

CITY OF JACKSONVILLE  
DOWNTOWN INVESTMENT AUTHORITY  
COMMUNITY REDEVELOPMENT AGENCY  
BOARD MEETING

Proceedings held on Wednesday, May 15, 2019,  
commencing at 1:00 p.m., City Hall, Lynwood Roberts  
Room, 1st Floor, 117 West Duval Street, Jacksonville,  
Florida, before Diane M. Tropia, FPR, a Notary Public in  
and for the State of Florida at Large.

BOARD MEMBERS PRESENT:

- CRAIG GIBBS, Acting Chair.
- RON MOODY, Secretary.
- OLIVER BARAKAT, Board Member.
- DANE GREY, Board Member.
- TODD FROATS, Board Member.
- MARC PADGETT, Board Member.
- BRAXTON GILLAM, Board Member.
- CAROL WORSHAM, Board Member.

ALSO PRESENT:

- BRIAN HUGHES, Interim Chief Executive Officer.
- GUY PAROLA, DIA, Redevelopment Manager.
- JOHN SAWYER, Office of General Counsel.
- JOHNNY GAFFNEY, Office of the Mayor.
- KAREN UNDERWOOD-EILLAND, Executive Assistant.

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1 later in the day; and, obviously, our  
2 candidates are scheduled in order the way they  
3 are to deal with their travel arrangements, so  
4 I think without further adieu we might actually  
5 get ahead of our agenda at this point timewise  
6 and start the process.

7 I think that the search consultant has  
8 spoken to each of you about the process. Each  
9 candidate will come in, have a 5- to 10-minute  
10 introduction and, through the Chair, the rest  
11 of the time is for members to Q and A. And  
12 there's some suggested topics and there's the  
13 scoring sheet. The anticipation is that the  
14 scoring sheets will be compiled by you along  
15 the way, finished, Diane Moser from Employee  
16 Services will take them. We'll move on to the  
17 rest of the business agenda while Ms. Moser  
18 tallies, and then she'll come back to report  
19 the ranking order based on those score sheets  
20 and we'll proceed from there.

21 THE CHAIRMAN: Thank you very much.

22 With that, can we get our first candidate  
23 please?

24 Yes, Mr. Sawyer.

25 MR. SAWYER: Through the Chair, just for  
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1 PROCEEDINGS  
2 May 15, 2019 1:00 p.m.

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4 THE CHAIRMAN: I'd like to call this  
5 meeting to order, the Downtown Investment  
6 Authority, and let's start the proceedings by  
7 everyone standing for the Pledge of Allegiance.  
8 (Recitation of the Pledge of Allegiance.)

9 THE CHAIRMAN: I'd like to thank everyone  
10 for coming this afternoon. We have a full  
11 agenda. And with that, we'll start with  
12 Mr. Hughes if we're going to proceed with the  
13 printed agenda.

14 MR. HUGHES: Thank you, Mr. Chairman.

15 There had been some discussion in  
16 scheduling. We would like to change the order  
17 of some items, but we're going to go ahead as  
18 you see before you with the -- having one-hour  
19 components with each of the three candidates,  
20 one at a time. And along the way, I will hand  
21 some of that process to the search consultant  
22 who has been working with the DIA.

23 After that -- I know, it's a long one, but  
24 after that there are several other items that  
25 we need to try to get to today. I know some  
board members have some tight drop-dead times

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1 the -- to refresh the board's recollection, so  
2 the code does set forth some qualifications  
3 that you should keep in mind when hiring the  
4 chief executive officer. It provides -- the  
5 position should -- the hire should include a  
6 minimum of five years of (inaudible) and  
7 responsible experience of downtown  
8 redevelopment or in a similar capacity, at  
9 least four years of which are supervisory or  
10 consulting roles or an equivalent combination  
11 of training and experience. And you have some  
12 latitude with -- how you evaluate your  
13 candidates' backgrounds.

14 It also states, the candidate must be in  
15 possession of a bachelor's degree or higher  
16 from an accredited college or a university in a  
17 related field, and the examples given are city  
18 planning, real estate, finance, architecture,  
19 urban design or public administration, or a  
20 master's degree as to the same. So, again, you  
21 have latitude in how you evaluate the criteria.

22 THE CHAIRMAN: Thank you, Mr. Sawyer.  
23 (Mr. Flisram enters the proceedings.)

24 THE CHAIRMAN: With that, we'll begin with  
25 our first candidate.

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1 Would you please introduce yourself.  
2 BOARD MEMBER FROATS: I was just going to  
3 say -- I'm sorry. Mr. Sawyer, all three  
4 candidates meet that criteria, correct?  
5 MR. SAWYER: I would assume so. I have  
6 not evaluated the background of any of the  
7 candidates.  
8 BOARD MEMBER FROATS: I believe they do.  
9 MR. HUGHES: The search consultants were  
10 aware of the criteria and have considered the  
11 criteria in their search.  
12 THE CHAIRMAN: Any other questions before  
13 we begin?  
14 BOARD MEMBERS: (No response.)  
15 THE CHAIRMAN: Seeing none, please give us  
16 a five-minute introduction.  
17 You may start.  
18 MR. FLISRAM: Sure. Thank you, Mr. Chair.  
19 Greg Flisram, currently the senior vice  
20 president with the Economic Development  
21 Corporation of Kansas City, Missouri.  
22 First off, I'd like to thank the committee  
23 for having me back here in Jacksonville.  
24 Fantastic community. My wife and I are really  
25 excited about the -- for me, the professional  
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1 opportunities, but from a personal standpoint,  
2 the lifestyle opportunities as well, so I  
3 appreciate the time that you're taking  
4 reviewing my credentials.  
5 So I mentioned, I'm currently the senior  
6 vice president at the EDC of Kansas City. Our  
7 office is about a 30-person office. It's  
8 business development, economic development,  
9 real estate development, international  
10 development, (inaudible) entrepreneurship. A  
11 30-person company. I head up the land and real  
12 estate part of that, overseeing a staff of  
13 seven, seven-and-a-half people.  
14 I oversee the Tax Increment Finance  
15 Commission, the Land Clearance and  
16 Redevelopment Authority or the Redevelopment  
17 Authority, of which I also happen to be  
18 executive director of. I absorbed that job a  
19 couple of years ago. The Industrial  
20 Development Authority, the Planned Industrial  
21 Expansion Authority. The only agency -- the  
22 only redevelopment agency I don't oversee is  
23 the Port Authority in Kansas City.  
24 My career -- just a summation -- is really  
25 broken down into two halves. I started off --  
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1 my background is in urban planning and design.  
2 So I came out of graduate school working as a  
3 consultant across the country, mostly in the  
4 upper midwest, but throughout the country doing  
5 economic development plans, strategic plans,  
6 vision plans for struggling or underperforming  
7 downtown areas that became commercial  
8 districts. I really liked that. I was good at  
9 it. We spent a lot of time in the  
10 implementation side of it, but after many years  
11 of doing that I looked back and saw that so few  
12 of the projects that I helped serve as the, you  
13 know, brain child of did not happen or did not  
14 happen to the extent or to -- the way I thought  
15 they should be.  
16 So in an overt attempt to try to have more  
17 control over outcomes, I shifted to the public  
18 sector and was recruited to be the economic  
19 development director of Green Bay, Wisconsin.  
20 After working with the neighboring village of  
21 Ashwaubenon, Wisconsin, and the Green Bay  
22 Packers on the -- what's now known as the  
23 Titletown District in Green Bay; back then it  
24 was known Lambeau Village -- our firm came in  
25 and did the -- the overall master vision for  
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1 that and the implementation plan in conjunction  
2 with the Green Bay Packers and the Village of  
3 Ashwaubenon and the City of Green Bay.  
4 Through that process, I got to know some  
5 folks up there. I got recruited by the  
6 recently outgoing mayor -- or recently --  
7 former mayor, I should say, of Green Bay, was  
8 the VP -- development director of that city. I  
9 spent three-and-a-half years there, led several  
10 million dollars worth of renovation and  
11 redevelopment along the downtown riverfront,  
12 including several hundred units of new housing,  
13 new office development, one new hotel, and then  
14 the re-christening, the reopening of our grand  
15 dame hotel in Green Bay, Hotel Northland. It  
16 was a beautiful, old, historic building that  
17 was mothballed and had been vacant for several  
18 years.  
19 My job, day one, was -- the mayor wanted  
20 to see that turned into a four-star hotel. And  
21 so -- worked to do that. Actually, the -- the  
22 Hotel Northland, that -- that development deal  
23 together -- recruited the developer, put the  
24 RFP out, put together the capital, the  
25 incentive stack on that, which is a seven-layer  
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1 incentive stack, helped line up private  
2 financing through the EB-5 program. I don't  
3 know how you feel about that, but in a  
4 post-recession era, that was one of the only  
5 sources of financing you could actually get to  
6 do certain hotel deals, certainly in Green Bay,  
7 was to go to the EB-5 route.

8 That project, after a lot of fits and  
9 starts, finally opened this past year as a  
10 Marriott Autograph. It still has the Hotel  
11 Northland brand, but it's under the Marriott  
12 Autograph flag. So I did that for  
13 three-and-a-half years. I think we did a  
14 pretty good job there.

15 After three-and-a-half years, the council  
16 took it over. I felt like most of the big  
17 projects had been done and it was time for me  
18 to move on. I got the job in Kansas City and  
19 have been working there for the past  
20 four-and-a-half years, and we do about a  
21 billion dollars a year in redevelopment  
22 projects, public/private partnership  
23 redevelopment projects, on a yearly basis. And  
24 we kept that average up for the past four  
25 years.

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1 And so my job with KCEDC is to really --  
2 not so much recruit development as I did in  
3 Green Bay, but really to serve as an advisor to  
4 the development community when projects come  
5 in, make sure that we're exposing developers  
6 who are interested in investing in our city and  
7 all the possible opportunities, shepherd them  
8 through the process, help identify their  
9 capital needs, their capital stack needs, and  
10 then do the public side due diligence on that.

11 So, in other words, if we have a project  
12 we want to see happen, it comports with the  
13 plan, the neighborhood wants it, how do we get  
14 that deal if it's based on a financial gap,  
15 which many of them are, most of them are. How  
16 do we get that deal, but pencil out -- but not  
17 give the developer more than we have to to make  
18 the deal hit its target (inaudible) rate.

19 So I do all the public side due diligence  
20 on that, our staff does, I should say. I kind  
21 of manage that process and help shepherd the  
22 projects through the agency process and, if  
23 need be, the City Council.

24 Kansas City has been on a pretty good roll  
25 lately. There's been a little bit of backlash

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1 about the use of incentives, and so -- love it  
2 there. We're happy there, but this seems to be  
3 a place where, you know, a lot of -- I think I  
4 could do a lot of good work here. I think it  
5 would be a lot of fun. And for somebody who is  
6 an urbanist or urbanista, whatever you want to  
7 call me, I kind of salivate with the  
8 opportunity to be able to work under an urban  
9 riverfront/waterfront downtown. I don't know  
10 of another urban waterfront in the U.S. that's  
11 got this much opportunity as this one does,  
12 quite frankly, and that is very appealing to me  
13 personally and professionally.

14 THE CHAIRMAN: Thank you for that  
15 impressive resume. The board has questions of  
16 you.

17 Let's start -- Mr. Padgett, would you mind  
18 starting?

19 BOARD MEMBER PADGETT: I don't mind at  
20 all. Do we want to ask these questions  
21 individually, one by one, or -- I know we have  
22 kind of a template already on the front here.  
23 So instead of all of us going and asking the  
24 same questions over and over again, should we,  
25 as a board, just go through some of this?

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1 THE CHAIRMAN: It's up to you, sir.

2 BOARD MEMBER PADGETT: Okay. I don't have  
3 a lot of questions. As everyone knows, we've  
4 already done interviews once and sat together  
5 for a pretty long period of time.

6 I like the big city background, riverfront  
7 background, the urban planning background, you  
8 know, a lot of development history where you  
9 are now. A billion dollars a year is pretty  
10 impressive. Our riverfront is a big deal to  
11 us, so we definitely want to see a lot happen  
12 on our river, and I think a lot needs to happen  
13 on the river.

14 I want to get back to the financing side  
15 and -- able to obtain funds from outside  
16 sources, and how you -- how connected you feel  
17 to being able to do that and the sources you  
18 would reach out to and just kind of a general  
19 brush of that.

