

CITY OF JACKSONVILLE
DOWNTOWN INVESTMENT AUTHORITY
BOARD MEETING

Proceedings held on Wednesday, September 19,
2018, commencing at 4:46 p.m., at the Ed Ball Building,
214 North Hogan Street, 8th Floor Conference Room,
Jacksonville, Florida, before Diane M. Tropa, FPR, a
Notary Public in and for the State of Florida at Large.

BOARD MEMBERS PRESENT:

JAMES BAILEY, Chairman.
CRAIG GIBBS, Vice Chair.
OLIVER BARAKAT, Board Member.
DANE GREY, Board Member.
BRENNAN DURDEN, Board Member.
RON MOODY, Board Member.
BRAXTON GILLAM, Board Member.
TODD FROATS, Board Member.

ALSO PRESENT:

AUNDRA WALLACE, DIA, Chief Executive Officer.
LORI BOYER, City Council Member.
REGGIE GAFFNEY, City Council Member.
TOM DALY, DIA, Redevelopment Analyst.
GUY PAROLA, DIA, Redevelopment Manager.
JIM KLEMENT, DIA, Development Coordinator.
JOHN SAWYER, Office of General Counsel.
JOHNNY GAFFNEY, Office of the Mayor.
KAREN UNDERWOOD-EILAND, Executive Assistant.

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1 of the Downtown Investment Authority to execute
2 such agreements.

3 Mr. Chairman, this is a project that would
4 be above -- if you're on Hogan Street, right at
5 Monroe. That office building -- in that
6 building, on the first level, is a jewelry
7 store. The next level would be probably the
8 UPS Store. And next to that should be the
9 Happy Grilled Cheese, if I'm not mistaken.
10 Next to them should be the Desert Rider. And I
11 forgot somebody in between.

12 (Simultaneous speaking.)

13 MR. WALLACE: The sub shop, yeah.

14 This project would be on top of that, and
15 it would provide for 12 artist studio spaces,
16 common space, exhibition area. While the total
17 project cost looks like it's about \$120,000,
18 and they're seeking \$55,000 from the Downtown
19 Investment Authority's Downtown Economic
20 Development Fund -- there's not been a city
21 that I've worked in that didn't have an arts
22 community that helped to drive its downtown
23 revival. I think this particular project is
24 about as creative as you could probably get.
25 It's very similar to -- we once tried to have
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1 PROCEEDINGS
2 September 19, 2018 4:46 p.m.

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4 THE CHAIRMAN: We now go into the Downtown
5 Investment Authority meeting. It is now in
6 session.

7 We have our minutes, August 15, 2018,
8 Downtown Investment Authority minutes --

9 BOARD MEMBER GILLAM: Move to approve.

10 THE CHAIRMAN: Second?

11 BOARD MEMBER GIBBS: Second.

12 THE CHAIRMAN: All in favor, say aye.

13 BOARD MEMBERS: Aye.

14 THE CHAIRMAN: Opposed, like sign.

15 BOARD MEMBERS: (No response.)

16 THE CHAIRMAN: That will move us to
17 Resolution 2018-09-06, the Bryan Building
18 Redevelopment Agreement.

19 MR. WALLACE: Resolution 2018-09-06 is a
20 resolution of the Downtown Investment Authority
21 supporting the execution of a Redevelopment
22 Incentive Agreement between the Downtown
23 Investment Authority and 217-219 Hogan Street,
24 LLC; authorize the CEO of the Downtown
25 Investment Authority to negotiate the
Redevelopment Agreement; and authorize the CEO

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1 what was CoWork Jax, which was co-working space
2 for the entrepreneurial class, and this is
3 really, truly from an artist class perspective.

4 We've already invested as a Downtown
5 Investment Authority some \$400,000-plus in
6 urban art, but there's no place for the artists
7 to really, truly gather from a studio
8 perspective.

9 I really, professionally believe that
10 project is good for this particular corner and
11 I think it would definitely help enhance what
12 DVI is already doing with Art Walk each month
13 and basically having a showplace for artists
14 within our downtown.

15 So this \$55,000 financial incentive to
16 them as a forgivable loan, I think, is a good
17 structure for us for this particular building,
18 as well as continue to help support artists --
19 the artist movement in our downtown.

20 THE CHAIRMAN: Thank you, Mr. Wallace.

21 Okay. Can I get a motion on 2018-09-06?

22 BOARD MEMBER MOODY: So moved.

23 THE CHAIRMAN: Second?

24 BOARD MEMBER BARAKAT: Second.

25 THE CHAIRMAN: Okay. Let's begin.

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1 Mr. Barakat, do you want to begin?
 2 BOARD MEMBER BARAKAT: If you don't mind
 3 passing, I'm still looking at the --
 4 THE CHAIRMAN: Okay. Mr. Grey.
 5 BOARD MEMBER GREY: Nothing.
 6 THE CHAIRMAN: Mr. Froats.
 7 BOARD MEMBER FROATS: So when I first saw
 8 this one, I -- looking at the percentages, I
 9 thought it was pretty high. So I thought I'd
 10 talk to Mr. Wallace, and he explained the art
 11 component to me. So I think the big deal here
 12 is that this is not just a regular investment.
 13 There's an art piece to this, and so you're
 14 supporting the artist community.
 15 I'm familiar with CORK in the Avondale,
 16 Riverside area. So it's something like that,
 17 I've been told. I think, in addition to that,
 18 that it's a public service in that they're
 19 going to hold two events per month.
 20 And I asked if we -- if the staff is able
 21 to support the compliance of that. Do we
 22 actually go through and check to make sure
 23 we've had these two events? And I've been told
 24 they do.
 25 So I think it's definitely a high
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1 percentage, but it's been pitched to us as more
 2 of an art subsidy, so I have no other
 3 questions.
 4 THE CHAIRMAN: Thank you.
 5 Mr. Daly, did you want to respond to that
 6 compliance question?
 7 MR. DALY: Through the Chair to Board
 8 Member Froats, yes, and we have a similar
 9 project. We did 45 West Bay Street. We did
 10 their atrium improvements for a \$45,000
 11 forgivable loan, over five years, and required
 12 them to document every six months that they've
 13 had their two-per-month community events.
 14 THE CHAIRMAN: Thank you.
 15 Ms. Durden.
 16 BOARD MEMBER DURDEN: Thank you.
 17 I have a question about the project
 18 itself. How will they access the second floor?
 19 Is there an exterior access or how are people
 20 going to get --
 21 MR. DALY: We have the building owner
 22 present.
 23 BOARD MEMBER DURDEN: Thank you.
 24 MR. DALY: George Saoud is the building
 25 owner.
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1 (Mr. Saoud approaches the podium.)
 2 MR. SAOUD: Hello. Thank you very much.
 3 Yes, to answer your question, there will
 4 be access on Hogan at 229 North Hogan Street.
 5 There's a storefront and there is a lobby area,
 6 and that would be the access.
 7 BOARD MEMBER DURDEN: Is that where the
 8 Desert Rider --
 9 MR. SAOUD: No. Desert Rider is at the
 10 end of the building. And I do have photographs
 11 I've included in our submission here.
 12 BOARD MEMBER DURDEN: So is it between the
 13 UPS and the jewelry store? I'm just trying to
 14 get --
 15 MR. SAOUD: It would be in between what --
 16 the incoming Vagabond Coffee and the UPS Store.
 17 BOARD MEMBER DURDEN: Will you have
 18 signage there that --
 19 MR. DALY: It's a vacant space.
 20 BOARD MEMBER DURDEN: I'm sorry?
 21 MR. DALY: What you would recognize as the
 22 vacant space.
 23 MR. SAOUD: Yes, Ms. Durden, we would have
 24 signage there.
 25 BOARD MEMBER DURDEN: I don't have any
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1 other questions.
 2 THE CHAIRMAN: Mr. Barakat, are you ready?
 3 BOARD MEMBER BARAKAT: I think so.
 4 So this is -- part of the incentive is to
 5 make interior improvements, and part of it is
 6 also going towards the improved fenestration
 7 and awnings? The total cost is a dual
 8 component. There's interior improvements,
 9 specific to the artist studios, and then
 10 there's exterior improvements to the building?
 11 MR. SAOUD: That's correct. The exterior
 12 improvements are limited to replacing
 13 previously bricked-in windows that face Hogan
 14 and new awnings for the building.
 15 BOARD MEMBER BARAKAT: Which is the right
 16 move. It's always been a blemish on that
 17 building. I appreciate you doing that.
 18 MR. SAOUD: Thank you.
 19 BOARD MEMBER BARAKAT: This is a Downtown
 20 Economic Development Fund source, Mr. Wallace?
 21 MR. WALLACE: Yes, sir.
 22 BOARD MEMBER BARAKAT: Okay. I have no
 23 further questions.
 24 THE CHAIRMAN: Thank you.
 25 Mr. Gibbs.
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1 BOARD MEMBER GIBBS: No comments.
 2 Thank you.
 3 THE CHAIRMAN: Mr. Moody.
 4 BOARD MEMBER MOODY: I think this is a
 5 great project with good returns. I think it
 6 will be good for downtown.
 7 THE CHAIRMAN: Thank you.
 8 Mr. Gillam.
 9 BOARD MEMBER GILLAM: No comment.
 10 THE CHAIRMAN: Okay. We have --
 11 BOARD MEMBER DURDEN: Mr. Chairman?
 12 THE CHAIRMAN: Yes.
 13 BOARD MEMBER DURDEN: I just have a couple
 14 of things that came to mind. Is there an
 15 occupancy requirement on this one?
 16 MR. WALLACE: No, because it's more so a
 17 co-work space. You have to talk to the
 18 developer, but when I think of co-work space,
 19 it's floating. It's not necessarily designated
 20 to Oliver or to Craig or any one particular
 21 individual. You may have an artist in there
 22 for 30, 60 days, and then there may be another
 23 artist for another 30 or 60 days.
 24 MR. SAOUD: I would like to address that,
 25 though.
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1 MR. WALLACE: Sure.
 2 MR. SAOUD: I am in the business of
 3 leasing out spaces. I have other properties
 4 downtown. And I would require leases from our
 5 subtenants there. You know, we're going back
 6 and forth on the terms, but I would try to get
 7 a one-year term commitment out of each artist.
 8 And I've already, you know, floated this idea
 9 with, you know, potential artists.
 10 I have two main people that I've been
 11 working with, and they've reached out to the
 12 art community. And I can assure you there is a
 13 huge amount of interest in this project. We
 14 will have no problems with --
 15 BOARD MEMBER DURDEN: Okay. And then the
 16 other thing is, are you committing to these --
 17 and will our documentation call for this
 18 specific -- these specific improvements to be
 19 made? In other words, I'm looking at the
 20 interior rendering. So is that the specific
 21 floor plan?
 22 And the reason I'm interested in that is
 23 because this clearly looks like it would be for
 24 your artists and for artist purposes. And it
 25 sounds to me like that's the major goal that we
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1 would have. So will it be tied to these
 2 specific renderings.
 3 MR. SAOUD: Yes. The contractor has been
 4 retained, the architect, and --
 5 BOARD MEMBER DURDEN: And the agreement
 6 will be?
 7 MR. SAOUD: Yes.
 8 BOARD MEMBER DURDEN: Thank you, Tom.
 9 Tom is nodding --
 10 (Simultaneous speaking.)
 11 BOARD MEMBER DURDEN: Thank you very much.
 12 MR. SAOUD: Thank you.
 13 THE CHAIRMAN: Thank you.
 14 And my question was, is there that much
 15 demand? And you answered that question, so
 16 thank you.
 17 And this building has needed it for a
 18 long, long time. And I see you have a lease
 19 with Vagabond --
 20 MR. SAOUD: I do, yes. I have a personal
 21 friendship with Will Morgan, and I was
 22 instrumental in helping him come downtown. So
 23 I'm really trying to make this a hip, cool,
 24 nice building.
 25 THE CHAIRMAN: I know hip and cool, so I
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1 believe you. Mr. Gibbs would join me there.
 2 Okay. With that, no other comments or
 3 questions from the board.
 4 Any comments or questions from the public?
 5 AUDIENCE MEMBERS: (No response.)
 6 THE CHAIRMAN: Seeing no comments, all in
 7 favor of Resolution 2018-09-06, say aye.
 8 BOARD MEMBERS: Aye.
 9 THE CHAIRMAN: Opposed, like sign.
 10 BOARD MEMBERS: (No response.)
 11 THE CHAIRMAN: Thank you.
 12 Congratulations, and we can't wait to be
 13 invited as downtown guests.
 14 MR. SAOUD: Well, I will have a gala and
 15 everyone here is invited.
 16 Thank you so much.
 17 THE CHAIRMAN: Thank you very much. It's
 18 great to see you.
 19 Okay. Moving on, 2018-09-07, Brewster
 20 Hospital.
 21 MR. WALLACE: Mr. Chairman, Resolution
 22 2018-09-07 is a resolution of the Downtown
 23 Investment Authority incorporating up to
 24 \$100,000 to fund improvements necessary to
 25 create an off-street parking area dedicated for
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1 the tenants of Brewster Hospital and additional
2 building renovation costs; and instructing its
3 chief executive officer to take all necessary
4 actions to effectuate the purposes of this
5 resolution.

