Collector is an independent government agency separate from local or state agencies who have the authority to levy taxes. As a result, the Tax Collector works independently from the Mayor, City Council, Property Appraiser and other Constitutional Officers. Below is an organizational chart depicting the Tax Collector's Office structure.



How do we operate?

For the convenience of the public, the Tax Collector has nine full service locations and one satellite office throughout Duval County. The Tax Collector collects nearly 100 different taxes and fees and most can be paid at any of these branches. In addition, property taxes, parking citations, and DMV renewals can be paid over the internet using a credit card. The Tax Collector began collecting city user fees (solid waste and storm water) in 2008 and these were added to the Tax Bill in 2010. In addition, full service driver license functions are offered at six branches and all driver license services with the exception of road tests are available at the other three branches. These services were added as a result of the closing of the State driver license offices in Duval County.

The Tax Collector operated at a cost of \$18.5 million for Fiscal Year 2019. The City of Jacksonville contributed \$6.5 million and the remaining funds were generated through fees.



Collections and Disbursements

Taxes

The Tax Collector is responsible for collecting the following taxes:

- ad valorem (property taxes)
- tangible personal property taxes
- special assessments for community development districts
- local business taxes
- tourist development taxes
- public service taxes

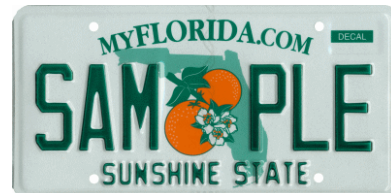


In fiscal year 2018 more than \$1.25 billion in taxes were collected. A portion of the Tax Collector's revenue is earned from the collection of taxes for non-governmental entities. The commission for fiscal year 2018 totaled \$642,213 and was used to fund a portion of the Tax Collector's operating expenses.

State Collections

The Tax Collector collects various revenues for the State of Florida, including:

- DMV registrations (tag renewals)
- driver licenses
- DMV title work (title transfers, towing and storage)
- dealer title work
- e-commerce tag renewals
- fast titles
- handicap placards
- hunting and fishing licenses



In 2019, more than 1.4 million transactions were processed totaling more than \$90 million. The Tax Collector receives various commissions for collecting revenue for the State of Florida. These commissions totaled \$6.8 million in Fiscal Year 2018.

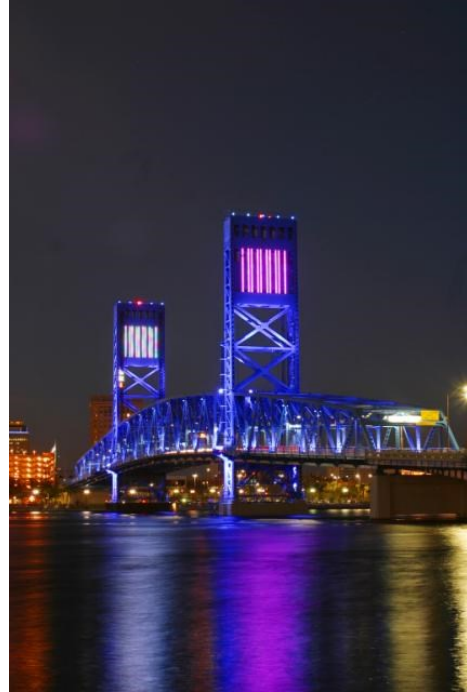


Collections and Disbursements

City of Jacksonville Collections

The Tax Collector is also responsible for collecting all revenues for the City of Jacksonville, including but not limited to the following:

- fire inspections
- parking citations and permits
- parking meter coins
- parking boot removal fees
- building and zoning citations and permits
- building inspections
- contractor escrow deposits
- code enforcement citations
- nuisance abatement/demolition liens
- animal licenses and citations
- Jacksonville Sheriff's Office secondary employment
- alarm violations
- records request fees
- tree and sign violations
- procurement bid deposits
- returned checks
- all credit card transactions (Parks and Recreation, Library, Metropolitan Park, Parking, Building and Zoning)
- Construction Trades Qualifying Board renewals
- JEA utility payments
- JEA temporary power permits
- Delinquent 2009 city user fees
- all other city invoices



In 2018, the Tax Collector processed more than 272,115 transactions for the City of Jacksonville, not including the taxes discussed on page 3, which totaled more than \$855 million in collections.