20 MR. FLISRAM: Sure. I think I've got a  
21 pretty extensive contact list with developers  
22 throughout the country. I think the -- I'm not  
23 sure yet if it's really capital -- can't come  
24 here because the capital is not interested,  
25 they came in and looked around and said, no,

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1 thank you, or whether the capital just hasn't  
 2 been made aware of the opportunities here.  
 3 Most of my experience actually has to do  
 4 with recruiting developers who bring those  
 5 equity relationships and that capital with them  
 6 and getting them partnered up with local  
 7 developers, sometimes smaller ones. I mean,  
 8 they have the same reach or the same equity  
 9 relationship as others do. So I've got a  
 10 pretty good track record of helping recruit  
 11 development, actually bringing those -- those  
 12 resources in.  
 13 In the case of the Hotel Northland in  
 14 Green Bay, we'd been more active in helping  
 15 identify sources of financing, as I said,  
 16 through the EB-5 program. We helped identify a  
 17 senior lender for the developer who was doing a  
 18 project that was about ten times larger than  
 19 anything he had previously done, so we had to  
 20 handle that process.  
 21 Also, in Green Bay we did an early --  
 22 before it was even a term, I think, a  
 23 crowdsource deal where we held an investor  
 24 event on some property we had. A developer  
 25 wanted to do a project, wanted equity partners

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1 to come into the -- into the project with him,  
 2 and we actually staged an investor where we  
 3 brought investors, developers up from other  
 4 parts of the state and a couple from Chicago  
 5 and the Twin Cities to this and we actually  
 6 raised over \$7 million in chunks of \$25,000 and  
 7 higher, in very good ways. So we actually  
 8 crowdsourced that -- a good part of that  
 9 project. Not the kind of crowdsource you see  
 10 on online crowdsourcing. It was more of an  
 11 in-person investor event.  
 12 I've got a lot of relationships with real  
 13 estate investment trusts, REITs. There's a lot  
 14 of them in Kansas City. I have a lot of  
 15 friends in the banking, lending industry, the  
 16 construction lending industry. So I think I'm  
 17 pretty well equipped.  
 18 I can't say that I'm connected to a lot of  
 19 folks on Wall Street but can -- you know, can  
 20 make a quick call and have Goldman Sachs -- you  
 21 know, yeah, we'll plunk, you know, 20 million  
 22 into your deal, but I think it's really -- it  
 23 feels to me that, if you have problems with  
 24 getting investment in the community, it could  
 25 be that the developers haven't been exposed to

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1 the opportunity here yet or they are somehow  
 2 uncomfortable with the project, with the  
 3 developer or the market, and I think my job  
 4 would be to help overcome those hesitations.  
 5 I hope that answered your question.  
 6 BOARD MEMBER PADGETT: Yeah, that does  
 7 answer it.  
 8 The other question I would have is  
 9 financial background and understanding budgets  
 10 well and moving funds around. There's a lot of  
 11 that that gets done in the DIA, of how things  
 12 get moved from one pot to another pot. And I'm  
 13 sure that you probably have plenty of  
 14 experience with that in Kansas City and other  
 15 places you've been, but I still want to pose  
 16 the question just to touch on it.  
 17 MR. FLISRAM: Sure. So for what it's  
 18 worth, my undergraduate degree is actually in  
 19 economics, so I've got some financial acuity, I  
 20 think. I'm not the numbers guy in my office,  
 21 however. I manage the budget, put the budget  
 22 together, and do control the budget, but in  
 23 terms of -- so from a macro standpoint, that's  
 24 what I do.  
 25 In terms of doing these -- vetting of

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1 deals, actually tearing apart somebody's  
 2 pro forma and putting it back together again  
 3 and seeing where the fat is or where they  
 4 sandbag numbers, I'm not that guy. I've got  
 5 people on my staff that do that, and we  
 6 outsource some of that work too. So I'm not a  
 7 financial wonk, but I know how to manage a  
 8 budget. I know how to read a budget and how to  
 9 manage it. I've done quite a bit of that.  
 10 BOARD MEMBER PADGETT: Okay. I think  
 11 that's fine. We just need a good general  
 12 understanding of those things and a good  
 13 general understanding of kind of how big cities  
 14 function. I think you certainly bring all that  
 15 to the table. I don't have any other  
 16 questions. I'll let the other members ask.  
 17 THE CHAIRMAN: Thank you, Mr. Padgett.  
 18 Mr. Gillam.  
 19 BOARD MEMBER GILLAM: Thank you,  
 20 Mr. Gibbs.  
 21 One of the things that was -- I found  
 22 interesting when we first met -- and,  
 23 obviously, it flows from your resume -- is your  
 24 background both in Green Bay and in Kansas  
 25 City, both NFL cities, and we proudly are the

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1 home of the Jaguars. And what we face in this  
2 community, particularly downtown, you know, in  
3 the development in and around the stadium and  
4 potentially partnership with, you know,  
5 ownership of the Jaguars -- talk about your  
6 experience in dealing with those -- the NFL and  
7 the personalities and that group.

8 MR. FLISRAM: I'm not sure there's one  
9 answer for you. I've got some pretty good  
10 stories, but the Packers were, outwardly  
11 anyway, a very -- a great organization from the  
12 community standpoint. But in the end, you  
13 know, they did things their way. We brought  
14 opportunities to the -- to the table.

15 They did, initially, really like the idea  
16 that our firm proposed, I proposed, about  
17 creating a practice stadium, spectator facility  
18 for practices. So we built a practice stadium,  
19 spent like \$9 million on a practice stadium out  
20 in Lambeau Field, and did a lot of other things  
21 that were identified in our initial plan. And  
22 they took the ideas and ran with them, but it  
23 was after, you know, putting the -- some of the  
24 initial ideas together.

25 Their attitude was, yeah, well -- they  
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1 is -- there's been discussion locally, and they  
2 did the Kansas City Power and Light District,  
3 which is now moving into its third phase.

4 So I'm not sure I've got a great answer  
5 for you on the NFL. They're a different  
6 echelon of folks. You can't let them push you  
7 around, but at the same time, you know, they --  
8 they have a very strong opinion as to what they  
9 want to do. And I found that they will take  
10 your advice if you have good ideas, but tend  
11 not to want your advice when it comes to the  
12 execution part as much.

13 THE CHAIRMAN: Thank you, Mr. Gillam.  
14 Mr. Moody.

15 BOARD MEMBER MOODY: Okay. Greg, you do  
16 have an impressive resume. And as I look at  
17 your deliveries in Kansas City, you brought in  
18 the Kemper Arena, \$39 million project; the  
19 Hawthorne/Monarch restoration, \$31 million;  
20 Brookfield Building restorative reuse,  
21 \$36 million; the Mark Twain Building,  
22 \$52 million, and so on. So it looks like  
23 you've had some great successes there.  
24 Specifically, what was your involvement with  
25 these projects?

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1 would consult occasionally with what we were  
2 doing, but they were investing at that point --  
3 and the Village of Ashwaubenon decided, after  
4 making an initial indication that they would  
5 partner with the Packers in some of these  
6 projects, withdrew that promise after a new  
7 administrator was the -- a new administration  
8 was elected to office, very hands-off,  
9 anti-incentive administration.

10 So they were doing this -- these deals on  
11 their own dime, and so I didn't have a chance  
12 to influence that process as much as I would  
13 have liked to. Had we had more skin in the  
14 game, had the Village had more skin in the  
15 game, at that point I think we would have had  
16 more to say, but these are, you know, big guys  
17 and they -- you know, they travel and they talk  
18 among themselves, and they go out to Foxboro,  
19 they see what's happened out at -- you know, in  
20 Boston with the Patriots, they've been out to  
21 Dallas, they kind of understand those  
22 relationships. So I would say I've had some  
23 mixed success working with NFL teams.

24 You know, I do have relationships,  
25 however, with the Cordish Company, who I know  
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1 MR. FLISRAM: So it will vary, a gamut of  
2 different things. It mostly is when developers  
3 show interest in Kansas City, especially  
4 developers from out of town -- and most of  
5 those projects were out-of-town developers.  
6 Kansas City has gotten on lots of people's  
7 radar recently, in the past seven to eight  
8 years. So when they come to town for  
9 opportunities, my job is to point them in the  
10 right direction, tell them a little bit of a  
11 background on these projects, who the ownership  
12 structures are, the ownership groups are,  
13 introduce them to those people, but basically  
14 sell them on the different opportunities in  
15 downtown and in the city in general.

16 So in the case of the Mark Twain Building,  
17 it's a Philadelphia-based developer -- I'm  
18 sorry, a D.C.-based investor, introduced him to  
19 the ownership group, helped him secure his  
20 state historic tax credits and the federal  
21 historic tax credits, got him a 25-year tax  
22 abatement and a sales tax exemption on  
23 construction materials, packaged that whole  
24 deal up, vetted it from a financial analysis  
25 standpoint, got it through the Redevelopment  
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1 Authority Board and got it through the City  
 2 Council.  
 3 So it's really exposing investors to  
 4 different opportunities, try to figure out how  
 5 to close their financial gap on projects like  
 6 this using the various tools at our disposal  
 7 and then shepherd it through the process.  
 8 BOARD MEMBER MOODY: Greg, how much time  
 9 do you spend in Jacksonville?  
 10 MR. FLISRAM: Honestly, about two days.  
 11 The first time I was here the plane was  
 12 late and I saw the hotel room and the inside of  
 13 the interview room and not much else. It was  
 14 dark by the time I got back to the airport, but  
 15 I had a chance to spend a couple of days here  
 16 now and am just blown away by the opportunities  
 17 here. I think this is a fantastic community.  
 18 I think there's a wealth of opportunities here  
 19 and I would love to help you realize those.  
 20 BOARD MEMBER MOODY: Give me a ten-year  
 21 road map. What do you see happening,  
 22 specifically in our downtown?  
 23 MR. FLISRAM: Sure. Well, there's -- you  
 24 know, there's never low-hanging fruit in this  
 25 stuff, in this game, because all the deals are  
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1 harder to put together than they might seem  
 2 otherwise to do, but obviously the riverfront  
 3 is your -- you know, that's your ace in the  
 4 hole, that's your real marketing pitch to  
 5 developers.  
 6 So the riverfront seems like an obvious  
 7 place, and the stadium district, I kind of see  
 8 them as one connected thing. The shipyards  
 9 project and the Landing, all those are pearls  
 10 that need to be thread together, and that's  
 11 where the market is really going to start to  
 12 take hold at a scale that will propel  
 13 development, I think, (inaudible) from the  
 14 riverfront.  
 15 So I would focus initially on the  
 16 riverfront, but it's a big downtown and there's  
 17 other opportunities too. The District and the  
 18 Southbank is a great opportunity as well. It's  
 19 got amazing views of downtown. And the LaVilla  
 20 neighborhood. You know, you've got to work  
 21 kind of both ends of the spectrum and work  
 22 toward the middle, but I really think to -- to  
 23 really accelerate the market here, the  
 24 riverfront is where it's going to happen. So  
 25 seeing that riverfront fully develop and then  
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1 work aggressively to push that inland at the  
 2 same time, notice that there's already projects  
 3 to leverage around the train station, the JTA  
 4 transfer station, intermodal facility there.  
 5 There's been a big public investment up there  
 6 and certainly a lot of blank slate land that I  
 7 think is very right for development.  
 8 BOARD MEMBER MOODY: So the Landing  
 9 downtown, our crown jewel, what do you see  
 10 there?  
 11 MR. FLISRAM: Yeah. Well, I know this is  
 12 a classic James Rouse project of the 1970s,  
 13 '80s. Those things were really, you know,  
 14 interesting when they were first developed.  
 15 I think -- you know, I don't know if I've  
 16 really formulated what I see happening there,  
 17 but I think some sort of public component. I  
 18 mean, obviously it is the connection to the --  
 19 a major connection between downtown and the  
 20 riverfront. So whatever happens there has to  
 21 have a big public component. I'm not sure if  
 22 it's a park or open space, but have a -- you  
 23 know, the ability for the community to gather  
 24 and for boating to tie up there and to be kind  
 25 of a celebratory space, an event space of some  
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24