6 Mr. Chairman, we've approved a lease
7 agreement with North Florida Land Trust for
8 this particular facility, and we allocated at
9 that time roughly about \$50,000 towards the
10 construction of a parking area.

11 Since then, we've had an opportunity to go
12 back and really look at the numbers and
13 fine-tune those particular numbers, and
14 recognize that costs have gone up, and we're
15 really going to need an additional \$100,000 to
16 do our portion for this particular project to
17 make it very much palatable for North Florida
18 Land Trust to truly occupy this space.

19 So that's why we're bringing this forward,
20 to ask that we allocate this particular money
21 as a grant to do the work that's in Exhibit A
22 that's basically attached to this document.

23 THE CHAIRMAN: Okay. Can I get a motion
24 on 2018-09-07?

25 BOARD MEMBER GIBBS: So moved.
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1 expect to be made and not incur the cost of
2 well-beyond tenant improvements. A tenant will
3 come in to a building, as you all know, and
4 expect everything to be ADA required in terms
5 of bathrooms and this and that and the other.

6 So they're not incurring \$391,000 worth of
7 tenant improvement costs. They're incurring
8 \$391,000 of -- a lot of it being stuff that we
9 would have to put in there just to attract a
10 tenant, just to begin the discussion of tenant
11 improvements.

12 Every time we go into this building and do
13 more and more due diligence, we discover things
14 that are the result of ten years ago,
15 contractors the City engaged, that -- things
16 weren't necessarily done correctly.

17 We're also seeing more and more, as we get
18 into the building, evidence of past water
19 damage. We recently replaced siding on the
20 rear of the building that needs to be replaced
21 again.

22 So I don't think we're going to come back
23 again. I think the \$100,000 -- and again, I'll
24 look to the tenant, their contractor here.

25 This gets us to a guaranteed maximum price, and
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1 BOARD MEMBER MOODY: Second.

2 THE CHAIRMAN: Okay. And for discussion,
3 let's see, this has been before this board a
4 couple of times.

5 Mr. Gillam, go ahead. Can you start,
6 please?

7 BOARD MEMBER GILLAM: I have some concerns
8 about this. I mean, we're giving this
9 potential tenant 5 years' worth of free rent
10 and the thought was that they were going to fix
11 this property up. It was degrading, there was
12 nobody in there since it was moved, there were
13 problems with the property. It's a City-owned
14 property. The historic value, we wanted to
15 encourage that. And we gave them a -- we're
16 proposing to give them a 5-year free lease and
17 offered them \$50,000 towards parking, and now
18 we're going to make it \$150,000 plus 5 years
19 rent. I need some help understanding their
20 business model.

21 MR. PAROLA: Through the Chair, I think
22 Danis Construction is here as well.

23 I think if you look closely at the
24 improvements being made, they're making
25 improvements that a tenant would come in and

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1 then we should kind of be pretty secure, but
2 again, I imagine the architect and Danis --
3 somebody's here to speak on this a little more.

4 BOARD MEMBER GILLAM: I'm not disputing
5 the money needs to be spent. I'm just
6 disputing the deal we're offering up, a tenant
7 with 60 months free rent, plus we're going to
8 put 150- in it. I mean, that's my concern.
9 I'm not -- I have no dispute that the work
10 needs to be done. I've seen the building, as
11 you know, and I understand the issues.

12 THE CHAIRMAN: Mr. Wallace.

13 MR. WALLACE: Mr. Chairman, if I could,
14 and I do understand Board Member Gillam's
15 comments and concerns.

16 Hold on for a second, please.

17 Let's do remember, we put this property
18 out for bid to find a tenant and got no takers.
19 None. So to get someone with an unsolicited
20 proposal to come in because they need some
21 office space and willing to work with us -- so
22 I don't necessarily see people banging down our
23 door on this particular property itself. So
24 that's why we're willing to go that extra mile
25 on this particular project.

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1 Thank you.

2 THE CHAIRMAN: Okay. Mr. Gillam, do you

3 want to --

4 BOARD MEMBER GILLAM: No.

5 THE CHAIRMAN: Mr. Moody.

6 BOARD MEMBER MOODY: No questions.

7 THE CHAIRMAN: Mr. Gibbs.

8 BOARD MEMBER GIBBS: Can we hear from the

9 presenters?

10 THE CHAIRMAN: Yes. Well, they're with

11 Danis. It's not the tenant.

12 (Audience members approaches the podium.)

13 (Simultaneous speaking.)

14 AUDIENCE MEMBER: Well, I'm --

15 AUDIENCE MEMBER: She's --

16 AUDIENCE MEMBER: The tenant --

17 AUDIENCE MEMBER: She's the architect,

18 and --

19 THE CHAIRMAN: One person, and I need you

20 to start with your name and address, but I

21 don't know that we have a specific question

22 about the contractor, unless it's -- unless

23 this price has increased and we need to -- why

24 are we increasing this? And we --

25 AUDIENCE MEMBER: And I think we can

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1 explain that to some degree.

2 THE CHAIRMAN: Name and address.

3 AUDIENCE MEMBER: My name is Brooke

4 Robbins. I'm principle architect with Robbins

5 Design Studio, 40 East Adams Street, Suite 4.

6 So we did have -- in 2009, the building

7 was renovated, as Guy mentioned, by the City.

8 As part of our due diligence and working with

9 North Florida Land Trust coming in as a tenant,

10 one of the items we had was the City's ADA

11 inspector come out and walk the building to

12 see -- you know, make sure what was done

13 previously was up to code, kind of get a

14 verification of what we might get hit with, you

15 know, once we go in for permit.

16 So there were numerous items that were not

17 installed correctly that were not in the

18 original budget. Just an example is the first

19 floor rest rooms, the toilets are in the wrong

20 locations, sinks are at the wrong height. So

21 all of these incurred additional costs to

22 remove a sink, move it over an inch, reinstall

23 it. So that was not in the original scope.