1 type, but I wouldn't rule out developing an  
 2 airspace for some sort of commercial private  
 3 investment either. But I do think, whatever  
 4 happens there, it's got to maintain a view  
 5 corridor to the riverfront, you know, maintain,  
 6 visual access and public access to the  
 7 riverfront. But I don't think that -- I don't  
 8 think that private development and the public  
 9 investment have to be mutually exclusive.  
 10 BOARD MEMBER MOODY: Thank you.  
 11 MR. FLISRAM: I think that there's a --  
 12 you should have a realistic goal, I mean, of  
 13 housing downtown. I know you're on a bit of a  
 14 run now in housing downtown, but you're a city  
 15 of 800,000 people. You should be striving, I  
 16 think, for a downtown population of 30,000  
 17 people or 40,000 people in the next ten years.  
 18 That's the kind of density that needs to  
 19 support transit and retail and makes you a  
 20 really vibrant city. It may seem aggressive to  
 21 you, but I'm sure the availability of land is  
 22 not going to be an inhibiting factor there.  
 23 BOARD MEMBER MOODY: So what do we do for  
 24 our downtown residential, having a first-class  
 25 residential downtown, close to the river,  
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1 walkable, et cetera, et cetera? What do you  
 2 see there?  
 3 MR. FLISRAM: Well, I think that's the --  
 4 that's the big worm on the hook that you have,  
 5 is the riverfront, I think. I see a lot of  
 6 development potentially along the river as  
 7 being residential, and fairly high-density  
 8 residential, provided it maintains public  
 9 access and public viewing to the river, so --  
 10 but I don't think it's just that. I think, you  
 11 know, you have to have housing development  
 12 sprinkled throughout downtown, including the  
 13 upper floors and some dead office buildings. I  
 14 think new infill construction. The LaVilla  
 15 neighborhood seems to be a place where you can  
 16 put in a lot of urban-style -- a high-rise, you  
 17 know, but urban dense, horizontally dense  
 18 development.  
 19 So, again, I don't think the land  
 20 availability is going to be the issue there.  
 21 It's not in one place. It's got to be spread  
 22 throughout downtown.  
 23 BOARD MEMBER MOODY: Thank you.  
 24 THE CHAIRMAN: Thank you, Mr. Moody.  
 25 Mr. Barakat.  
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1 don't get any general funds from the City.  
 2 BOARD MEMBER BARAKAT: And does your board  
 3 dictate the incentive programs that will be  
 4 offered to the development community?  
 5 MR. FLISRAM: No.  
 6 (Simultaneous speaking.)  
 7 BOARD MEMBER BARAKAT: (Inaudible.)  
 8 MR. FLISRAM: Well, yeah. Not -- so the  
 9 individual TIF Commission board (inaudible)  
 10 with the Finance Commission board, Development  
 11 Authority board, planned industrial (inaudible)  
 12 for the IDA, the (inaudible) -- that still  
 13 confuses me, that we have both. The IDA --  
 14 have their own boards, yes, and they will,  
 15 based on staff's recommendation, grant what  
 16 would be -- the incentive would be. In some  
 17 cases, it would -- specifically with the TIF  
 18 Commission, a TIF project has to go to City  
 19 Council for final approval. So their authority  
 20 only goes up to a certain level. It's not  
 21 often, however, that the TIF Commission  
 22 approves a project that council doesn't, but  
 23 for the most -- in most cases the individual  
 24 boards make the final decision on the  
 25 incentive. As long as there's a plan in place  
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1 BOARD MEMBER BARAKAT: Thank you,  
 2 Mr. Chairman.  
 3 Greg, thank you for your interest in  
 4 Jacksonville, and congratulations on being a  
 5 finalist.  
 6 MR. FLISRAM: Thank you.  
 7 BOARD MEMBER BARAKAT: So I just want to  
 8 make sure I understand your organization and  
 9 your current role. The Economic Development  
 10 Corporation of Kansas City, that's a private  
 11 nonprofit?  
 12 MR. FLISRAM: It's a public/private  
 13 nonprofit. We're an arm of the City, so the  
 14 mayor and the city manager and board president  
 15 sit on our board of directors, along with  
 16 several business folks. We're a hybrid  
 17 public/private 501(c)(3) organization. We're  
 18 not located in the City at all. We're in a  
 19 high-rise downtown. The mayor, the city  
 20 manager and council president sit on the board  
 21 of directors. Our funding -- we generate our  
 22 own funding through development fees and TIF  
 23 fees, but the City does the accounting of that  
 24 and gives that back to us, but we're -- we're  
 25 entirely self-supporting from TIF revenues. We  
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1 and all the background -- blight study has been  
 2 done, and there's a general level plan in  
 3 place, that decision will end with the board.  
 4 If you have to package up a deal from scratch  
 5 and create a whole new blight district and a  
 6 new general development plan, you're bringing  
 7 in projects along with that, that has to get  
 8 approved as a package deal at the City Council,  
 9 after recommendation from other boards. I  
 10 would say -- if I haven't confused you  
 11 already -- about 75 percent of the projects get  
 12 approved at the usual board levels, not the  
 13 City Council.  
 14 BOARD MEMBER BARAKAT: If you wanted to  
 15 initiate a new incentive program, how would you  
 16 go about doing that?  
 17 MR. FLISRAM: If I wanted to initiate a  
 18 new incentive program? I've done that.  
 19 Actually did that in Green Bay -- I'm sorry, in  
 20 Kansas City, fairly recently. I would -- in  
 21 Kansas City, it was lobby individual members of  
 22 the City Council as to why I thought it made  
 23 sense and how it fit into a long-term strategic  
 24 plan of the City and EDC, and shop that idea  
 25 around to some City Council folks.  
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1 And it was ultimately adopted, not in its  
2 entirety, but I would say eight-tenths of  
3 that -- the incentive package I put together  
4 for Kansas City's struggling east side,  
5 minority east side got approved. It's called  
6 the Act Zone. We've got re- -- revive the east  
7 side, including a number of different local  
8 incentives that we tacked on to the federal --  
9 our Federal Opportunity Zone designation.

10 I don't know if you've heard about that,  
11 but, you know, our -- our Opportunity Zone  
12 would be more appealing to investors given that  
13 there's 8,700 census tracts nationwide that  
14 qualify for Opportunity Zone, that it would  
15 make it -- it would be more attractive to  
16 Kansas City -- the zone, if we had some  
17 additional add-on incentives that also help  
18 achieve some local equity inclusion issues that  
19 we had going on in Kansas City.

20 So I actually -- basically, I shopped that  
21 around to City Council folks. It got mashed up  
22 and recrafted into legislation and it was  
23 adopted back in -- I think September or October  
24 of last year.

25 BOARD MEMBER BARAKAT: Are you in the  
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1 business executives.  
2 We have monthly board meetings. And,  
3 quite frankly, those board meetings are really  
4 more about the administration and long-term  
5 strategy things. They don't really get into  
6 the nitty-gritty of transactional details.  
7 It's really more of a high-level policy  
8 strategy and administration. And the  
9 CEO/president, he -- he leads those meetings  
10 with input from us.

11 BOARD MEMBER BARAKAT: Say that again. He  
12 what?

13 MR. FLISRAM: He leads those meetings with  
14 input from -- and we all have -- senior staff  
15 all gives their monthly reports as to what  
16 development activity has happened, what's in  
17 the pipeline, issues we're seeing out there,  
18 and highlights of development projects that we  
19 anticipate, groundbreaking, other  
20 announcements over a couple of months.

21 BOARD MEMBER BARAKAT: Let me switch to  
22 Jacksonville now. We have a BID Plan that we  
23 completed with the CRA plan, and our BID Plan  
24 is reaching its 5-year anniversary, which would  
25 occur within the first 12 months of your  
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1 number two position in that organization; is  
2 that a fair representation?

3 MR. FLISRAM: Well, yes and -- yes and no.

4 So I've been told -- indicated that I'm  
5 the single (inaudible) successor or the heir  
6 apparent to the CEO, but on our org chart, I'm  
7 one of three senior vice presidents. So we  
8 have a CEO -- present CEO, a senior vice  
9 president for redevelopment, (inaudible), me,  
10 senior vice president of business development,  
11 and a -- basically, COO administrative job.

12 BOARD MEMBER BARAKAT: So who is the  
13 lead -- in board meetings, who is the lead when  
14 presentations are made among staff; is that the  
15 CEO and you're there in a supportive role or  
16 somebody in your position?

17 MR. FLISRAM: So, again, this is a little  
18 confusing. So we have -- the EDC oversees a  
19 bunch of different -- we call them the alphabet  
20 agencies. So at those individual alphabet  
21 redevelopment agencies, I'm the person that's  
22 making the recommendation and trying to sell  
23 that idea to the prospective boards. And then  
24 we have the EDC board, which is the mayor, city  
25 manager, you know, council folks, and several

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1 position if you were to work here. What would  
2 you change in that BID Plan or would you agree  
3 that most of what's in that BID Plan is still  
4 relevant today?

5 MR. FLISRAM: I can't say that I know  
6 pretty much about the -- the business  
7 improvement district? That's all assessment --  
8 it's sales tax and --

9 BOARD MEMBER BARAKAT: Business  
10 Improvement Development Plan.

11 MR. FLISRAM: Yeah. I can't say that I'm  
12 intimately familiar with that. I read a lot of  
13 documents about -- your annual reports, your  
14 downtown plan, and the LaVilla plan. I'm not  
15 sure I have read your BID Plan to be in a  
16 position to comment on what I think is good or  
17 not good with it. I just haven't seen it, I'm  
18 sorry.

19 BOARD MEMBER BARAKAT: So we had -- maybe  
20 you've seen this. I think it was nine goals in  
21 the BID Plan. I don't remember the number.  
22 Have you -- are you familiar with that?

23 MR. FLISRAM: Maybe I'm getting -- maybe  
24 it's a semantics issue. Maybe I have read the  
25 plan. Is it this thing (indicating)?

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1 BOARD MEMBER BARAKAT: Yes.  
 2 MR. FLISRAM: Okay. That looks familiar.  
 3 Yeah, that is not what I thought you  
 4 talked about, the BID Plan. This is more of a  
 5 long-term strategic plan. It talks about  
 6 housing downtown and retail strategy --  
 7 BOARD MEMBER BARAKAT: Actually, I'm not  
 8 sure that's the BID Plan.  
 9 MR. FLISRAM: Okay. Sorry.  
 10 BOARD MEMBER BARAKAT: So we have a BID  
 11 Plan that was approved by City Council, and so  
 12 we have to update it in the next year.  
 13 So let me ask a more broad question. It's  
 14 somewhat germane to the question Mr. Moody  
 15 asked. Based on where we are in the  
 16 development of downtown Jacksonville, if we had  
 17 three top priorities we needed to focus on,  
 18 development-wise, what would it be, in your  
 19 opinion?  
 20 MR. FLISRAM: I think the housing piece is  
 21 absolutely necessary to drive the retail. So I  
 22 think the retail strategy is a housing  
 23 strategy, it's a -- housing density, it's got  
 24 to be a big part of that.  
 25 The stadium district, tying that into the  
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1 downtown is really important.  
 2 I think your public space is good. I know  
 3 that -- you know, like in every city, it's got  
 4 a bit of a housing -- or, rather, a homeless  
 5 issue. That is a problem that every city faces  
 6 right now. You happen to be a warm weather  
 7 city, so you probably have it a little bit  
 8 worse than others. So that's an ongoing issue  
 9 that I don't have -- you know, I don't have an  
 10 answer for. I'm not sure it's in the plan, but  
 11 housing -- housing density, various --  
 12 mixed-income housing density, make sure  
 13 everybody can live down here. Public access to  
 14 the river. Making sure we're not walling off  
 15 the riverfront to private development, but it  
 16 actually is the -- a community living room, if  
 17 you will. And making sure those pieces fit  
 18 together well.  
 19 And, you know, the stadium district,  
 20 making sure that can be what it's contemplated  
 21 to be. And if it does happen as contemplated  
 22 and if it's anything like Kansas City's  
 23 experience has been with the Power and Light  
 24 District, it should be a huge catalyst to help  
 25 propel development off the riverfront.  
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1 riverfront and making sure it has great public  
 2 access. That's your front door to the world  
 3 and it has to be really well developed. I  
 4 don't know if you have -- it seems like you may  
 5 have the beginnings of a housing inclusion or  
 6 equity issue and how will we make sure that not  
 7 all of the housing is luxury housing, but how  
 8 do we make it something that -- affordable to  
 9 people of modest means or workforce housing.  
 10 So I think that's an important thing, it's  
 11 an important thing nationwide, and I think a  
 12 way to -- you know, residential is great, it  
 13 brings a lot of energy and vitality to the  
 14 city, but I would add that I didn't see that in  
 15 the -- in what I read, as where does the  
 16 entrepreneurship community reside or live in  
 17 the community and how do we create a place  
 18 where innovation can happen and entrepreneurs  
 19 can come together and have serendipitous, you  
 20 know, meetings.  
 21 I did read that in the LaVilla plan.  
 22 There's an innovation district, an innovation  
 23 center. That's part of the LaVilla plan. I  
 24 think, really, elevate the entrepreneurship  
 25 community and co-working as a catalyst for  
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1 BOARD MEMBER BARAKAT: Thank you.  
 2 Last question, Mr. Chairman.  
 3 The role of the public realm in  
 4 development and greenspace, given where we are  
 5 in our development in downtown, we've mostly  
 6 been focusing on incentivizing private  
 7 development, and there's some that we -- we've  
 8 included a fair amount. We still have a lot  
 9 more to recruit, but we now need to invest more  
 10 in the public realm development. What is your  
 11 philosophy on greenspace -- the role of  
 12 greenspace and the role of public realm  
 13 development in the overall revitalization of a  
 14 downtown?  
 15 MR. FLISRAM: Great question.  
 16 I'm a huge proponent of greenspace and  
 17 open space development. You know, you are  
 18 fortunate in that you have this massive  
 19 riverfront which acts as kind of a linear park  
 20 on both sides of the river, but you still need  
 21 to have open space and public space, inland  
 22 (inaudible) off the riverfront. So, you know,  
 23 I think they have to work hand in glove  
 24 together.  
 25 If you do quality public space, it  
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1 improves the value of the adjacent private  
2 space by, you know, an order of magnitude of  
3 four -- four times. And so if you can create  
4 quality public space where the public can  
5 gather, it adds value, and it basically --  
6 you're creating a waterfront development at  
7 that point. The space is -- as (inaudible),  
8 say, you know, Millennium Park in Chicago,  
9 Discovery Green in Houston, some of these new  
10 parks you're seeing developing. We haven't  
11 built parks in this country for a long time,  
12 unfortunately, but when they have happened, it  
13 sparked off a massive wave in investment and I  
14 think they're hugely important.

15 I'm not in a position now to say what --  
16 what is needed, what I think should happen  
17 where, but I'm a big believer that, especially  
18 when you're executing public/private  
19 partnerships, that is a two-way street. So,  
20 you know, I think that would be a public  
21 benefit as a part of a public/private  
22 development deal. So I'm a huge proponent.  
23 And a huge component of transit too. So, yeah,  
24 I think it's very important.

25 BOARD MEMBER BARAKAT: Thank you.  
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1 THE CHAIRMAN: Thank you, Mr. Barakat.  
2 Mr. Grey.  
3 BOARD MEMBER GREY: Thank you, Mr. Chair.

4 I just have two questions. Your resume  
5 lines up with our requirements and some of the  
6 things we've outlined and already interviewing  
7 you and having had the opportunity to talk to  
8 you, I just have two questions that I could get  
9 from hearing everyone else speak, but can you  
10 just -- based on your experience, do you have  
11 any -- or do you have any experience taking an  
12 agency as the downtown authority from a state  
13 of being in the red financially to operating in  
14 the black or the green?

15 MR. FLISRAM: Interesting. I can't say  
16 that I do. I will say, however, that with the  
17 development authority in Kansas City, the --  
18 again, I'm the senior vice president for the  
19 entire (inaudible) agencies and also the  
20 executive director for the Redevelopment  
21 Authority. That authority was not doing a lot  
22 of deals. It has the smallest incentive  
23 package. It has only a ten-year abatement  
24 capability. And you can do a longer abatement  
25 through a sale -- sale lease-back, but it has  
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1 the weakest tool of all the different agencies,  
2 but we've gotten a lot more aggressive in terms  
3 of what we can do in exchange for certain  
4 public good. So if you want to come into the  
5 development authority and do a deal and you  
6 need or want more than ten years of incentive,  
7 we can do that too, but it has to -- you've got  
8 to do something extraordinary to get it.

9 So, in our case, it's been set aside, at  
10 least 10 percent of the units for affordable  
11 housing. If you want to go that direction, we  
12 can stretch out the abatement period and we can  
13 add a few other (inaudible) on top of it. And  
14 through that process, I think, being a little  
15 bit more entrepreneurial with that agency,  
16 since I took it over, we've actually expanded  
17 our fees, our development fees of -- from  
18 development by ten. So, you know, we've got a  
19 little -- a bank account now. We've taken that  
20 money, these development fees that the  
21 (inaudible) has generated and swept them into a  
22 strategic initiative fund that we can go ahead  
23 and fund -- proactively fund some of our own  
24 development projects.

25 So I can't say I took an agency from the  
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1 red to the black, but I think I've intensified  
2 the black of the Redevelopment Authority in  
3 Kansas City.

4 BOARD MEMBER GREY: Was that an agency you  
5 guys started up or was it already in --

6 MR. FLISRAM: No. It's been around since  
7 the '50s. I mean, this is one of these legacy  
8 community development agencies back in the bad  
9 old days of urban renewal, that kind of thing.  
10 It's a -- it's lasted a long time.

11 And it's ebbed and flowed in terms of its  
12 relevance in the city because other development  
13 agencies, and in the advent of TIF, the  
14 Redevelopment Authority kind of became kind of  
15 a default agency. And I've worked to change  
16 that and tried to get more transactions, more  
17 good deals through by stretching out the tool a  
18 little more within the legal limits of what you  
19 can do, but making sure (inaudible) we can get  
20 in return.

21 BOARD MEMBER GREY: So there's revenue  
22 generating from it, essentially?

23 MR. FLISRAM: Right.

24 BOARD MEMBER GREY: And then my last  
25 question. We all talked a lot about

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1 walkability, activating the river, the stadium  
2 district, housing. But in a very high level,  
3 talk me through your steps of actually getting  
4 there, maybe a five-step plan of actually  
5 getting things done because we have a lot of  
6 momentum right now. We don't want to lose  
7 momentum. What's your innovative strategy to  
8 actually keep momentum or speed things up?

9 MR. FLISRAM: Yeah. I'm not sure how  
10 creative it is, but I think -- it feels to me  
11 like -- I think I'm a pretty creative,  
12 resourceful person. I think I've done some  
13 creative -- a lot of creative stuff in my  
14 career.

15 It feels to me -- and I'm not a -- I don't  
16 claim to be right here, but basically as I see  
17 it, it seems to be that the initial strategy is  
18 really kind of an old-fashion marketing  
19 strategy, getting the word out there. I don't  
20 know if the development world knows of  
21 Jacksonville as well as they should know it.

22 So, again, not particularly creative,  
23 although creativity goes into marketing, to be  
24 sure. But getting the word out and marketing  
25 and hustling knowledge of the city creates

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1 awareness of the city where developers  
2 downstate, upstate, wherever, I think that --  
3 again, some of the hard stuff, the land is  
4 already assembled. I've never seen as much  
5 urban land and riverfront land assembled  
6 already, or largely assembled. In Green Bay, I  
7 spent years putting together fragments of land  
8 to get a development parcel just to -- you  
9 know, we'd take two or three years to get a  
10 deal done because we just had to put the land  
11 together yourself because no developer wanted  
12 to come in and do the brain damage in doing  
13 that themselves.

14 So the fact that you have this there, it's  
15 primed and ready to go. Its -- you know, it's  
16 incentable [sic] already. Let's just use  
17 the -- let's let it rip. I mean, let's, you  
18 know, market this, push it out there, and -- so  
19 I think, you know, making sure the marketing  
20 platforms of the city are really up to date,  
21 you know, really fresh website, (inaudible)  
22 materials, maybe holding some investor events  
23 in the community to bring investors in to take  
24 a look.

25 Again, not particularly innovative, but I  
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1 think -- done well, I think it would make some  
2 projects happen. The Landing project, I think  
3 that could be a catalyst. It feels to me that  
4 embracing what, you know, Shad Khan wants to do  
5 with the stadium district and shaping that in a  
6 way that returns some benefit to the public,  
7 I -- based on what I've seen, I think it does  
8 that, but making sure that that project is  
9 getting what it needs to within the limits of  
10 what the City can do to help assist it and get  
11 benefits in return, I think that is one --  
12 again, not particularly creative, but it's --  
13 it's an idea that's already out there, but how  
14 do we accelerate that and make that happen.

15 So, again, no great, you know, innovative  
16 pearl of wisdom. I think it's -- kind of  
17 old-fashion marketing is a lot of it.

18 BOARD MEMBER GREY: Thank you.

19 THE CHAIRMAN: Thank you, Mr. Grey.  
20 Mr. Froats.

21 BOARD MEMBER FROATS: Greg, good to see  
22 you. Thanks for your interest and thanks for  
23 the public interview process.

24 I just have a couple of questions for you.

25 I was able to talk to Mr. Schmitt, the former  
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1 mayor of Green Bay. I spent an hour on the  
2 phone with him, through the permission of  
3 Mr. Jorgenson. He had great things to say  
4 about you. He spoke very highly of you. One  
5 of the things he talked about was that he ran  
6 on a platform of redeveloping downtown. I  
7 thought that was pretty interesting, with the  
8 comparison to Jacksonville. He also said there  
9 was a mall downtown that nobody wanted to tear  
10 down. Well, sorry, a lot of people wanted to  
11 tear down, a lot of people that didn't want to  
12 tear it down. Were you a part of that process?  
13 Did you go through that or was that before your  
14 time?

15 MR. FLISRAM: Not the tear-down. Getting  
16 it -- getting the redevelopment to happen with  
17 a Fortune 500 company, Schreiber Foods, was the  
18 company that we ultimately located downtown to  
19 develop their new corporate headquarters in the  
20 footprint of the old mall. I was involved in  
21 that deal, but not with the demolition of the  
22 mall itself.

23 Thankfully, a lot was -- a lot of that was  
24 gone and I saw rebar hanging off the ceiling of  
25 the walls when I got there. It was mostly gone  
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1 by the time I got there, but the tearing down  
 2 was the easy part, right? How do you backfill  
 3 that was a little trickier. You know,  
 4 thankfully, we were successful in doing that.  
 5 We didn't get everything we hoped for in  
 6 that project, but I'd say it was a great  
 7 project, great catalyst for the city. You  
 8 know, development is a give and take deal. You  
 9 can't let perfection stand in the way of really  
 10 good. So I think, you know, it was a good  
 11 project. It helped catalyze a lot of  
 12 additional follow-on investment in the city.  
 13 So, yeah, it was an interesting -- a lot of  
 14 late-night meetings with that project.  
 15 BOARD MEMBER FROATS: I found the  
 16 comparisons interesting.  
 17 The second question would be -- so I also  
 18 wanted to contact the current CEO of your  
 19 organization. I was informed that we'd  
 20 probably have to wait until after this process.  
 21 If you were a finalist, what would he say about  
 22 you? What would he view as your strengths and  
 23 weaknesses?  
 24 MR. FLISRAM: Good question. I think he  
 25 would probably say that I'm a little restless  
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1 in that I want things to happen faster than  
 2 they sometimes happen, which (inaudible) is a  
 3 bad quality.  
 4 I know I can be impatient sometimes. I'm  
 5 pretty passionate about cities and making sure  
 6 cities, you know, succeed in the way I think  
 7 they should. And so I'm a big believer in  
 8 pushing the city forward.  
 9 I'm not shy about confrontation, if that  
 10 has to happen. You know, I don't know I would  
 11 have made any or many enemies in Kansas City,  
 12 but you can't be doing this too long without  
 13 ruffling a few feathers. You know, you can't  
 14 satisfy everybody, and so I think he thinks I'd  
 15 be a good fit for this job. I've expressed to  
 16 him that -- you know, one of the things I liked  
 17 about my work in Green Bay versus what I do in  
 18 Kansas City -- although both jobs, both places  
 19 are great -- is that in Green Bay I was truly  
 20 the public developer, the developer in public  
 21 interest, actually packaging the deals, putting  
 22 them out there, serving them up, and then  
 23 getting them to the council.  
 24 In Kansas City, quite honestly, my job has  
 25 been a lot easier. A lot of the market has  
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1 been -- was created before I got there through  
 2 the Power and Light District, the development  
 3 market was turning in our favor, and it wasn't  
 4 so much hustling deals, making deals happen,  
 5 but making sure they were being shepherded  
 6 through the process. And so I kind of wanted  
 7 more front-end exposure to some of that, and I  
 8 do have a lot of it, but not quite as much as I  
 9 would hope.  
 10 So, yeah, I think he'd -- I think, you  
 11 know, he would say that, yeah, he can be a  
 12 little impatient, he's -- I can be aggressive.  
 13 You know, you have to be aggressive if you want  
 14 to be a public entrepreneur. You've got to  
 15 really want the project to happen. So, yeah, I  
 16 think he'd say I'm passionate about the city  
 17 and urbanism in general, and I think he would  
 18 have good things to say. I know he would.  
 19 BOARD MEMBER FROATS: Thank you.  
 20 THE CHAIRMAN: Thank you, Mr. Froats.  
 21 Ms. Worsham.  
 22 BOARD MEMBER WORSHAM: It's nice to see  
 23 you again. Again, thank you for being here and  
 24 the interest in our town.  
 25 With background in urban design -- and I  
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1 know you understand the importance of urban  
 2 design and the fabric of the community and the  
 3 vision that we have in terms of not only  
 4 Jacksonville, but the other cities and towns  
 5 you've worked in. Explaining and helping build  
 6 consensus around that vision is hugely  
 7 important to get things done.  
 8 And I know we kind of talked about it a  
 9 little bit in some specific little projects,  
 10 but can you give us one that you really felt  
 11 like you led the vision and helped build a  
 12 consensus around that to move a particular  
 13 project or initiative forward?  
 14 MR. FLISRAM: Yeah. A couple of different  
 15 instances. I'll go to the special new  
 16 incentives that we've been -- it's not -- well,  
 17 that's not -- I'll use a better example.  
 18 That's not an urban design example. I'll give  
 19 you more of a public design example.  
 20 Working now with -- and it's still -- it's  
 21 not delivered yet. It's still a work in  
 22 progress, but it is something that our group  
 23 has been working on diligently. I've been the  
 24 leader of and kind of the main architect of a  
 25 major redevelopment in Kansas City's industrial  
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1 Blue Valley. It's not downtown development,  
2 but it's a major job center. It used to be a  
3 major job center in Kansas City's east side.  
4 It's a part of the city that's seen a lot of  
5 (inaudible) investment over the years and it's  
6 stranded a whole population of people without  
7 good access to work. You (inaudible) transit  
8 in Kansas City. Our street cars are  
9 (inaudible), but we're really spread out --  
10 thinly spread city, and we have a hard time  
11 getting people to where the jobs are being  
12 created.

13 So we crafted a strategy and a plan for  
14 how to redevelop the Blue Valley with --  
15 repopulate that area with jobs, but repopulate  
16 it with, you know -- return it, restore the  
17 economy and the ecology and the urban fabric at  
18 the same time. So a big part of the vision for  
19 the  
20 Blue Valley is to reclaim the river that goes  
21 through there, restore the riverbank, put  
22 public amenities, trails in, make it a --  
23 basically, a green, urban industrial park that  
24 would help -- I guess "deisolate" is the word,  
25 or (inaudible), so to weave it into the fabric

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1 of the east side, where before it was just a  
2 big swath of industry, there was asphalt from  
3 one side to the other. The river has been  
4 paved and channelized. It's really  
5 utilitarian, not very pretty. How do we now  
6 reinvent that part of the city in a way that  
7 brings jobs back to that part of the city, but  
8 also make it a community asset with  
9 recreational opportunities, greater (inaudible)  
10 infrastructure into that, make it a real -- a  
11 selling point for that part of the city as  
12 opposed to what it is now, which is pretty  
13 rough. So really making sure that development  
14 is -- there's public easements, for instance,  
15 for trails and (inaudible) buffers, and  
16 greenspace is a big part of that, and so --

17 And so the issue of consensus is that a  
18 lot -- of course, the existing industrial  
19 companies don't want that because they don't  
20 want people, you know, riding their bike down  
21 this valley. They seem to be a little less --  
22 a little less sanguine about that, but they've  
23 seen -- I've showed them examples where it's  
24 been done effectively in other cities, where  
25 you can reinvent an industrial corridor in a

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1 way that does what it's described, be green, it  
2 can be accessible, and it will be pleasant.  
3 Even though it's industrial and utilitarian, it  
4 still can look good, it can function well. And  
5 so we're working through that now.