24 There are thresholds that need to be dealt

25 with.

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1 So there are a lot of -- on the first

2 floor, interior accessibility issues that we

3 needed to address, as Guy mentioned, were not

4 installed correctly the first time. That was

5 not expected as part of the TI improvements.

6 It was expected that those were up to code

7 because it was built in -- you know, renovated

8 in 2009. So that was the numerous things.

9 We have gone to the State. We got an

10 accessibility waiver for the second floor. So

11 we are -- so we do not have to provide

12 accessibility to Level 2, so we are addressing

13 the items on the first floor only. The second

14 floor is fine from what we -- for ADA.

15 And then as far as the increase in

16 pricing, as far as parking and such goes, Danis

17 can respond to that question.

18 AUDIENCE MEMBER: I'm Stephen Burdette,

19 with Danis, 748 Deerwood Park.

20 (Inaudible) address, don't have

21 (inaudible) --

22 Of course, the price has increased, is

23 what -- when we first priced our budget, it was

24 very conceptual, the site (inaudible) back in

25 February, and so there's been the combination

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1 of price increases, as well as a more defined

2 scope that we currently have hard numbers on

3 with competitive subcontract bids. So it's

4 basically a combination of those.

5 THE CHAIRMAN: Okay. Thank you.

6 Anything else?

7 BOARD MEMBER GIBBS: Nothing further.

8 THE CHAIRMAN: Okay. Mr. Barakat.

9 BOARD MEMBER BARAKAT: How big is the

10 building?

11 MS. ROBBINS: Going off memory, about

12 4,000 -- 5,200 square feet. Sorry.

13 BOARD MEMBER BARAKAT: Is that --

14 (Simultaneous speaking.)

15 MS. ROBBINS: That's including both

16 floors. So 5,200 square feet.

17 MR. BURDETTE: I was thinking 55-, but --

18 MS. ROBBINS: 5,600 square feet.

19 BOARD MEMBER BARAKAT: So what do we have?

20 (Simultaneous speaking.)

21 MR. BURDETTE: My memory is not that good.

22 BOARD MEMBER BARAKAT: How big do we think

23 it is?