6 I think they're -- they're on board with  
7 that strategy, and they also see it as a way to  
8 leverage brownfield remediation money with  
9 money from the DNR and the EPA that can use  
10 the -- to create infrastructure that -- that  
11 creates an amenity that companies will want to  
12 invest in.

13 BOARD MEMBER WORSHAM: Thank you.

14 My last question would be, if you are a  
15 successful candidate, can you give us a  
16 snapshot of your 30-, 60-, 90-day plan?

17 MR. FLISRAM: Well, you know, the first,  
18 30, 60, 90 days, you're getting to know the  
19 place, you're talking to a lot of people, and  
20 you're understanding -- you're taking a lot of  
21 time understanding how these programs work.

22 And I will tell you, I've worked and/or  
23 consulted in dozen of states, and -- as a  
24 consultant, and most of the tools are pretty  
25 similar. They all have their own nuances,

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1 whether it's tax (inaudible) finance, tax  
2 (inaudible), tax credits. So boning up on that  
3 and making sure I understand how those work  
4 would be important.

5 I think -- it feels to me like getting the  
6 strategy on how do we market the city is a  
7 big -- you know, how do we sketch out a  
8 strategy there, create a budget for that seems  
9 to me has to be done. Getting to know some of  
10 the major property owners, interviewing them,  
11 talking to them would be a big part. And  
12 getting to know you folks a lot better would be  
13 a big part. And then if there are deals that  
14 are kind of, you know, midstream that need to  
15 be driven over the goal line, jump on those. I  
16 mean, those would be the ones that I would look  
17 to take the most opportunity of. We all have  
18 projects -- or if the City has got a project  
19 that needs a little extra nudge, try to find  
20 out which ones those are to help push them  
21 through.

22 BOARD MEMBER WORSHAM: Thank you.

23 THE CHAIRMAN: Thank you, Ms. Worsham.

24 As the Chair, I get to ask the tough  
25 questions last. We've looked at and read and

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1 heard a lot about your impressive resume. And  
2 following up on Mr. Froats' question, you  
3 listed -- the CEO, I think in Kansas City,  
4 listed some of your weaknesses. Give us your  
5 own self-analysis. What weaknesses do you have  
6 with regard to this job?

7 MR. FLISRAM: Yeah, I definitely have  
8 them. I'm not going to say I don't have them.  
9 There are weaknesses, like I said before.

10 I'm not the numbers wonk in the office. I  
11 don't claim to be. I seem to be that -- I see  
12 myself as more of the bigger vision person and  
13 help getting the deal through, finessing the  
14 deal through. We have other people on staff  
15 and consultants that we use that are much more  
16 adept with the nitty-gritty of financial  
17 analysis than I am.

18 I mean, I understand what the terms are, I  
19 get, you know, if a project is -- if there are  
20 IRRs, and the given market rate of (inaudible),  
21 I know what our debt coverage ratios are, and,  
22 you know, all that stuff. But how do you  
23 manipulate those to get the outcomes, that's  
24 not really my schtick. I'm not great at that.  
25 I understand it, but I'm not -- it's not my

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1 thing. So I'm not the numbers wonk.  
2 Again, I think if there's a criticism or a  
3 shortcoming, I'm a little impatient. I want to  
4 get stuff done. That's why I'm so attracted to  
5 this job, is that I -- I see a huge opportunity  
6 to do good, I think, within a fairly reasonable  
7 or a short period of time.

8 So impatience maybe. You know, if you're  
9 in a -- if you start off as a land use planner,  
10 urban designer, I mean, one of the things you  
11 learn, you notice, is that you need to have  
12 patience because sometimes these visions take  
13 years to materialize. And I realize that at  
14 some point I need to make a switch to economic  
15 development because I need to get -- see more  
16 tangibly, which helps from -- for projects that  
17 wait for ten years for something to happen. So  
18 I think I'm -- I could be a little impatient.

19 THE CHAIRMAN: Finally, I've been on  
20 boards that have hired CEOs before and  
21 interviewed them. And our board has asked a  
22 lot of questions. What questions should we  
23 have asked you that we failed to do so?

24 MR. FLISRAM: Good question.  
25 I had some questions I had teed up for you

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1 folks, but I'm not sure I thought of any  
2 questions -- I don't know. Through the --  
3 through the visual interviews and this format,  
4 I don't know if you've missed any beats on  
5 questions that I could think of. I mean, it's  
6 been a pretty, I think, well-organized  
7 interview process. I had a chance to spend, I  
8 think it was six or seven hours with you all  
9 individually last month. So I don't think any  
10 questions were really missed that I could think  
11 of.

12 THE CHAIRMAN: Okay.

13 MR. FLISRAM: Good question.

14 THE CHAIRMAN: Thank you.

15 We have a few more minutes. Does the  
16 board have any follow-up questions?

17 Mr. Grey.

18 BOARD MEMBER GREY: Just one quick  
19 question. What's the largest staff you've ever  
20 managed?

21 MR. FLISRAM: Probably what I have now,  
22 which is seven-and-a-half people. That's not  
23 really -- those are the people that are  
24 directly under me right now, but, again, we're  
25 at 30-some-odd -- we were slotted for 30 jobs.

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1 And our responsibilities aren't siloed.  
2 We all kind of take responsibility for  
3 everybody within the family, so I often will  
4 help coach some of the folks in the business  
5 development side. I'm an economic developer as  
6 well as a real estate development person.

7 So I have general oversight of a 30-person  
8 staff. My section of that is seven people.

9 BOARD MEMBER GREY: Okay. Thank you.

10 THE CHAIRMAN: Thank you.

11 Any further follow-up questions from the  
12 board?

13 BOARD MEMBERS: (No response.)

14 THE CHAIRMAN: Seeing none, everyone has  
15 access to their valuation sheets. Please take  
16 an opportunity to score. We'll spend a few  
17 minutes doing that.

18 Thank you, sir.

19 MR. FLISRAM: Thank you very much.

20 I appreciate the opportunity, and this has  
21 been a wonderful opportunity. I think, if it  
22 ever happens, I want to thank you all for  
23 interviewing me. I think this city is poised  
24 for greatness, and I want to be a part of it.

25 Thank you very much.

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1 THE CHAIRMAN: Thank you.  
 2 (Mr. Flisram exits the proceedings.)  
 3 BOARD MEMBER BARAKAT: Mr. Chairman.  
 4 THE CHAIRMAN: Yes.  
 5 BOARD MEMBER BARAKAT: Before we score,  
 6 the way we did this last time -- and I'm not  
 7 saying the last time was a perfect process, but  
 8 I recall we had a five-minute session of  
 9 hearing thoughts from fellow board members  
 10 about the interview. And it was helpful for me  
 11 last time. And if Mr. Bailey was here, I think  
 12 he would support me.  
 13 We haven't been able to talk to each other  
 14 about the candidates and, to me, it would be  
 15 helpful to hear the impression from fellow  
 16 board members for just five minutes. If  
 17 someone wants to make a comment, fine. If not,  
 18 no big deal.  
 19 THE CHAIRMAN: Okay. Mr. Sawyer.  
 20 MR. SAWYER: Sure.  
 21 THE CHAIRMAN: We'll do that.  
 22 BOARD MEMBER BARAKAT: Do you want me to  
 23 start?  
 24 THE CHAIRMAN: Please.  
 25 BOARD MEMBER BARAKAT: I think that Greg  
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1 has a very strong resume. I think he's pretty  
 2 well-poised. I think he can do the job. I  
 3 will -- those are the positives.  
 4 I'll quickly give some of my concerns.  
 5 The fact that he has a planning background, he  
 6 did not receive or did not read our plan, and  
 7 was aware of it, that concerns me. One of the  
 8 things that, in the last round, impressed us so  
 9 much with Mr. Wallace is it was very clear he  
 10 did his homework. He answered a lot of  
 11 questions as if he had been here for sometime.  
 12 So that's a little bit of a concern.  
 13 The fact that he does not run the numbers  
 14 and outsources that or has other people on the  
 15 staff is a bit of a concern. He will have a  
 16 numbers person here, but we all know that our  
 17 CEO did get into the weeds with Mr. Daly  
 18 because we only have one person to run the  
 19 numbers. And when we have a lot of deals teed  
 20 up, the CEO has to get involved. So to the  
 21 extent that our CEO has not been in the  
 22 trenches, so to speak, in underwriting these  
 23 deals could also be a weakness. We need to  
 24 consider that, comparing him to the other -- in  
 25 comparing him to the other candidates.  
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1 He seems to be more of a marketing person,  
 2 a recruiter and, I guess, a visionary. All  
 3 good things, but there were a couple of  
 4 shortcomings. I just wanted to share that.  
 5 Thank you, Mr. Chairman.  
 6 THE CHAIRMAN: Mr. Moody, any comments?  
 7 BOARD MEMBER MOODY: I think Greg is  
 8 well-rounded. I think that -- as I look at the  
 9 groups that he's going to have to interact  
 10 with, first with this committee, also with the  
 11 administration, and also then to sell it to  
 12 City Council, it looks to me like he's got a  
 13 posture that he would do well with all three  
 14 groups. So I was pleased to see that.  
 15 It looks like he does have a broad  
 16 background. I see this guy as being more of a  
 17 big picture guy, which I think we need. In  
 18 that regard, as they go out to the development  
 19 community, I think they've got to be able to  
 20 relate well to the development community, and I  
 21 think he would do that.  
 22 That's my impression.  
 23 THE CHAIRMAN: MR. Gillam.  
 24 BOARD MEMBER GILLAM: I liked Mr. Flisram  
 25 too. I enjoyed meeting with him last month.  
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1 And I think he would make a good fit. I think  
 2 he's got a great personality and great charisma  
 3 and the right kind of background that will sell  
 4 Jacksonville, and he's excited about it. I  
 5 think, frankly, his impatience is more of a  
 6 strength than a weakness. From my perspective,  
 7 I think we've had plenty of time for -- we've  
 8 waited long enough as a city, so I think  
 9 impatience is probably an asset not a  
 10 detractor.  
 11 I would echo Mr. Barakat's concern with --  
 12 one of the things he said he would need to do  
 13 in his first 90 days is bone up on our  
 14 programs. He's not aware of how our systems  
 15 and legislation and different programs work, so  
 16 he comes in kind of behind there, and he hadn't  
 17 done some of his research.  
 18 One of the things he talked about with  
 19 regard to affordable housing, that we need to  
 20 focus on affordable housing, that's what we've  
 21 been focused on. I think we're moving more  
 22 towards market-rate housing downtown now  
 23 because we've done a good job on the front end  
 24 of working that, and we need to continue to  
 25 work on it, but that's -- we're already doing  
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1 that, and he wasn't aware of that, so that  
2 would be -- I am concerned about the homework  
3 side. I did like him and I think he'd do a  
4 great job.

5 THE CHAIRMAN: Thank you.  
6 Mr. Padgett.

7 BOARD MEMBER PADGETT: Yeah, I have  
8 similar concerns. I don't know how busy he is  
9 where he is right now or how much access he had  
10 to do homework either. I'm assuming we gave  
11 him all of the background on the DIA and all  
12 the binders we have on the program.

13 Guy, would that be, through the Chair,  
14 accurate? Where would he obtain all this  
15 information to do all the background, similar  
16 to what Aundra did?

17 In his defense, I don't know how much --  
18 other than jumping on the Internet and doing a  
19 bunch of research online, I don't know where he  
20 would have obtained a lot of that information.

21 MR. HUGHES: I think all of the  
22 candidates, through the search firm -- through  
23 the Chair, sorry -- all the candidates were  
24 made aware of, thanks to our comprehensive  
25 public records laws, that -- plenty of data,

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1 former studies, all the materials that the  
2 board would have contemplated with the past CEO  
3 was available.

4 BOARD MEMBER PADGETT: Okay. So he did  
5 have all the information available to do the  
6 research. I just wanted to make sure of that.  
7 In case he didn't, I didn't want to chastise  
8 him for that.

9 I do have a few concerns on the financial  
10 end too because I do -- you know, Aundra was  
11 always pretty deep in the numbers and he  
12 understood what funds were moving and where and  
13 why they were being moved and he always  
14 responded to the board really well on  
15 explaining that.

16 Some of the things I like: Again, big  
17 city experience, familiar with franchises. The  
18 EB-5 program is a pretty complicated program.  
19 I've seen that in the past. It has to do with  
20 a minority-type program where people invest  
21 with a certain sum of money to be able to get  
22 tax credits and other things to be able to get  
23 development underway.

24 He also has a lot of big city experience,  
25 which I like. And I think, Kevin Hanna, we're

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1 going to see that with him as well, but in  
2 Jacksonville there's a lot of things to  
3 navigate here. You know, you have to get  
4 through different boards and different people  
5 and around red tape that you might not see in  
6 smaller towns. And, of course, being in  
7 Green Bay and being in Kansas City, I'm sure  
8 he's familiar with a lot of the hurdles he's  
9 going to encounter in trying to get things  
10 done, so --

11 He did say he's a little bit of an  
12 impatient person, so hopefully he'll have a  
13 little bit of patience in navigating through  
14 the processes that we have, and I'm assuming he  
15 will be because he's done it before. But,  
16 overall, I like him a lot.

17 THE CHAIRMAN: Thank you, Mr. Padgett.  
18 Ms. Worsham.

19 BOARD MEMBER WORSHAM: Well, I too am  
20 impressed with his resume. And I think his  
21 background, in combination with economics and  
22 urban planning, is a plus for this position.  
23 And I think that, in all fairness, we do need  
24 strong staff support for some of that detailed  
25 work, some of the -- I think, for me, one of

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1 the strengths and I think the observations he  
2 made is a focus on marketing, and I think we do  
3 need to do a better job in marketing our  
4 opportunities, just from my standpoint.

5 But I too was a little disappointed that  
6 he couldn't speak more specifically to some of  
7 the particulars of the information that's out  
8 there now that were already (inaudible). I  
9 would have expected someone to come in with a  
10 little more of -- you know, maybe not 30, 60,  
11 90, but a six-month plan to push some of the  
12 big initiatives that we have.

13 But, overall, I think he's impressive and  
14 I don't doubt that he technically and  
15 professionally could handle this job.

16 THE CHAIRMAN: Thank you.  
17 Mr. Froats.

18 BOARD MEMBER FROATS: Yeah, I was  
19 surprised on the accounting piece and the  
20 numbers. One of the comments that the mayor of  
21 Green Bay -- the former mayor of Green Bay had  
22 made to me was that he's very good at looking  
23 at a deal and telling the developer if they  
24 need to chip in more. So maybe he's got a lot  
25 of support behind him there on the numbers. I

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1 don't expect the CEO to be the financial  
2 analyst. I think you have to have a strong  
3 financial analyst under that person. But as  
4 long as he understands the high-level numbers  
5 and he knows what a good deal looks like, I  
6 think that's what's most important.

7 I like his background. I like the fact  
8 that he came from Green Bay and Kansas City.  
9 Kansas City is a city that's, you know, very  
10 well developed. In fact, he told us in the  
11 interview, they don't have a problem looking  
12 for investment. Investment finds them now.  
13 And I think that's one of the reasons why he's  
14 looking at Jacksonville as a good opportunity  
15 to be able to, not start over, but start behind  
16 where Kansas City is and bring it forward. So  
17 I like him. I like his background. I think  
18 he'd fit well with the administration, the City  
19 Council, and the board.

20 THE CHAIRMAN: Thank you.

21 Mr. Grey.

22 BOARD MEMBER GREY: I think I share the  
23 same sentiments as the board. I love his -- I  
24 actually really, really loved the fact that he  
25 has both public and private sector experience.

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1 I think that's going to be really, really  
2 important, especially when negotiating deals.  
3 He won't be too heavy on one side or the other.  
4 He will understand what both parties are going  
5 through to get to a good point.

6 I do, however, agree with everyone else  
7 from the board when it comes to the financial  
8 portion of it. But I say that, and I also say  
9 in the same context that we were at a different  
10 stage in the organization when the DIA was  
11 started. And although Aundra was an evil  
12 genius when it came to getting deals done in  
13 downtown development, those rarities come  
14 around once in every blue moon and we -- well,  
15 thank God we were able to be blessed with that  
16 rarity, but I do think that the CEO now, in  
17 this stage, and as it continues to scale, has  
18 to be a visionary and has to be able to lead a  
19 team of folks who have experience to do that.

20 So I would say that, and then also caution  
21 everyone to think about that when we think  
22 about our next CEO and who that's going to be.

23 THE CHAIRMAN: Yeah, I would echo  
24 Mr. Grey's thinking. We're in a different  
25 position today than we were many years ago when

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1 we were looking for a numbers person. He does  
2 have the marketing portion in terms of his  
3 planning that I think we need, and it's very  
4 important in the coming years to have that  
5 individual who can sell this city to the rest  
6 of the world.

7 I was impressed with his resume. I liked  
8 his self-analysis. That takes a lot of guts,  
9 when you're looking for a position of CEO, to  
10 analyze yourself and admit to the world that  
11 you have faults. So I think he would be a good  
12 candidate.

13 Let's take a few minutes to score. And  
14 I'd like to remind the board that there's no  
15 need to total.

16 (Brief pause in the proceedings.)

17 THE CHAIRMAN: If all pens are down, I  
18 think we can bring in the next candidate,  
19 please.

20 (Mr. Hanna enters the proceedings.)

21 MR. HANNA: Good afternoon, everyone.

22 THE CHAIRMAN: Welcome, Mr. Hanna. Thank  
23 you again for your interest in our city.

24 Would you please take five minutes and  
25 give us a brief overview of your bio?

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1 MR. HANNA: Sure.

2 Again, my name is Kevin Hanna. Thank you  
3 again for your invitation and being such kind  
4 hosts these past couple of days.

5 Just real quickly, I was born and raised  
6 in Florida. I was born in Miami Beach, Mount  
7 Sinai Hospital, grew up in Hollywood, schooled  
8 in Fort Lauderdale. Professionally, I grew up  
9 in banking, started out as a commercial banker  
10 and a real estate banker and become a public  
11 finance banker, those folks who underwrite  
12 bonds and other relatively large transactions.

13 From there, I went to the public side. I  
14 became kind of a public servant, working in the  
15 cities of Philadelphia, Atlanta, and  
16 New Orleans, in that order.

17 From there, I went on to run my own -- I  
18 call it a boutique development company, where I  
19 am doing projects currently in Georgia and  
20 Florida, and am -- well, I've shown over the  
21 years that I understand transactions and deals  
22 from a couple of different standpoints, from  
23 the private side, from the public side.

24 If you look over the information that I  
25 provided, it shows proven and documented

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1 evidence of success. As you'll see in  
2 Philadelphia within the information provided by  
3 the Bureau of Labor Statistics, we grew  
4 downtown housing by 10,000 units from 2000 to  
5 2010. I was there from 2002 to 2009. We grew  
6 the population by 16,700 people from 2000 to  
7 2010. In Atlanta -- and this is, again,  
8 documented and provable -- we broke -- each  
9 year that I was with the Development Authority,  
10 we broke the previous year's development record  
11 as measured by building permits. So in our  
12 second year, we broke the record that existed  
13 when I came in, and that happened each year for  
14 the following five, six years that I was in  
15 Atlanta.

16 I know this job. It's in a different  
17 city, albeit, but I know this job, I know what  
18 a good job looks like from a private  
19 development standpoint, from a public  
20 development standpoint, and I ask you to just  
21 fairly take a look at my credentials and just  
22 (inaudible).

23 THE CHAIRMAN: Thank you, Mr. Hanna, for  
24 that impressive overview of your resume. And  
25 I'm sure the board has questions of you, and  
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1 we'll begin with Ms. Worsham.  
2 BOARD MEMBER WORSHAM: Well, thank you  
3 again for being here and congratulations on  
4 making our short list.

5 MR. HANNA: Thank you.

6 BOARD MEMBER WORSHAM: Your resume is  
7 impressive. It's got certainly the breadth of  
8 experience that we're looking for, but can you  
9 talk about maybe one particular deal that was  
10 challenging between public/private, the  
11 community, the political entities that you  
12 helped broker and bring to the -- bring to  
13 fruition?

14 MR. HANNA: Sure. I'd be happy to.

15 I think I may have talked to most of you  
16 about this particular project or deal before,  
17 but it's -- it's worth bringing back up. In  
18 Atlanta, there existed -- in Atlanta, we have  
19 what are called "Tax Allocation Districts,"  
20 TADs. Every place -- most every place in the  
21 world it's known as TIFs, Tax Increment  
22 Financing Districts. In Florida, they are  
23 CRAs.

24 Well, there existed a long dormant TAD in  
25 downtown Atlanta. We wanted to expand the TAD  
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1 in order to include a project that was outside  
2 of the boundary. In order to do that, however,  
3 all three of the entities would share a given  
4 property tax dollar. The City of Atlanta, the  
5 Atlanta School Board and Fulton County had to  
6 agree on it. There was absolutely no reason  
7 for the County or the school board to agree to  
8 an expansion because all they were doing was,  
9 in their minds, foregoing income with  
10 (inaudible).

11 I brokered a deal with those other two  
12 entities, along with the neighborhood, by  
13 expanding -- well, proposing to expand the  
14 boundaries of the borders of the TAD beyond  
15 Northside Drive to Joseph Lowery Boulevard, to  
16 include several mostly African-American  
17 neighborhoods which had been depleted, beaten  
18 up, basically, by public decisions regarding  
19 the public that were detrimental to those  
20 neighborhoods.

21 I also proposed that 50 percent of any  
22 dollars created from the downtown side of an  
23 expanded Tax Allocation District would go into  
24 the neighborhoods. Most of that got approved.  
25 The City fathers wouldn't let half the dollars  
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1 creating downtown go to the neighborhoods, so  
2 we ended up with 25 percent. But, still,  
3 25 percent to this day -- now 25 percent of any  
4 projects generated on the downtown side of  
5 Northside Drive is invested or made available  
6 to the neighborhoods with that proposal.

7 The neighborhoods loved it. The school  
8 board loved it because there were three schools  
9 in those neighborhoods that would benefit from  
10 the expanded Tax Allocation District. The  
11 Chamber and the downtown folks like it because  
12 three-quarters of a pie is better than no pie  
13 at all.

14 So, as a result, the Westside Tax  
15 Allocation District has been expanded.  
16 Downtown has boomed. In fact, it's getting  
17 ready to take off again with a very large  
18 project. Again, 25 percent of those dollars  
19 are going to end up in the fine city, the  
20 (inaudible) neighborhood, to help invest in  
21 housing and streets and flooding issues, and  
22 infrastructure has been improved in those black  
23 neighborhoods.

24 I look at that as a great example of how  
25 public and private entities can get together if  
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1 an individual with knowledge knows or sees an  
 2 opportunity and can bring resources to that  
 3 opportunity.  
 4 BOARD MEMBER WORSHAM: Thank you.  
 5 I just have one other question. Given  
 6 what you know about the state of our  
 7 redevelopment efforts in downtown Jacksonville,  
 8 what would you say would be the top two or  
 9 three initiatives or actions that our CEO  
 10 should take?  
 11 MR. HANNA: There are a couple of things.  
 12 And this isn't just unique to Jacksonville,  
 13 downtown Jacksonville, although this is  
 14 specifically for downtown Jacksonville.  
 15 One thing that needs to be taken care of  
 16 or needs to be bolstered, and I think the City  
 17 is taking steps in this direction already, it's  
 18 public safety. For people to come downtown,  
 19 people that want to work downtown, certainly  
 20 live downtown, one of their first issues is  
 21 going to be public safety. They need to be  
 22 able to know that they can walk the streets,  
 23 day or night, without the fear of being in  
 24 danger.  
 25 The second thing is -- for downtown, there  
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1 needs to be something for people to do when  
 2 they come downtown. I've been here now twice  
 3 in this iteration and I've walked downtown,  
 4 walked around downtown after 6 or 7 o'clock.  
 5 There needs to be more for people like me,  
 6 living in a hotel for a couple of days, to do  
 7 when they get here.  
 8 And then, thirdly, this is going to  
 9 come -- well, I actually have four things.  
 10 Thirdly, I'd point to the need for residents,  
 11 for people who live downtown -- and I would add  
 12 to residents, folks who live in hotels. Again,  
 13 people who live in hotels need to do something  
 14 on week nights. People who live here need to  
 15 be able to walk around safely, go grocery  
 16 shopping, do what they need to do during the  
 17 week and also on weekends.  
 18 Related to residents -- and this is going  
 19 to become an issue, I think, later on as  
 20 downtown grows and prospers -- schools. The  
 21 people who move here first will almost  
 22 certainly be people who are singles. People  
 23 who have families, specifically with children,  
 24 make decisions that are based partly on the  
 25 quality of schools available in their school  
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1 district.  
 2 I don't know the quality or even the  
 3 number of schools that are here now, but in  
 4 order to kind of keep the residential  
 5 development momentum going, the City, downtown  
 6 is going to need to provide not just adequate  
 7 but above-average schools for folks who want to  
 8 move here who have school-age children.  
 9 THE CHAIRMAN: Thank you.  
 10 Thank you, Ms. Worsham.  
 11 Mr. Froats.  
 12 BOARD MEMBER FROATS: Thanks a lot for  
 13 your interest. Thanks for being here. We  
 14 talked a little bit in the interview process.  
 15 With your development experience, I'm just  
 16 curious as to what your thoughts are as to why  
 17 Jacksonville has had a problem in the past  
 18 attracting capital to the city.  
 19 MR. HANNA: Actually, I don't know.  
 20 Honestly, I do not know. I've been told that  
 21 from a housing standpoint, perhaps the rents  
 22 aren't where they need to be in order to  
 23 support specifically unsubsidized housing. I'm  
 24 told by -- I know that the cost of doing --  
 25 being in the process of completing a project in  
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1 Hallandale Beach, Florida, I know the cost to  
 2 construct is relatively high, certainly higher  
 3 than in a place like Philadelphia -- I'm sorry,  
 4 Atlanta, where we can stick-build. Here,  
 5 everything needs to be built with concrete  
 6 block. So it's a little bit more expensive to  
 7 build here.  
 8 I think that combination of a little bit  
 9 more expensive, relatively more expensive  
 10 development costs, and the return as measured  
 11 by rents haven't quite gotten to equilibrium.  
 12 And so it currently is, therefore, now  
 13 necessary for folks like you-all to provide a  
 14 subsidy to kind of bridge that difference  
 15 between the two. And that, as far as I can  
 16 see, is the best that I could come up with.  
 17 BOARD MEMBER FROATS: And do you think we  
 18 have a marketing issue?  
 19 MR. HANNA: That's a good question. It  
 20 depends on who you're marketing to or who your  
 21 target market is. If you're talking about  
 22 marketing to people who don't live in Duval  
 23 County to come and move to Duval County,  
 24 probably -- probably so. You'd probably do a  
 25 better job there.  
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1 But I think if there is a marketing issue,  
2 it's probably more local. The ability or  
3 inability to get people who live in and around  
4 Duval County to move out of the suburbs into  
5 the city -- sorry, into the downtown, there has  
6 to be a reason to do that. And, again, in  
7 large cities like Atlanta and Philadelphia  
8 oftentimes it's the commute time. Traffic is  
9 such a bear in the suburbs, in the ex-burbs,  
10 that people have shifted and moved downtown. I  
11 don't know that that's an issue here, but  
12 typically there is something that kind of  
13 pushes folks from outside of just marketing and  
14 pushes folks from outside of the downtown  
15 borders to come -- want to come into the  
16 downtown, live downtown.