24 MS. ROBBINS: 5,600 square feet.

25 BOARD MEMBER BARAKAT: Okay. So looking

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1 at page -- I guess it's the first page of
 2 Exhibit A, base bid, North Florida Land Trust,
 3 391,000. Is that what -- I want to make sure I
 4 remember the deal. It's been a while. Is that
 5 what the Trust is contributing to the cost of
 6 the project?
 7 THE CHAIRMAN: Mr. Wallace?
 8 MR. WALLACE: (Nods head.)
 9 THE CHAIRMAN: That's correct.
 10 BOARD MEMBER BARAKAT: Okay. And then the
 11 City is kicking in, if we approve this today,
 12 148,000? Bear with me here. So you're going
 13 to kick in 400,000 over five years. Kind of
 14 going along the line of Mr. Gillam's --
 15 BOARD MEMBER GILLAM: It's like 7,300
 16 bucks a month.
 17 BOARD MEMBER BARAKAT: I'm just trying to
 18 think, where else are you going to get a deal
 19 like this? Where are you today? You're in
 20 Orange Park somewhere? You're not the tenant,
 21 I'm sorry.
 22 (Simultaneous speaking.)
 23 MS. ROBBINS: They're on -- off Riverside,
 24 in that area. So they're moving closer into
 25 downtown.
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1 rental, and then it goes to whatever it says it
 2 is at that time.
 3 And, if I could, to address Mr. Barakat.
 4 I saw you going through the exercise. Their
 5 rate that they're paying, per square foot, is
 6 right at the appraised value. Mr. Moody has
 7 vetted the appraisal when he came through, when
 8 we issued the Notice of Disposition.
 9 BOARD MEMBER BARAKAT: Okay. But dividing
 10 what they are paying for construction over five
 11 years is the right thing to do because they're
 12 going to go to market in Year 6, so --
 13 MR. PAROLA: I believe they go to market
 14 in Year 10.
 15 BOARD MEMBER BARAKAT: Okay. So it's
 16 half. So they're paying --
 17 So we're basically giving them a \$6 per
 18 square foot concession for 10 years,
 19 essentially. That's the value of the
 20 incentive. Is that one way to look at it?
 21 MR. WALLACE: That's one way to look at
 22 it, yes.
 23 BOARD MEMBER BARAKAT: I'm going to vote
 24 for it just because we own the building. The
 25 longer we own it empty, the more it's going to
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1 BOARD MEMBER BARAKAT: So if you take
 2 their investment and divide it by 5 years and
 3 divide it by the square footage, it's around
 4 \$15 a square foot per year.
 5 Mr. Wallace, are they paying for
 6 utilities? What is the City on the hook for on
 7 top of that? We're on the hook for everything
 8 else?
 9 MR. PAROLA: We're on the hook for
 10 everything else, yes, sir.
 11 BOARD MEMBER BARAKAT: So we're paying for
 12 utilities and insuring the building. So it's
 13 probably closer to another -- around 12ish --
 14 which is actually not that bad.
 15 (Simultaneous speaking.)
 16 THE CHAIRMAN: Renewable --
 17 BOARD MEMBER DURDEN: Does it go back to
 18 market rate?
 19 MR. WALLACE: It does go back to market
 20 rate at some particular point in time. I
 21 cannot remember the lease terms off the top of
 22 my head.
 23 Guy.
 24 MR. PAROLA: Through the Chair, I think
 25 the second renewal option, we get fair market
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1 rot. Mr. Grey had a question earlier about
 2 land rotting. And buildings rot faster than
 3 land does, so -- owning these historic
 4 buildings while they're vacant -- a tenant can
 5 be in there and alert us to any issues. I
 6 think it's a little bit on the high side for a
 7 concession, but I'm going to reluctantly vote
 8 for it.
 9 THE CHAIRMAN: Okay. Thank you.
 10 Ms. Durden.
 11 BOARD MEMBER DURDEN: No comments.
 12 THE CHAIRMAN: Mr. Froats.
 13 BOARD MEMBER FROATS: With the
 14 construction, when do you plan to -- when does
 15 the tenant plan to move in?
 16 AUDIENCE MEMBER: Pat Skahill, Danis
 17 Construction.
 18 It's a three-month construction period.
 19 Probably start mid-month next year. And I
 20 think the first of the year -- first week in
 21 January they would occupy it.
 22 BOARD MEMBER FROATS: Also, to Mr. Daly.
 23 You said you don't think you're going to have
 24 to come back for money? Or sorry, Mr. Parola.
 25 MR. PAROLA: Through the Chair, I believe
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1 this was -- this was a guaranteed maximum; is
 2 that right?
 3 MR. SKAHILL: That's correct.
 4 And these are improvements based on the
 5 existing conditions of the building not being
 6 up to code. These aren't things like wallpaper
 7 and light fixtures. These are things that the
 8 building should be when it's occupied by
 9 somebody that currently is not.
 10 BOARD MEMBER FROATS: My concern is just
 11 that, three months from now you come back with
 12 another request.
 13 MR. SKAHILL: I believe any request would
 14 be that of the tenant, and they would be
 15 responsible for their own changes.
 16 MR. BURDETTE: We did give them some
 17 (inaudible), and they've got -- they've done
 18 (inaudible) have to take that into
 19 consideration. I don't know the arrangement
 20 between their (inaudible) and --
 21 MR. WALLACE: Through the Chair --
 22 THE CHAIRMAN: Mr. Wallace.
 23 MR. WALLACE: If I may, this is the last
 24 time your staff is coming forward with bringing
 25 a request. At that point in time, if it can't
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1 work, you're going to have a building that's
 2 going to be vacant and you need to go out and
 3 find an actual tenant for this particular
 4 project or figure out another way to
 5 disposition because we've tried. If this
 6 doesn't work, back to the drawing board.
 7 THE CHAIRMAN: Thank you.
 8 Mr. Grey.
 9 BOARD MEMBER GREY: Nothing.
 10 THE CHAIRMAN: Okay. Yeah, we have
 11 discussed this building.
 12 And, Mr. Parola, I think that comment
 13 scared several people. This may be the last
 14 time (inaudible). It may be the last time you
 15 come back, but I've been in the building, I've
 16 seen it. I'm glad you don't have an elevator.
 17 You have a door that goes from the second floor
 18 directly to the ground?
 19 MS. ROBBINS: Well, part of the
 20 construction costs are adding an accessible
 21 ramp and then a secondary stair that goes up,
 22 but we still need that door for the secondary
 23 exit from Level 2, so we are adding on to the
 24 back a prefabricated aluminum ramp/stair
 25 combination. So that's part of the -- you have
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1 to have that for accessibility and you have to
 2 have that for (inaudible) as well, so that's
 3 part of these costs as well.
 4 THE CHAIRMAN: Okay. And the parking lot
 5 is being improved also. And they are going to
 6 make a deal with the nurses association, so not
 7 everybody is going to do that.
 8 Okay. Thank you very much.
 9 No more comments? Council member, any
 10 comments?
 11 COUNCIL MEMBER BOYER: No.
 12 THE CHAIRMAN: Any comments from the
 13 public?
 14 AUDIENCE MEMBERS: (No response.)
 15 THE CHAIRMAN: Seeing no comments from the
 16 public, all in favor of Resolution 2018-09-07,
 17 say aye.
 18 BOARD MEMBERS: Aye.
 19 THE CHAIRMAN: Opposed, like sign.
 20 BOARD MEMBERS: (No response.)
 21 THE CHAIRMAN: We're going to take a quick
 22 break. Everyone is good, all our members are
 23 good right now to be here, correct? We need to
 24 maintain this quorum.
 25 (Brief recess.)
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1 THE CHAIRMAN: We're back in session. We
 2 are now on Item D, 2018-09-08, Vestcor
 3 Allocation of Development Rights.
 4 MR. WALLACE: Mr. Chairman, this is a
 5 resolution of the Downtown Investment Authority
 6 allocating up to 140 units of multifamily
 7 entitlements from the Northside East Component
 8 Area of the Consolidated Downtown Development
 9 of Regional Impact, known as DRI, to Vestcor,
 10 Inc.; and authorizing the DIA's chief executive
 11 officer to take all necessary action in
 12 connection therewith to effectuate the purposes
 13 of this resolution.
 14 Mr. Chairman, I'll let Mr. Parola walk us
 15 through this item.
 16 MR. PAROLA: Thank you.
 17 Through the Chair to the board, this is
 18 very similar to, I believe, what we did last
 19 month with two other projects where there is --
 20 an allocation of their development relies on a
 21 funding source that we're not going to hear
 22 from until January. So in lieu of tying up
 23 very valuable Phase I development rights and
 24 taking them off our list of availability, we
 25 simply acknowledge that, should this particular
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1 project go forward and they get their funding,
 2 that whatever phase has the development rights,
 3 that's the phase that those development rights
 4 will come from.
 5 And we did this math exercise last time,
 6 but hopefully it's a little more
 7 straightforward in the memorandum. And,
 8 obviously, I'm here for any questions.
 9 THE CHAIRMAN: Okay. Thank you.
 10 Mr. Barakat, did you follow that and
 11 understand what Mr. Parola was indicating?
 12 BOARD MEMBER BARAKAT: I did, but do not
 13 ask me to repeat it.
 14 THE CHAIRMAN: I'm sorry, let me start
 15 with, do we have a motion on 2018-09-08, the
 16 Vestcor allocation?
 17 BOARD MEMBER GIBBS: So moved.
 18 THE CHAIRMAN: Second?
 19 BOARD MEMBER BARAKAT: Second.
 20 THE CHAIRMAN: Okay. Thank you.
 21 Do you have any questions of Mr. Parola?
 22 BOARD MEMBER BARAKAT: I don't. This is
 23 simply allocation of development rights. And
 24 depending on the timing impacts, which phase
 25 the development rights come out of. So pretty
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1 cut and dry.
 2 THE CHAIRMAN: Ms. Durden.
 3 BOARD MEMBER DURDEN: No questions.
 4 THE CHAIRMAN: Mr. Froats.
 5 BOARD MEMBER FROATS: No questions.
 6 THE CHAIRMAN: Mr. Grey.
 7 BOARD MEMBER GREY: No.
 8 THE CHAIRMAN: Mr. Gibbs.
 9 BOARD MEMBER GIBBS: No questions.
 10 THE CHAIRMAN: Mr. Moody.
 11 BOARD MEMBER MOODY: None.
 12 THE CHAIRMAN: Mr. Gillam.
 13 BOARD MEMBER GILLAM: None.
 14 THE CHAIRMAN: Any comments from the
 15 public?
 16 AUDIENCE MEMBERS: (No response.)
 17 THE CHAIRMAN: Seeing no comments from the
 18 public, all in favor of Resolution 2018-09-08,
 19 say aye.
 20 BOARD MEMBERS: Aye.
 21 THE CHAIRMAN: Opposed, like sign.
 22 BOARD MEMBERS: (No response.)
 23 THE CHAIRMAN: Now, on our agenda -- I
 24 think everybody has a new agenda. Item E,
 25 Resolution 2018-09-11 is a new item.
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1 MR. WALLACE: Mr. Chairman, this is a
 2 resolution of the Downtown Investment Authority
 3 amending Sections 3.B and 3.C and 3.D of
 4 Resolution 2017-01-04, to extend the deadline
 5 for site acquisition, obtaining of a building
 6 permit for vertical construction, and
 7 commencement of vertical construction.
 8 I'm sorry, this is for Southbank Apartment
 9 Ventures, LLC.
 10 BOARD MEMBER GILLAM: Is this going to
 11 change to 180 units instead of 300 now? Am I
 12 out of line? Out of order?
 13 (Mr. Diebenow approaches the podium.)
 14 MR. DIEBENOW: Actually -- I'm sorry,
 15 Mr. Chairman. Steve Diebenow, 1 Independent
 16 Drive, Suite 1200.
 17 Actually, no. We'd like to leave it at
 18 300 because we have a settlement agreement in
 19 place, and technically the lawsuit can turn
 20 on -- turn back on until the time at which we
 21 get building permits. So we'd like to leave
 22 the 300 units in the allocation of development
 23 rights until we secure the building permits for
 24 vertical construction.
 25 MR. WALLACE: Mr. Chairman --
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1 MR. PAROLA: If I could, through the Chair
 2 to -- that means F, 3.F. 2017-01-04 would then
 3 be amended to delete "Certificate of
 4 Occupancy," and then, "building permit for
 5 vertical construction" --
 6 (Simultaneous speaking.)
 7 THE CHAIRMAN: I don't see 3.F.
 8 MR. WALLACE: Mr. Chairman, 3.F would be
 9 part of the actual resolution that is
 10 Resolution 2017-01-04.
 11 If you go to Section 3.A, B, C, D and E, I
 12 think Guy is talking about Section F --
 13 BOARD MEMBER MOODY: Page 3 of 4.
 14 MR. WALLACE: Right.
 15 THE CHAIRMAN: Page 3.
 16 MR. WALLACE: Mr. Parola --
 17 THE CHAIRMAN: But what you were reading
 18 is something different from what I --
 19 MR. WALLACE: Mr. Parola, please proceed.
 20 I'm sorry.
 21 MR. PAROLA: So the section Aundra just
 22 pointed out, the words "Certificate of
 23 Occupancy" is going to be stricken and replaced
 24 with "building permit for vertical
 25 construction." So when they file a building
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1 permit for whatever number of units they file
 2 it for, whatever the difference between that
 3 and 300 is, we'll get those units back for our
 4 use.
 5 THE CHAIRMAN: Okay. And this is nine
 6 months from September 1.
 7 MR. DIEBENOW: We have to close on the
 8 property from nine months from September 1.
 9 And then all of the other dates in that
 10 resolution are moving accordingly, moving back.
 11 The same spacing is preserved like before,
 12 as well as the 90-day extension at the CEO's
 13 authority, if it's required. And I will
 14 foreshadow that that may be required simply
 15 because our settlement agreement was pending
 16 for 90 days for signature by counter parties,
 17 but we -- the moment that we are approved by
 18 City Council, we're going to be seeking
 19 building permits just as fast as we possibly
 20 can. We are working on the design already.
 21 We've already cut the architects and everybody
 22 loose, but, again, our goal is to get in the
 23 ground as soon as possible. Those deadlines we
 24 should be able to meet. They're aggressive,
 25 but that's okay because we're going to be

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1 your CO?
 2 MR. DIEBENOW: Well, they'll revert upon
 3 us getting a building permit for vertical
 4 construction is the change that we have offered
 5 rather than waiting until we get a CO.
 6 BOARD MEMBER GILLAM: Right. So we need
 7 to move to amend the resolution to change
 8 Section 3.F of the resolution as well.
 9 BOARD MEMBER BARAKAT: Section 3.F of the
 10 original resolution?
 11 THE CHAIRMAN: The original resolution.
 12 BOARD MEMBER GILLAM: Yeah. The current
 13 resolution is revising the last resolution, and
 14 one additional change that needs to occur is
 15 changing 3.F.
 16 MR. DIEBENOW: Correct. To change the
 17 words "Certificate of Occupancy" to "vertical
 18 building permits" --
 19 THE CHAIRMAN: Okay. So, John, do we
 20 have --
 21 MR. DIEBENOW: -- or "building permits for
 22 vertical construction."
 23 THE CHAIRMAN: Do we need to have a
 24 separate motion --
 25 MR. SAWYER: Yes.