17 BOARD MEMBER FROATS: Thank you.

18 THE CHAIRMAN: Thank you, Mr. Froats.  
19 Mr. Grey.

20 BOARD MEMBER GREY: Thank you for actually  
21 coming in and doing a follow-up interview.

22 Just a couple of questions. You mentioned  
23 the things that we need; residential, we need  
24 safety, we need something for people to  
25 actually do when they're actually down here.

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1 And, you know, looking at your resume and the  
2 breadth of experience that you have, you've  
3 worked in those cities and those downtown  
4 environments that are world renowned, whether  
5 that's New Orleans, Atlanta. They're known for  
6 anything -- whether that's Super Bowl,  
7 Mardi Gras, the Olympics. How do you come into  
8 the Jacksonville market and actually get those  
9 few things that you mentioned done?

10 MR. HANNA: That's actually a very good  
11 question relative to those other cities. You  
12 hit on a very good point, Mr. Grey. In those  
13 other cities there were other reasons for  
14 people to want to live or work or play  
15 downtown.

16 Jacksonville has something that Atlanta  
17 does not have. Jacksonville has something that  
18 Philadelphia has, but hasn't quite taken care  
19 of well in under 200-something years, has not  
20 really taken advantage of, and that's the  
21 river. Atlanta has no water, no river going  
22 through it. That, in my mind, is the single --  
23 most important, single biggest asset that  
24 Jacksonville has going for it.

25 So to the extent that we can take  
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1 advantage -- take better advantage of that, of  
2 the river, I think that can serve in the same  
3 way that the Olympics -- except on an ongoing  
4 basis -- or the Super Bowl here and there, in  
5 maybe 10 or 15 years. I think the river  
6 provides a sustainable, tangible asset to  
7 Jacksonville that isn't available in most other  
8 cities, with the exception of New Orleans.

9 BOARD MEMBER GREY: And you also mentioned  
10 safety. What's your thought process of getting  
11 that -- or making that known to the community,  
12 that the downtown -- the new downtown is a safe  
13 area to live, work and play?

14 MR. HANNA: I'm glad you brought that up  
15 because I want to address that in two parts.  
16 The first part is what we need to do on the  
17 public side. The DIA does not control public  
18 safety or the elements of public safety. The  
19 mayor's, the CAO's office does. There needs to  
20 be a seamless link, ongoing communication by  
21 and in between the DIA and the mayor's office,  
22 specifically from the public safety side, to  
23 make sure that both sides understand the  
24 resources available, the extent to which  
25 resources can be provided, and where

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1 specifically those resources need to be  
2 allocated. That's one thing. And, again,  
3 that's going to be true whether I get the job  
4 or not.

5 On the other side -- that's on the  
6 internal side. On the external side, on the  
7 side of facing the public, you're absolutely  
8 right. I think that there hasn't already been,  
9 there should be a blitz of sorts that  
10 communicates the message loudly, clearly that  
11 it is safe to walk around downtown; people  
12 aren't going to be mistreated, relatively  
13 speaking -- mistreated from public safety, but  
14 it is safe for folks to walk downtown, there's  
15 lots to do downtown, and folks shouldn't let  
16 public safety be a deterrent from wanting to  
17 come downtown.

18 It used to be said in Philadelphia -- and  
19 this is no lie. It used to be said in  
20 Philadelphia that downtown is where you go if  
21 you want to get mugged. The City took huge  
22 steps towards erasing that. Now, like I said,  
23 over the years that I was there, by the grace  
24 of God, 16,000 people moved into downtown  
25 Philadelphia specifically. Downtown was the

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1 fastest growing neighborhood of any of  
2 Philadelphia's 50 or so neighborhoods during  
3 the 2000 to 2010 time period.

4 BOARD MEMBER GREY: Thank you.  
5 My last question is -- you mentioned that  
6 the river was the most important asset that we  
7 have downtown. We do have areas, like our --  
8 what we call our LaVilla area where it's not  
9 really located -- it's not located at all by  
10 the river. How do you address those areas that  
11 don't have the river access?

12 MR. HANNA: And, again, I'm glad you  
13 brought that up. Yesterday I spent -- I got  
14 here yesterday around noonish. I spent all  
15 afternoon walking the LaVilla neighborhood  
16 specifically. I literally walked up and down  
17 every street in LaVilla.

18 Let me tell you, as a developer, I came  
19 away salivating. There's so much land; flat,  
20 fenced land available in that neighborhood  
21 which is adjacent to downtown, and on the other  
22 side right next to I-95. I mean, from a  
23 location standpoint, from a developer's  
24 perspective, that's the perfect place to  
25 develop.

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1 I look at LaVilla and neighborhoods like  
2 LaVilla as the next hot spot. As folks start  
3 to move down into the core of downtown, what's  
4 going to happen is land is going to run out and  
5 people are going to start to kind of move out,  
6 and I think LaVilla is probably going to be, if  
7 not the first, one of the first neighborhoods  
8 into which people will move who can't find  
9 something in the core of downtown.

10 I would -- in this position, I would love  
11 to have the opportunity to work with developers  
12 from around the country to come and take a look  
13 at LaVilla specifically as a place to develop  
14 housing, not just anything, but housing  
15 specifically, and from housing sprouting retail  
16 and taking advantage of the historical  
17 significance of that neighborhood and in  
18 specific blocks in that neighborhood.

19 BOARD MEMBER GREY: Okay. Thank you.

20 THE CHAIRMAN: Thank you, Mr. Grey.  
21 Mr. Barakat.

22 BOARD MEMBER BARAKAT: Thank you,  
23 Mr. Chairman.

24 Mr. Hanna, welcome back to the party.

25 MR. HANNA: It's good to be back.

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1 BOARD MEMBER BARAKAT: Congratulations on  
2 being a finalist again.

3 So when you interviewed for this position  
4 six years ago, we had no incentive policies.  
5 We did not have anything in our arsenal. We  
6 were a brand-new organization. Today, we have  
7 the Economic Development Trust Fund, we have  
8 the Historic Trust Fund, we have REV Grants, we  
9 have the Retail Enhancement Program, we have a  
10 number of programs we've authored.

11 Based on what you know where our downtown  
12 is today, would you continue those programs,  
13 would you continue advocating to the mayor and  
14 City Council to replenish those programs, or  
15 would you advise us to migrate to a different  
16 kind of incentive program or policy?

17 MR. HANNA: I would definitely advocate  
18 for keeping those programs. In fact, to the  
19 extent that it was possible, try to identify  
20 other sources of -- lack of a better term,  
21 subsidy.

22 Mr. Froats mentioned, it's still necessary  
23 to incentivize developers to come to  
24 Jacksonville to develop. And I think -- again,  
25 this is my personal opinion. I think it's

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1 going to be like that for a little while. The  
2 market, however, will eventually evolve to the  
3 point where -- again, this happened in every  
4 single one of those cities I mentioned. In  
5 some cities it took longer than others, but  
6 eventually downtown evolved to a place where it  
7 became one of the places to want to move to  
8 migrate, and so land got more expensive. As  
9 land got more than expensive, deals got more  
10 difficult. As deals got more difficult,  
11 people -- developers started looking for  
12 cheaper land. And that's the plume that I  
13 talked about. We're not there yet, I don't  
14 think, in Jacksonville, but we'll get there.  
15 But we'll get there.

16 And two other things that are kind of --  
17 that will impact incentives is what's  
18 happening, what's going to happen at the  
19 shipyards and the District. As those  
20 developments start to grow up and take shape,  
21 again, that's going to push people towards  
22 downtown, mostly in the neighborhoods that  
23 connect the District to downtown or the  
24 shipyards to downtown, but growth is going to  
25 grow -- come in the direction of downtown.

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1 At that point, that's when it will be less  
2 necessary, I think, to provide incentives  
3 because I think by then the market will take  
4 over. That's my -- that's what I'm predicting  
5 over the next -- don't quote me on this, but  
6 somewhere between the next three to five years  
7 would be my guess.

8 BOARD MEMBER BARAKAT: That being when  
9 we're at a position we don't need as many  
10 incentives?

11 MR. HANNA: Yes.

12 BOARD MEMBER BARAKAT: So if we're  
13 migrating towards that world, which I -- I hope  
14 we are; I'm with you. Let's say the mayor, on  
15 your first day of the job, told you, Kevin, I'm  
16 going to give you \$20 million to spend.

17 Hypothetical fantasy, I know, but let's just  
18 say that. Based on where we are today, what  
19 percent would you suggest we spend on public  
20 realm development, like --

21 MR. HANNA: Public?

22 BOARD MEMBER BARAKAT: Realm.

23 MR. HANNA: Realm?

24 BOARD MEMBER BARAKAT: Like greenspace,  
25 converting one-way streets to two-way streets,  
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1 major cities: As things evolve, as growth  
2 happens, land becomes more expensive, and it's  
3 harder and harder for the City to manage where  
4 growth happens and what kind of growth happens  
5 as land gets more expensive.

6 So I would pocket that other third with  
7 the idea that sometime in the near term future  
8 it's probably going to become necessary for the  
9 City to buy land in areas that may become  
10 gentrified, to buy land in order to assure  
11 certain areas have park space, if all that park  
12 money goes in one direction.

13 So given your scenario, that's how I would  
14 split it up; a third, a third, and a third  
15 among infrastructure, housing, and future land  
16 purchases.

17 BOARD MEMBER BARAKAT: Thank you.

18 One last question. So you mentioned a  
19 third would go towards residential incentives,  
20 and your background is very strong on the  
21 residential side. We are -- although we don't  
22 typically bring it up or talk about it,  
23 downtown is primarily an office market and we  
24 also have a Retail Enhancement Program which  
25 has been pretty successful and then the Landing  
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1 lighting, whatever. What percent would you  
2 suggest that that money goes towards private  
3 incentives?

4 MR. HANNA: First of all, I'd ask for 40-  
5 not 20-.

6 BOARD MEMBER BARAKAT: Good answer.

7 MR. HANNA: No matter what the amount is,  
8 I'd spread that money between, among -- I'll  
9 call it infrastructure. And by  
10 "infrastructure," I mean streets, sidewalks,  
11 improving lighting, parks, specifically park  
12 areas, park-like areas like the Landing. I'd  
13 have to give maybe a third, a third to a half  
14 to that.

15 I'd like to also give, let's say, another  
16 third to housing, to subsidize the development  
17 of housing, cost to develop housing. Rents are  
18 going to be what they are, but to the extent  
19 that we can bring costs down to the point where  
20 a developer could make a decent return on his  
21 investment, his or her investment, I think that  
22 makes sense.

23 The other third, I think I would kind of  
24 keep in my pocket because, again, this has been  
25 true in every place I've worked, each of the  
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1 and some of the other waterfront development.  
2 There will be some nonresidential-type  
3 proposals that will come before us. Can you  
4 touch on more of your nonresidential  
5 experience, let's say, in the last ten years?  
6 I know you've been working on a hotel project  
7 in Georgia, I believe.

8 MR. HANNA: Yes.

9 BOARD MEMBER BARAKAT: Can you touch on  
10 some office and/or retail specific experience?

11 MR. HANNA: Sure. And, as you mentioned,  
12 I am working on a project in middle Georgia.

13 The project that I mentioned before -- in  
14 response to your question relative to the  
15 Tax Allocation District -- was the first TIF  
16 deal done in the state of Georgia. The second  
17 TIF deal done in the state of Georgia was a  
18 Tax Allocation District deal done for  
19 Atlantic Station. Atlantic Station is a very  
20 large, downtown-like, mixed-use development  
21 located in midtown Atlanta.