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1 aggressive.
 2 By the way, this same principle of keeping
 3 all our options open is one that we're going to
 4 preserve at DDRB as well. We're going to ask
 5 DDRB to approve the smaller elevation that you
 6 saw. We're going to ask DDRB to approve that
 7 as an alternative as well, preserving our
 8 taller version as an approved version as well
 9 because we don't want to give up the taller
 10 version of the building because the lawsuit is
 11 still pending and the lawsuit is not going to
 12 be dismissed until we actually pull building
 13 permits for that shorter building.
 14 So I know it seems silly and it seems
 15 ridiculous, but everybody is preserving their
 16 rights until the building permits are pulled.
 17 And once the building permits are pulled, then
 18 there will be the closing, and then
 19 construction will start presumably the very
 20 next -- or within that week.
 21 BOARD MEMBER BARAKAT: Mr. Chairman.
 22 THE CHAIRMAN: Yes.
 23 BOARD MEMBER BARAKAT: I understand where
 24 you're coming from, but do the incremental
 25 rights automatically revert to the City upon

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1 THE CHAIRMAN: Separate motions. So we
 2 need a motion on 2018-09-11.
 3 Can I get a motion?
 4 BOARD MEMBER GILLAM: We have one.
 5 THE CHAIRMAN: This one, but do we have to
 6 do a motion on the --
 7 MR. SAWYER: You'll do a motion to amend
 8 the resolution -- you already have a motion --
 9 there's 2018-09-11 -- to include amending 3.F
 10 of the prior resolution reference, to change
 11 the words from "Certificate of Occupancy" to
 12 "building permits for vertical construction."
 13 THE CHAIRMAN: Okay. Everyone get that?
 14 Okay. So do we have a motion on the
 15 amended --
 16 BOARD MEMBER DURDEN: Mr. Chairman, just
 17 another clarification. In the fourth whereas
 18 clause it refers to 3.A, 3.B, and 3.D, but in
 19 the body it refers to 3.B, C and D. And we've
 20 also got to add F. I don't see that we're
 21 modifying A, 3.A.
 22 MR. PAROLA: Through the Chair, you're
 23 absolutely right. So it would be B, C, D and
 24 F.
 25 THE CHAIRMAN: Okay. In the resolution,

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1 3.B, 3.C, 3.D and 3.F. And then the whereas --
 2 the fourth whereas, strike 3.A, and it would be
 3 3.B, 3.C, 3.D and 3.F.
 4 Thank you for your patience. We're seeing
 5 this for the first time right now.
 6 Okay. Do we have a motion on the
 7 amendment?
 8 BOARD MEMBER GIBBS: So moved.
 9 THE CHAIRMAN: Second?
 10 BOARD MEMBER DURDEN: Second.
 11 THE CHAIRMAN: Any discussion?
 12 Mr. Gillam.
 13 BOARD MEMBER GILLAM: I'm in favor of
 14 this. I think this is just an extension of
 15 what we've already approved and it's just
 16 giving the developer an opportunity to move
 17 forward as planned.
 18 THE CHAIRMAN: Okay. Mr. Moody.
 19 BOARD MEMBER MOODY: In favor.
 20 THE CHAIRMAN: Mr. Gibbs.
 21 BOARD MEMBER GIBBS: No comments.
 22 THE CHAIRMAN: Mr. Barakat.
 23 BOARD MEMBER BARAKAT: Let's do it.
 24 THE CHAIRMAN: Ms. Durden.
 25 BOARD MEMBER DURDEN: No comment.
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1 THE CHAIRMAN: Mr. Froats.
 2 BOARD MEMBER FROATS: I have no questions.
 3 THE CHAIRMAN: Mr. Grey.
 4 BOARD MEMBER GREY: No comment.
 5 THE CHAIRMAN: Any comments from the
 6 council member? Council Member Boyer?
 7 COUNCIL MEMBER BOYER: No.
 8 THE CHAIRMAN: Any comments from the
 9 public?
 10 AUDIENCE MEMBERS: (No response.)
 11 THE CHAIRMAN: Seeing no comments from the
 12 public, all in favor of Resolution
 13 2018-09-11 -- amended 2018-09-11 --
 14 BOARD MEMBER GILLAM: We have to vote on
 15 the amendment first.
 16 (Simultaneous speaking.)
 17 MR. SAWYER: This is --
 18 THE CHAIRMAN: We're voting on the
 19 amendment to the resolution.
 20 All in favor, say aye.
 21 BOARD MEMBERS: Aye.
 22 THE CHAIRMAN: Opposed, like sign.
 23 BOARD MEMBERS: (No response.)
 24 THE CHAIRMAN: And now for the amendment
 25 on -- I mean, for Resolution 2018-09-11.
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1 Who made the motion in the first place? I
 2 don't remember who made the motion.
 3 (Simultaneous speaking.)
 4 THE CHAIRMAN: Okay. All in favor of that
 5 motion, say -- indicate by aye.
 6 BOARD MEMBERS: Aye.
 7 THE CHAIRMAN: Opposed, like sign.
 8 BOARD MEMBERS: (No response.)
 9 THE CHAIRMAN: Okay.
 10 MR. DIEBENOW: Thank you.
 11 THE CHAIRMAN: Thank you. Appreciate it.
 12 Okay. Where are we? The chief executive
 13 officer report.
 14 MR. WALLACE: Yes, sir.
 15 Mr. Chairman, I have Resolution
 16 2018-09-09. It's a resolution of the Downtown
 17 Investment Authority commending and recognizing
 18 the contributions of Mr. Jack Meeks to the
 19 Downtown Investment Authority for his
 20 dedication and service in promoting the
 21 successful revitalization and redevelopment of
 22 Downtown Jacksonville as a board member of the
 23 Downtown Investment Authority.
 24 Mr. Chairman, Mr. Meeks served on this
 25 board for five years on the banking and
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1 finance -- as a representative from the banking
 2 and finance industry. He was elected vice
 3 chairman in 2014, 2015, 2016, and 2017. He
 4 served as different chairmanships; the
 5 Strategic Implementation Committee, Capital
 6 Improvement Projects Committee, the Budget
 7 Committee, as well as served on the Governance
 8 and Retail Enhancement Committees.
 9 I would like that you all would support
 10 this resolution and vote for it. He was a
 11 valued member to this particular board, as all
 12 of you are, but I just really want to commend
 13 him for his efforts as well.
 14 BOARD MEMBER GILLAM: Move to approve.
 15 BOARD MEMBER MOODY: Second.
 16 THE CHAIRMAN: And I have asked Mr. Gibbs
 17 to take the chair for the rest of this meeting.
 18 (Vice Chairman Gibbs assumes the Chair.)
 19 THE CHAIRMAN: Any comments?
 20 Ms. Durden.
 21 BOARD MEMBER DURDEN: Yes. I'm very
 22 supportive of this, obviously. And I just want
 23 to say thank you to Mr. Wallace for including
 24 it in our packet today. I always enjoyed and
 25 was very attentive to Mr. Meeks' comments.
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1 They were very helpful to us as a board.
 2 Thank you.
 3 THE CHAIRMAN: Mr. Barakat.
 4 BOARD MEMBER BARAKAT: I'd like to add
 5 that I enjoyed working with Mr. Meeks. I wish
 6 he was here to receive this. He put a lot of
 7 time into this board and effort. His knowledge
 8 and his help with the numbers was a great
 9 service to the board. And mostly his
 10 occasional jazzing of Mr. Bailey, that's what
 11 I'll miss the most.
 12 BOARD MEMBER BAILEY: It says he was
 13 elected vice chair in '14, '15, '16, and '17.
 14 It doesn't mean he didn't do any work during
 15 that period of time. He was a tremendous asset
 16 to this board. And let me tell you, he was --
 17 by far, he was a tremendous asset to us. And I
 18 know he is -- he was committed to downtown. He
 19 does an awful lot with downtown. He wants to
 20 find a way to be involved, so keep him in mind,
 21 but Mr. Meeks was a valuable asset to this
 22 organization and I wish him well. And I thank
 23 you for this effort. He did a great job.
 24 THE CHAIRMAN: Thank you.
 25 Mr. Moody.
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1 tell you, it's been a pleasure. It's been
 2 exciting. Oliver and I were here from day one
 3 when you went through the search, and we've
 4 come a long way. And to see how things are now
 5 is tremendous. I think people have a different
 6 view of the DIA. And if you remember, you
 7 didn't have a staff, you didn't have anything.
 8 MR. WALLACE: I had Karen.
 9 BOARD MEMBER BAILEY: And you walked in
 10 and gave everyone confidence and worked hard.
 11 And I think probably the most defining
 12 statement is that you're staying in
 13 Jacksonville. I've told everybody it's
 14 bittersweet, but we're proud of you, we're
 15 happy with where you're going, what you're
 16 doing. We hate to lose you. It's going to be
 17 big shoes to fill, but at least you're staying
 18 here. And, to me, that's an indication of --
 19 you're not running off, you're not worried
 20 about anything you've done. You've planted
 21 your feet here and you've made things happen,
 22 you're proud of it, and I think that people
 23 take notice.
 24 And I've had a lot of discussions about
 25 you in the past month, and some of them were
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1 BOARD MEMBER MOODY: Yes. I have a lot of
 2 respect for Jack. He had a lot of wisdom and
 3 he was a really dedicated guy. We'll miss him.
 4 THE CHAIRMAN: Thank you.
 5 Mr. Gillam.
 6 BOARD MEMBER GILLAM: One of the things
 7 that's nice about this board is the variety of
 8 backgrounds, and Jack did bring a special
 9 background. Some of us aren't too good with
 10 numbers and he was great, and I'll miss him.
 11 THE CHAIRMAN: We echo that. That's why
 12 we went to law school.
 13 Any public comment?
 14 AUDIENCE MEMBERS: (No response.)
 15 THE CHAIRMAN: Seeing none --
 16 MR. JACKSON: (Applause.)
 17 THE CHAIRMAN: Seeing none, all in favor
 18 of the resolution, signify by saying aye.
 19 BOARD MEMBERS: Aye.
 20 THE CHAIRMAN: Any opposition, like sign.
 21 BOARD MEMBERS: (No response.)
 22 THE CHAIRMAN: Mr. Wallace.
 23 MR. WALLACE: Mr. Chairman, it's been
 24 real. And that's all I've got to say.
 25 BOARD MEMBER BAILEY: Well, I've got to
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1 really nice.
 2 MR. WALLACE: Well, I hope so after you
 3 all approved a \$36 million incentive for a --
 4 BOARD MEMBER BAILEY: And just seeing the
 5 Mayor's Budget Review Committee and how they
 6 reacted this year compared to other years, I
 7 think it's an indication of the cooperation of
 8 the team work and how we all have operated
 9 together with the council and the
 10 administration and this organization.
 11 We had a lot to learn. We had to learn
 12 the hard way many times, but I think it has all
 13 come full circle. And I think people
 14 understand what we mean when we discuss these
 15 deals and what we're trying to do, but it
 16 certainly did -- I think the perception of this
 17 organization with the council is different than
 18 it was at that time, of most council members,
 19 and certainly the administration. We started
 20 off with a different administration who never
 21 did really understand and appreciate what we
 22 were trying to do. And Oliver and I fought
 23 pretty hard during that first year in trying to
 24 gain some ground, and it was exciting, it was
 25 fun.
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1 Would you like to add anything?
2 BOARD MEMBER GILLAM: Can we make a few
3 comments?

4 BOARD MEMBER BAILEY: Yes, please.

5 BOARD MEMBER GILLAM: I know we've been
6 here a long time and the people who are
7 watching have been here a long time too. And I
8 hate that this is being done now because I'd
9 like to have a lot more time to spend thanking
10 Aundra for what he has done.

11 I was not on the board when you were
12 appointed, but I've known you in the community
13 and throughout development projects. And, I
14 mean, civil servants get a bad rap being 9-to-5
15 employees, and you were the opposite of that.
16 You were the hardest working guy I know.

17 And not just this board, but the City of
18 Jacksonville has a great deal of appreciation
19 and owes you a debt of gratitude for what
20 you've done, and we really appreciate it. I
21 know I do.

22 MR. WALLACE: Thank you.

23 BOARD MEMBER BAILEY: Mr. Moody.

24 BOARD MEMBER MOODY: Yes. Aundra, I'm
25 going to miss you.

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1 He is a hard worker. I used to see him
2 early in the morning, about 5 o'clock, working
3 out at the San Marco Place condominium, and
4 then I knew -- at that point, I knew he was a
5 hard worker because he was getting up early to
6 start his day, but I've been impressed with him
7 because, you know what, he gets it in the big
8 picture, in the development scheme. He really
9 does understand the numbers, and we'll miss
10 that.

11 I really enjoyed working with you.

12 MR. WALLACE: Appreciate it.

13 THE CHAIRMAN: We really enjoyed working
14 with you as well, and we'll certainly miss the
15 talents that you brought to this board and to
16 this city. And for that, we're all eternally
17 grateful.

18 Thank you.

19 Mr. Barakat.

20 BOARD MEMBER BARAKAT: Well, Aundra, it's
21 been a long ride. I'll just echo whatever
22 everyone else has said. I will say, I knew you
23 were a hard worker in your first one-on-one
24 interview with me because I remember showing up
25 to the interview -- and this is after meeting

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1 with some of the other applicants. You knew of
2 some of the real estate deals I had negotiated
3 that was on my bio online, and I noticed that
4 you had gotten grasp of the street names. You
5 called the Southbank the Southbank and not the
6 south -- whatever, out-of-towners tend to say.

7 And you were prepared. I could tell, this
8 guy wants this job, he gets prepared, and he's
9 a hard worker. And, fortunately, that
10 impression was a correct one. I think you had
11 a similar impression on the other board members
12 from day one.

13 Mr. Bailey referenced the first year. It
14 was a tough time for this board for a number of
15 reasons. There was not a good relationship
16 between the then mayor and the City Council.
17 This board was caught in the middle of it. You
18 walked into a hornets nest, but you managed it
19 really, really well. And you slowly built
20 credibility up with this board. You brought in
21 a really good staff.

22 You have nine bosses, you've got nineteen
23 City Council members, you've got a mayor and
24 his administration, plus you have all the
25 stakeholders represented in this room every

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1 day. I don't know how you do it, but you had
2 the right skill sets for it. Mr. Bailey said
3 your shoes will be tough to fill. It'll be
4 tough to replace your skill set. I know we'll
5 find it because you're leaving this
6 organization on firm ground, and the job is
7 more attractive and interesting than it was
8 when you were coming into it, and much more
9 promising. The downtown is a much more
10 promising situation than it was five years ago.

11 So thank you for everything you've done,
12 for believing in this city, and thank you for
13 staying. That is a big deal. We're going to
14 have ongoing momentum by your presence in the
15 economic development community that we
16 otherwise wouldn't have by you leaving.

17 Downtown guys have come and gone. And
18 every time they leave, there's an interruption
19 in momentum, but your seat at the Chamber and
20 what you do will help us keep that momentum,
21 and I know you'll partner with your successor
22 pretty well.

23 So thank you for everything you've done.

24 MR. WALLACE: Thank you.

25 BOARD MEMBER DURDEN: Well, I am going to

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1 really miss you. The biggest thing that I'm
 2 going to miss, of course, is our 30-minute
 3 sessions before each board meeting where it's
 4 definitely a dump of information in a very
 5 quick fashion, always organized, always
 6 patient. There's times when I just have to
 7 kind of vent. That's going to be very
 8 difficult to replace, I think.

9 I've come to actually depend upon your
 10 opinion on a lot of these different things. I
 11 will ask hard questions, I always will, and
 12 I'll continue to do that, but your opinion
 13 really matters. So I'll miss that.

14 And I also think that it's fabulous that
 15 you're actually going to stay in town because
 16 we actually now know where to find you. And
 17 the Chamber, JAXUSA, I think that that's a
 18 wonderful platform for you, and you'll do --
 19 you'll continue to do the wonderful things that
 20 you've been able to do in our little
 21 concentrated downtown area but on a much bigger
 22 basis that I know our entire Northeast Florida
 23 region will be the beneficiary of.

24 So I really just wish you the very best of
 25 luck. If you ever miss us, you can come back

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1 forward to continue working together.

2 MR. WALLACE: Thank you, Dane.

3 BOARD MEMBER BAILEY: Council Member
 4 Boyer, do you have anything to add?

5 COUNCIL MEMBER BOYER: I get to comment.
 6 Thank you.

7 I've been here since the beginning too,
 8 and all I can say is it really has been a
 9 pleasure being your liaison, your advocate on
 10 council. And what you all don't know is how
 11 many meetings Aundra and I have had to
 12 strategize this or that and how we were going
 13 to approach it over the years, so we've had a
 14 great working relationship and I really
 15 appreciate it. And as many of you, we will
 16 continue to have that, just in a different
 17 context. But your success speaks volumes for
 18 all you've done. It's amazing where we are.

19 Thank you.

20 MR. WALLACE: Thank you.

21 BOARD MEMBER BAILEY: It makes people on
 22 the committee that found you look brilliant
 23 because of the way you handled the politics and
 24 your connections in this country. And your
 25 experience was sometimes overwhelming because

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1 and see us.

2 MR. WALLACE: I'll come in at 3:30.
 3 Thank you.

4 BOARD MEMBER DURDEN: Congratulations.

5 MR. WALLACE: Thank you.

6 BOARD MEMBER BAILEY: Mr. Froats, I'm sure
 7 you've got a lot to say about Mr. Wallace.

8 BOARD MEMBER FROATS: I figure next month
 9 I should have started, but I'm glad I did
 10 because I got to work with Aundra a little bit.
 11 And I appreciate all the time you put in to
 12 help me get up to speed, so thank you very
 13 much, especially when you have one foot out the
 14 door. And he took all the time, answered all
 15 my questions, and thank you very much.

16 MR. WALLACE: Thank you.

17 BOARD MEMBER BAILEY: Mr. Grey.

18 BOARD MEMBER GREY: Well, I really won't
 19 miss you because you're moving from one world
 20 to the next, so I'll probably work with you
 21 more in our next world. Bittersweet, though.
 22 I love what's going on downtown, and I know
 23 where it was and how, collectively, the
 24 board -- and you helped spur everything on, so
 25 congratulations on everything and looking

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1 these deals don't happen the way many people
 2 think they do.

3 And when you were talking earlier about
 4 the convention center and the response we got,
 5 you said we got lucky. We didn't get lucky; we
 6 had the best man working on that RFP, and
 7 that's why we got the response.

8 And you're respected. People know you.
 9 And I think Daniel made a great decision, but
 10 we're not losing Aundra. He's not going
 11 anywhere. And I agree, it's terrible to have
 12 to do this at 6 o'clock, at the end of a
 13 meeting like this, but he's not going anywhere.
 14 It's not like he's leaving town. He owns a
 15 home. They're knee-deep in this community and
 16 they're not going anywhere, and we're not going
 17 to let him go anywhere. We're going to keep
 18 him involved. So we will have this discussion
 19 further at another point. And we knew this was
 20 going to be a long, hard meeting.

21 So, Mr. Wallace, thank you for everything
 22 you have done. I think you've made a great
 23 decision, and I just look forward to seeing you
 24 more and more and more.

25 Do you have anything else you want to add?

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1 MR. WALLACE: No. It's been a pleasure.
 2 A lot of work got accomplished --
 3 BOARD MEMBER BAILEY: It's the hardest
 4 working staff you'll find, and they never stop.
 5 They've continued doing whatever they had to do
 6 even when Aundra wasn't well, when he took a
 7 little time off. And I don't think I've ever
 8 seen anybody come back the way they did with a
 9 new attitude and a new approach, and how he
 10 handles the work-life combination, and it was
 11 amazing to watch. And, trust me, there were a
 12 lot of people worried about you. And we didn't
 13 know how and what was going to happen, but your
 14 staff stepped up. You continued to do things
 15 behind the scenes, but your staff really
 16 stepped up.
 17 You're not going anywhere. You're going
 18 to be around. We're still going to see
 19 progress. We're going to see the things that
 20 we're doing now. And it gives me great, great
 21 confidence moving forward and knowing what we
 22 have to go through and knowing how we're going
 23 to get there, but you made that happen, and I
 24 think everybody recognizes that. I know the
 25 Chamber recognizes that. And, you know, I

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1 thought Jerry Mallot was going to be big shoes
 2 to fill.
 3 MR. WALLACE: They are.
 4 BOARD MEMBER BAILEY: I think you're going
 5 to fill them just fine, but we've got big shoes
 6 to fill too.

7 So, with that, thank you. You're not
 8 going anywhere, and we look forward to spending
 9 a lot more time with you. And now that you're
 10 not part of this, we can do things together and
 11 not have to file reports and --

12 Okay. That brings us to the next part of
 13 this meeting. Mr. Gibbs, I would like for you
 14 to take over this meeting if you don't mind.

15 THE CHAIRMAN: The chair has asked me to
 16 chair because the chair has a motion.

17 BOARD MEMBER BAILEY: Ms. Durden, you've
 18 said you have grown to depend on his opinion.
 19 I'm going to ask you to do the same thing now.

20 I mentioned the -- we've got to put --
 21 we've got to have a search and find a
 22 replacement. It's not going to be easy, it is
 23 a lot of hard work, but we want to include
 24 everyone.

25 I've talked to Procurement already. I've
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1 spent some time with Mr. Pease, understanding
 2 what we can do and can't do. It's a long
 3 process. Everyone here will be on the
 4 evaluation, as we did before. We will make it
 5 work. We will select the right person.

6 I was hoping it wouldn't have to go out to
 7 RFP, but we will have to do an RFP. I spoke
 8 with Todd Jorgenson about the process, and I
 9 think there's no way we can avoid it. So we've
 10 got to go through the process. And I mentioned
 11 someone who helped us with the process in the
 12 past. So we will be putting out that RFP.

13 I spoke with Mr. Pease on the requirements
 14 and so on. He says that the advertisement
 15 would take a couple of weeks, I think 30 days,
 16 and then the Evaluation Committee -- and we're
 17 not exactly sure if the DIA is exempt from the
 18 Evaluation Committee.

19 And, Oliver, you might remember if we have
 20 to appoint a representative from the DIA and so
 21 on, but that process is going to work.

22 When I said depend on our opinion --
 23 Oliver and I were here when we had nothing
 24 except an ordinance to deal with. We knew what
 25 we were supposed to do, we had a lot of

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1 supporters behind us, and we had absolutely
 2 nothing. Mr. Wallace came in probably six
 3 months later, probably in June -- May or June
 4 of '13, and we had to survive during that time,
 5 at the same time we had an administration that
 6 wasn't exactly embracing the DIA, and it seemed
 7 like everything we had to do was a bitter
 8 conversation.

9 We spent a lot of effort and time working
 10 through some of this. As a matter of fact, I
 11 think I resigned at that time, out of
 12 frustration. Fortunately, it all --

13 BOARD MEMBER DURDEN: It wasn't accepted,
 14 obviously.

15 BOARD MEMBER BAILEY: And the way things
 16 went, I'm glad it did, ended up the way it did.

17 After serving as chairman of this
 18 committee for so long -- and, Mr. Barakat, you
 19 know this well because you served as chairman
 20 of this committee for several years. We watch
 21 and see and understand exactly what happens.
 22 We have come a long way. We have done some
 23 great things. And it's not without our
 24 administration and our council. And that's
 25 been unique to all of us. I think we couldn't

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1 have gotten to this point if it wasn't for
 2 understanding the deals and doing what we need
 3 to do to keep things moving forward.
 4 I imagine y'all have the same concerns;
 5 what happens now, how do we get by, how do we
 6 make sure that some of these deals that we're
 7 in the middle of continue, how do we address
 8 the new ones as they come up? It's not going
 9 to be easy.
 10 So I know in my relationship with Aundra
 11 that there's only a couple of people that
 12 really understand what happens and how these
 13 deals work and how we get them done and how we
 14 approach these things and understand all the
 15 details behind them. Three of those people --
 16 Aundra is one of them, and I'm not including
 17 him, but we have a couple others that have been
 18 closely involved in the conversations.
 19 In looking at what we can do and how we
 20 can do it, I approached the mayor and I asked
 21 the mayor if it's possible for us to try to
 22 steal one of their folks to come over and help
 23 us at the DIA.
 24 Now, when I say there's only three
 25 people -- Mike Weinstein is one of those
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1 with. I asked if we could have Mr. Hughes at
 2 his current status as chief of staff and that
 3 they pay for that compensation for Mr. Hughes
 4 to act as interim chief executive officer of
 5 the DIA, and they have agreed.
 6 And, Ms. Boyer, this is not going to be
 7 easy, but it's going to take all of us
 8 participating and helping and working with
 9 Mr. Hughes and the staff in trying to keep all
 10 these projects going.
 11 Nothing is going to change with this. I
 12 know people are -- you know, might question,
 13 how does that work? We are always talking
 14 about these projects and these deals, and it's
 15 not going to change anything. Aundra has done
 16 the same thing at that level, and we're going
 17 to continue doing it.
 18 So from this point on, my
 19 recommendation -- and I'd like to make a motion
 20 that we ask Mr. Hughes to serve as chief
 21 executive officer of the DIA until the time we
 22 find a full-time CEO of the DIA through the
 23 search that I described earlier.
 24 So that's my motion.
 25 BOARD MEMBER MOODY: I'll second the
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1 people. And you all know Mike has been the
 2 go-to guy for many things in the past. And as
 3 chief financial officer, you just saw, he is
 4 retiring, and his wife is not going to let him
 5 do anything, so he's off the list.
 6 Sam Mousa is another one that, I think,
 7 knows these deals backwards and forwards, but
 8 Sam is not going anywhere, but Brian Hughes,
 9 they mayor's chief of staff, probably
 10 understands this organization and the deals
 11 that we're making and the relationship with the
 12 council better than anybody else in this city.
 13 I asked the mayor if we could have
 14 Brian Hughes for several months during this
 15 transition on one condition, he cannot apply
 16 for the position, he could not have this job.
 17 And I was told clearly he didn't want this job
 18 and that the mayor wasn't going to let him go.
 19 But we're in the middle of so many
 20 negotiations right now and so many very, very
 21 large deals, we cannot take a bump in the road
 22 at all, and Brian Hughes knows it better than
 23 anybody.
 24 We also have to interview and bring
 25 somebody in at a salary that they could live
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1 motion.
 2 THE CHAIRMAN: It's been properly moved
 3 and seconded that we engage Brian Hughes as
 4 interim CEO for the DIA.
 5 Board comments, Mr. Gillam?
 6 BOARD MEMBER GILLAM: No comment.
 7 THE CHAIRMAN: Mr. Moody.
 8 BOARD MEMBER MOODY: No.
 9 THE CHAIRMAN: Mr. Barakat.
 10 BOARD MEMBER BARAKAT: I don't know
 11 Mr. Hughes; I've never met him. We don't have
 12 a bio in front of us, so I'm not sure what his
 13 skill sets are. I know he's very adept on the
 14 political front and very adept at his current
 15 position.
 16 So I guess my first question is, is he
 17 going to maintain his current position and
 18 chair simultaneously?
 19 THE CHAIRMAN: Mr. Bailey.
 20 BOARD MEMBER BAILEY: In my discussions
 21 with Mr. Hughes, this is his priority, this is
 22 what he's going to do. He's able to maintain
 23 that with the help of other people in the
 24 administration. So we would be getting what we
 25 need from Mr. Hughes, yes.
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1 BOARD MEMBER BARAKAT: So he's going to be
2 maintaining both positions?

3 BOARD MEMBER BAILEY: Well, he's one floor
4 apart, but -- I'm sure he will have some
5 crossover, but this is his position.

6 BOARD MEMBER BARAKAT: One of the things
7 that's vivid in my mind was -- when I was
8 chair, Mr. Bailey, you remember, was the
9 concept of DIA independence. And, you know,
10 that continues to be important, so -- and
11 that's independence from City Council and
12 that's independence from the mayor, whoever is
13 mayor, and the administration. So how do you
14 see that -- and again, I understand this is a
15 short-term play here, but have you thought that
16 through? How do you see that as a potential
17 concern if somebody were to bring that up, if a
18 member of the public were to bring that up, how
19 would you address that?

20 BOARD MEMBER BAILEY: After what we
21 experienced with the first administration and
22 the conflict that we had to try to maintain
23 that independence, I think it's clear, I think
24 it's obvious to the council, I think it's
25 obvious to the administration, the importance

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1 of that independence.

2 Mr. Hughes is, I'm telling you, the only
3 person that can understand the depth of these
4 deals at this point and can represent the DIA.
5 I'm not as concerned with that independence. I
6 think after the last budget review, the mayor's
7 budget review meeting and where everyone saw
8 that the DIA was at the current time, I
9 think -- and the comment by -- I think it was
10 Mr. Weinstein said it. "It looks like whenever
11 they ask for something, they're going to do
12 something with it," which indicates to me they
13 understand the value of the DIA, why we do what
14 we do, and that it's working, and we don't want
15 to mess it up. And I think Mr. Hughes
16 understands that clearly.

17 Trust me, I went through this in my
18 discussions with him, and with the mayor,
19 trying to maintain and understand that
20 independence. And I think everyone appreciates
21 it. So I don't think that's going to be an
22 issue. And I'm going to be in the middle of it
23 the entire time, so -- and as one who demands
24 that independence, I think we can maintain
25 that.

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1 BOARD MEMBER BARAKAT: Okay. He's not
2 here. I just would want to understand his --
3 we all just talked about Aundra's work ethic
4 and how many hours he puts into this position,
5 so I'm still scratching my head on how you do
6 two very important jobs at the same time and
7 not let things fall through the cracks, but
8 I'll wait for any other comments from other
9 board members.

10 THE CHAIRMAN: Thank you.
11 Ms. Durden.

12 BOARD MEMBER DURDEN: Likewise, I don't
13 know Mr. Hughes, which is interesting given his
14 role in the mayor's office. You'd think
15 that -- or I'd think that he might be more
16 publicly known. I don't know how much he's
17 been involved with the corroboration that -- I
18 know that Aundra and Chairman Bailey have
19 worked closely with the mayor's office on a lot
20 of the projects. I don't know if Mr. Hughes
21 has been involved, directly involved. You're
22 shaking your head yes.

23 BOARD MEMBER BAILEY: He has been in those
24 meetings. That's why I would recommend him, is
25 because of his involvement in those

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1 conversations with Mr. Wallace, and we'll hear
2 from Mr. Wallace in a second.

3 BOARD MEMBER DURDEN: Obviously, we do
4 need an interim, there's no doubt about that,
5 that we have to have an interim CEO. And it is
6 helpful that he is here at the City and he's
7 familiar with -- it sounds like he's familiar
8 with at least some of the projects.

9 And I have a little concern in regards to
10 Mr. Barakat's comments about how he will
11 fulfill two really important roles, and I would
12 hope that, you know, he would maybe even
13 consider telling us how he plans to do that
14 because sometimes just being in the place
15 physically, on the third floor, could make a
16 big difference for what we're doing and moving
17 forward with -- keeping the momentum going.

18 But coming back to my very first comment,
19 which was, depending on your knowledge and your
20 recommendation, that means a lot to me.

21 THE CHAIRMAN: Thank you.
22 Mr. Froats.

23 BOARD MEMBER FROATS: I just want to
24 caution everybody about the current market
25 environment on finding a replacement. I think

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1 five years ago it was a very different market
2 than it is today. The process could take
3 longer. So I think we need to be prepared for
4 that. So I think it is important to have
5 somebody that is very familiar with the
6 organization and the inner workings of it. So
7 I just wanted to point that out from a
8 recruiting standpoint.

9 But I do know Brian Hughes. I know him
10 personally. He's a really good guy. He does
11 work hard. I think having him in both
12 positions is a good thing for this group and to
13 continue with the progress that's being made.
14 Obviously, there's a lot of activity going on
15 in downtown, and so that will help that.

16 Those are all my comments.

17 THE CHAIRMAN: Thank you.

18 Mr. Grey.

19 BOARD MEMBER GREY: No comment.

20 THE CHAIRMAN: Thank you.

21 Mr. Wallace.

22 MR. WALLACE: As Mr. Bailey indicated, I
23 have biweekly meetings with the administration.
24 And as of January of this year, the biweekly
25 meetings brought in another party, and that

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1 party was Mr. Brian Hughes. Intricately
2 involved in every conversation we had.
3 Make no mistake about it, what we do here,
4 I talk to the administration before I bring a
5 project to you. Brian is involved in every
6 conversation, in-depth conversations from
7 January of this year, once he came on board.

8 Mr. Bailey is absolutely correct.

9 Mr. Weinstein is not available. Mr. Mousa is
10 not available. The practical decision is
11 Brian Hughes. From a knowledge standpoint of
12 being able to understand every particular
13 project that we have going, and even the
14 projects that we haven't brought forward to
15 you -- he saw a number of different deals that
16 came forward to you today that I've been
17 discussing; the Ambassador Hotel, the Berkman,
18 Lofts at Brooklyn, et cetera. He's been
19 involved in all those particular discussions.

20 But Brian is not going to be doing this
21 alone. You have Guy Parola, you have Tom Daly,
22 you have Jim Klement, you have Karen, you've
23 got Bob, we've got Jackie, and you've got a
24 General Counsel here in John Sawyer. So this
25 is not something that he's going to be going at

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1 alone. The only thing that takes place that's
2 different is, come your October board meeting I
3 won't be sitting here, he'd be sitting here.
4 But that knowledge to my left remains, and it
5 helps you transition during this time and gives
6 you the space to do a national search and to
7 find a replacement.

8 The marketplace is out there. You found
9 me; you will find someone else. Trust me on
10 that. And I'm very keen to who's in the
11 marketplace. And Lord knows different head
12 hunters or recruiters would call me about
13 different jobs, and I've gone into the Rolodex
14 and said, "Call this person. I'm not
15 interested."

16 So I would say to you, this is a
17 short-term solution, whatever short term it is.
18 The sooner the search firm gets hired and gets
19 working the sooner -- the shorter it is, but
20 you just approved a \$36 million incentive
21 package. You just approved an incentive
22 package on Lofts at Brooklyn. You just
23 approved Southbank Apartment Ventures, LLC.
24 You just approved a number of different
25 projects that are all going to have to go

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1 through City Council. You need someone to help
2 you do this, along with the team that you have
3 here that are going to be working with that
4 particular person, and I don't have any doubt
5 in my mind that Brian can do this.

6 THE CHAIRMAN: Mr. Gillam.

7 BOARD MEMBER GILLAM: I have a question
8 for Councilwoman Boyer.

9 You expressed how much you enjoyed -- how
10 much you had worked -- closely you had worked
11 with Mr. Wallace. Are you comfortable, from a
12 City Council perspective, that Mr. Hughes can
13 work with you and work with the council, at
14 least in an interim period, to where we can
15 continue working as a board?

16 COUNCIL MEMBER BOYER: Through the Chair
17 to Mr. Gillam, I mean, he has been working with
18 City Council on behalf of the mayor's office,
19 so -- you know, not as close a relationship
20 because he has staff that does that; Ms. Krieg
21 who is here, and Mr. Elsbury and others have
22 done that, but I certainly think that is within
23 his skill set and within his ability to do.

24 Again, whether he will do that personally
25 on your behalf or whether he will reach out and

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1 have others that have been part of his team do
2 that, I'm not sure what kind of structure he's
3 envisioned.

4 BOARD MEMBER BAILEY: Nobody has a better
5 relationship with the mayor than Brian Hughes
6 does. He has the -- I'm certain that the
7 things we want to do and need to do will stay
8 on track.

9 I got a text from Brian just a short while
10 ago. "You have the assurance of the
11 administration; my availability will be
12 consistent and whatever it takes to keep the
13 board and organization on track to do their
14 search and have the process keep moving."

15 And I have all confidence in the world
16 after my discussions with the mayor and with
17 Brian and Sam and -- Mr. Mousa, on how this
18 would work. I feel very confident, and I would
19 be the first to tell you if I had a concern.
20 You know, we'll find out, but we have to keep
21 things moving.

22 Aundra is going to be around to help us
23 with that search. He's already committed to
24 advise and do whatever he can to help with that
25 search. It is going to take some time.

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1 favor, signify by saying aye.
2 BOARD MEMBERS: Aye.
3 THE CHAIRMAN: Any opposition?
4 BOARD MEMBERS: (No response.)
5 THE CHAIRMAN: Thank you.
6 Mr. Chair.
7 (Chairman Bailey resumes the Chair.)
8 THE CHAIRMAN: Okay. With that, Jim,
9 quickly, the DDRB meeting, coming up in --
10 MR. WALLACE: A few hours. It should be
11 tomorrow. So that will be there. I think that
12 covers DDRB.
13 THE CHAIRMAN: Thank you.
14 Any old business? Any new business from
15 any members?
16 BOARD MEMBERS: (No response.)
17 THE CHAIRMAN: Any public comments? I
18 don't have any cards.
19 AUDIENCE MEMBERS: (No response.)
20 THE CHAIRMAN: I see no public comments,
21 so this meeting is adjourned.
22 Thank you very much.
23 (The above proceedings were adjourned at
24 6:25 p.m.)
25

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1 I think it's more attractive than it was
2 in October of 2012 when we were searching for
3 people when they didn't have a staff or
4 anything. I think you've built something that
5 people will be interested in, and we've had a
6 lot of interest already. So I don't think it
7 is going to be easy. I think all of us need to
8 be involved in that process, but I think we
9 will get there. It could take four to
10 six months.

11 BOARD MEMBER GILLAM: I call the question.

12 THE CHAIRMAN: Thank you.

13 There's a motion to call the question.
14 Second?

15 BOARD MEMBER DURDEN: Second.

16 THE CHAIRMAN: Any discussion on the
17 motion to call the question?

18 BOARD MEMBERS: (No response.)

19 THE CHAIRMAN: All those in favor, signify
20 by saying aye.

21 BOARD MEMBERS: Aye.

22 THE CHAIRMAN: Do we have public comment
23 at all for the motion that's on the table?

24 AUDIENCE MEMBERS: (No response.)

25 THE CHAIRMAN: Seeing none, all those in

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1 CERTIFICATE OF REPORTER

2
3 STATE OF FLORIDA)
4)
5 COUNTY OF DUVAL)
6
7

8 I, Diane M. Tropia, Florida Professional
9 Reporter, certify that I was authorized to and did
10 stenographically report the foregoing proceedings and
11 that the transcript is a true and complete record of my
12 stenographic notes.

13
14
15 DATED this 30th day of September 2018.
16
17

18 _____
19 Diane M. Tropia
20 Florida Professional Reporter
21
22
23
24
25

Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
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