22 Just to give you some indication,  
23 Atlantic Station consists of -- there's a  
24 14-screen movie theatre there. There is lots  
25 and lots of retail anchored by a -- I think  
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1 it's a Dillard's, right there on Main Street.  
 2 There are restaurants, clothing stores. There  
 3 is office space. Wells Fargo and BB&T have two  
 4 very large offices with their names on the  
 5 buildings, and those buildings are -- those  
 6 office buildings are at least 25 to 30 stories  
 7 each, and there is housing. Housing in the  
 8 form of condominiums and apartments. But  
 9 housing is certainly not the biggest element of  
 10 the Atlantic Station development.  
 11 And, again, there, our role -- my role as  
 12 the head of the Development Authority was to  
 13 negotiate that deal with the developer to make  
 14 sure that the City got what it needed in terms  
 15 of concessions from various types, whether it's  
 16 a percentage of the housing units that had to  
 17 be affordable, or the parking, which the City  
 18 almost completely funded that would be free for  
 19 the first three hours at Atlantic Station. All  
 20 those issues were negotiated by me and my team.  
 21 And by the grace of God, I think Atlantic  
 22 Station has been a huge success story in that  
 23 part of Atlanta. Not just in and of itself,  
 24 but it has spawned other development all around  
 25 it, to the north, south and east and west.

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1 BOARD MEMBER BARAKAT: Thank you.  
 2 And a real quick follow-up. What year was  
 3 that opened?  
 4 MR. HANNA: Atlantic Station was opened  
 5 in -- the bond deal I think was done in 2000,  
 6 2001. They would have opened in 2003.  
 7 BOARD MEMBER BARAKAT: Okay. Thank you.  
 8 No further questions, Mr. Chairman.  
 9 THE CHAIRMAN: Thank you, Mr. Barakat.  
 10 MR. HANNA: You sound like a prosecutor;  
 11 no further questions.  
 12 THE CHAIRMAN: Mr. Moody, your witness.  
 13 BOARD MEMBER MOODY: Kevin Hanna, welcome  
 14 back to Jacksonville.  
 15 MR. HANNA: It's good to be back.  
 16 BOARD MEMBER MOODY: You strike me, based  
 17 on your resume, as a developer that has had a  
 18 lot of experience; New Orleans, Philadelphia,  
 19 Atlanta. Would you quickly just hit the  
 20 highlights of those three areas; both  
 21 residential and commercial, each of those, and  
 22 what has that taught you about what you would  
 23 bring to Jacksonville, and how -- what have you  
 24 learned from those areas that you could bring  
 25 to Jacksonville?

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1 MR. HANNA: I'll start with New Orleans  
 2 and kind of work my way backwards.  
 3 In New Orleans, one of my primary  
 4 responsibilities was to administer what was --  
 5 is still called an NSP, Neighborhood  
 6 Stabilization Program, grant. NSP is a program  
 7 that came up, was created in the Obama  
 8 administration, and one that was awarded to the  
 9 City of -- actually, to the New Orleans  
 10 Redevelopment Authority, not the City, to the  
 11 Redevelopment Authority itself.

12 Our goal, our intention was to develop  
 13 specifically housing. In fact, those monies  
 14 could only be used for housing. And  
 15 New Orleans was recovering from Katrina at that  
 16 time.

17 Long story short, we took, by the grace of  
 18 God, \$29.7 million and we leveraged that into  
 19 about 117-. I say "about" because it's 119.9-  
 20 or 117.2-, but about \$117 million. That's a  
 21 400 percent return on investment.

22 And I bring that up in response to your  
 23 question because even though that was just  
 24 residential, retail follows residential. And  
 25 so by the time I left, when we had pretty much

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1 gotten everything financed and built, retail  
 2 was coming back.  
 3 I was hoping to have one of my deal  
 4 sheets. There is a New Orleans story and there  
 5 are a couple of very great projects,  
 6 retail-specific projects that came about as a  
 7 direct result of the NSP housing monies that  
 8 was invested in the various neighborhoods  
 9 throughout New Orleans.

10 In Philadelphia, I could go on and on  
 11 about -- Philadelphia is a big City, 1.5, 1.6  
 12 million persons. As far as downtown is  
 13 concerned, Philadelphia is about a 7-and-a-half  
 14 square mile downtown. It accounts for about  
 15 5 percent of the city's total area.

16 When we left, downtown represented over  
 17 11 percent of the city's entire population.  
 18 That's reflective of the fact that, as I said,  
 19 steps were taken both on the development side,  
 20 but also in public works and in public safety,  
 21 from an infrastructure standpoint, from an  
 22 incentive standpoint.

23 In Philadelphia, by the way, we instituted  
 24 a 10-year tax abatement as opposed to a TIF.  
 25 We have a 10-year tax abatement, a property tax

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1 abatement to people who moved or bought or  
2 built in the city of Philadelphia, specifically  
3 in downtown. Again, people took full advantage  
4 of that. And as a result, the downtown  
5 population flourished.

6 Finally, in Atlanta, again, I could point  
7 to a lot of different examples. I pointed  
8 already to two tax applications, TIFs, slash,  
9 TIF districts done there. But throughout the  
10 city, as a result of housing, new housing being  
11 built, retail almost always followed alongside.  
12 First, local retail, and then typically  
13 national retail, grocery stores, drugstores.  
14 It wasn't unusual for office development to  
15 follow behind that as well in certain  
16 neighborhoods that were strategically, let's  
17 say, located.

18 What I've learned from all of that,  
19 Mr. Moody, is, first and foremost, time kills  
20 all deals. A good deal won't last forever and  
21 is not going to be around forever. If you want  
22 to take advantage of it, you need to act  
23 quickly. You never act on the City side as  
24 quickly as you want and certainly not as  
25 quickly as the developer wants, but you need to

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1 act quickly; otherwise, you're going to lose  
2 that opportunity.

3 And another thing that I learned is that,  
4 again, it's deeply important, crucial, that  
5 this entity, Downtown Investment Authority,  
6 work seamlessly with the mayor and the  
7 administration and the departments within the  
8 administration; again, public works, public  
9 safety, zoning, planning. If any one of those  
10 legs fall off, then the chair is going to be  
11 unstable for the entire operation.

12 I hope that addressed your question.

13 BOARD MEMBER MOODY: So your 10-year  
14 vision for Jacksonville, specifically the  
15 Landing, what would your leadership -- where  
16 would your leadership go with that?

17 MR. HANNA: Specifically for the  
18 Landing -- I've seen the site and the design  
19 plan from the mayor's office, and I like it. I  
20 think it's a little park heavy and building  
21 light. On the other hand, I've also seen the  
22 design and the site plan that came out of the  
23 2014/'15 charette. That I liked as well, but I  
24 think that was a little too hardscape heavy and  
25 park light. I think park-like. I think,

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1 again, melding of those two makes a whole lot  
2 of sense. That's the City's (inaudible).

3 I think -- from a design standpoint, I  
4 think you ought to be able to stand at the  
5 river bank and look deep into downtown and vice  
6 versa. I don't think there needs to be  
7 anything kind of blocked, as the Landing does  
8 now, that blocks that view. I think that area  
9 needs to be programmed for entertainment. I  
10 think it needs to be a place where people who  
11 live in hotels downtown would migrate to, but I  
12 think it ought to be a place also where people  
13 who don't live downtown, particularly in the  
14 suburbs, would want to come downtown to take  
15 advantage of. That is a priority.

16 The second priority would be housing. Not  
17 just because I'm a hammer and everything I see  
18 is -- looks like a nail, but housing drives all  
19 kinds of other opportunities, especially  
20 retail, specifically retail, and it also  
21 creates jobs downtown as well.

22 So the two things that this office would  
23 directly manage or control, I think I would put  
24 those two at the top of the list, but not far  
25 below those -- again, I hate to keep coming

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1 back to this, but the public needs to get a  
2 feel for safety. It's not something that we  
3 would control directly, but we would have to  
4 work very closely with the mayor's office to  
5 make sure that that's always a high priority.

6 BOARD MEMBER MOODY: Thank you.

7 THE CHAIRMAN: Thank you, Mr. Moody.  
8 Mr. Gillam.

9 BOARD MEMBER GILLAM: Mr. Hanna --  
10 MR. HANNA: Good afternoon.

11 BOARD MEMBER GILLAM: -- nice to see you  
12 again.

13 MR. HANNA: Good to be seen.

14 BOARD MEMBER GILLAM: I also am very  
15 impressed by your resume. As a Tarheel with a  
16 daughter in Davidson, I'm particularly  
17 appreciative of your educational background.

18 You've been asked many of the questions,  
19 frankly, that I've been thinking about. I  
20 guess I would ask you to talk a little bit  
21 about what you think you bring to Jacksonville  
22 from the standpoint of outside development  
23 opportunity. And what I mean by that is, we  
24 have -- you, like everyone else we've met with  
25 so far, has identified the unbelievable

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1 opportunities that Jacksonville has with the  
2 open space and the river, the already assembled  
3 properties that are ready for development; and,  
4 frankly, the willingness of the City to  
5 help close gaps, and what our job, in part, is.  
6 But we continue to be waiting, wanting, you  
7 know, the people to come and join up with us to  
8 do that. We've got local people who have been  
9 involved, but it looks like we need more help.

10 What opportunities do you think you bring  
11 us with regard to your outside relationships  
12 and opportunities?

13 MR. HANNA: Sure. And that's a very good  
14 question. Again, in each of the cities in  
15 which I've worked, it took a lot more than just  
16 those developers who were locally based.  
17 Certainly the locally based developers took  
18 full advantage of the opportunities because  
19 they pay taxes and they contribute to local  
20 campaigns, and so they certainly have their  
21 share of the pie. But if Jacksonville,  
22 New Orleans, Philadelphia, or even Atlanta only  
23 looked towards home-base developers, that would  
24 have limited, stunted each of those cities'  
25 growth.

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1 To your question, given the scope of work  
2 that I've done, not just in an office or in a  
3 business suite, but, geographically, the scope  
4 that I've worked within, and am still --  
5 literally, from Hallandale Beach, Florida to  
6 Philadelphia, Pennsylvania, I'm doing  
7 consulting work in Dallas, I know a lot of  
8 people. I know particularly a lot of large,  
9 successful developers.

10 I'm hesitating because I'm wondering  
11 whether or not to drop names or -- Penrose is  
12 headquartered in Philadelphia. Penrose is one  
13 of the largest residential developers in the  
14 country. The Michaels organization is  
15 headquartered in New Jersey. We did a lot of  
16 work with the Michaels company in Philadelphia.  
17 I'm working with that company on a couple of  
18 other projects around, within the southeast.

19 From a financial standpoint, again, given  
20 my experience as a banker to a developer to a  
21 public servant, so to speak, I've run into and  
22 maintained relationships with a number of  
23 bankers and banks, slash, investment, real  
24 estate investment companies all over the  
25 country.

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1 I am convinced, if pointed to  
2 Jacksonville, and if offered the right  
3 opportunities with the right incentives, they  
4 would make a beeline to come to the city, not  
5 so much because of me, maybe me as kind of a  
6 spark to get them here, but I think  
7 Jacksonville is a -- it's that term used in  
8 Aladdin. It's a jewel that hasn't yet been  
9 discovered. And once discovered, I don't think  
10 you'll have a problem -- we'll have a problem  
11 bringing outside developers, but it takes  
12 somebody with those relationships, those  
13 contacts to kind of spark, I guess, those folks  
14 to come here, because developers are like -- in  
15 a lot of ways they're like sheep or pigeons.  
16 They'll follow where there's money. And when  
17 one of them finds money, it's hard to keep it a  
18 secret, so others will follow not long after.

19 BOARD MEMBER GILLAM: I had a follow-up,  
20 but you just answered the question.

21 Thank you very much.

22 THE CHAIRMAN: Thank you, Mr. Gillam.  
23 Mr. Padgett.

24 BOARD MEMBER PADGETT: That's somewhat  
25 true. Welcome back to Jacksonville and thank

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1 you for being here.  
2 You had mentioned earlier the riverfront,  
3 safety, schools, things to do. I think you  
4 touched on the riverfront and the safety a  
5 little bit, but schools and things to do  
6 downtown. What other things to do downtown do  
7 you see in your vision and how do you  
8 incorporate more schools or what types of  
9 schools into downtown?

10 MR. HANNA: I'm going to throw out some  
11 ideas, and if I don't get this job, I fully  
12 expect all of you to follow up on it.

13 From the Landing standpoint, I look at  
14 that place -- I think I may have mentioned this  
15 to one of you a couple of weeks ago. I don't  
16 know if it was you because you recommended  
17 someplace else.

18 There's a place in Miami, South Miami,  
19 called Joe's Stone Crab. Joe's has a line out  
20 the door and around the corner every day, every  
21 night. Joe's Stone Crab would kill on the  
22 river, both among people who live here  
23 downtown, people who live in the boonies or the  
24 suburbs would want to come because there's only  
25 going to be one in Jacksonville. And people

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1 who live in hotels will be, again, beating a  
 2 path to Joe's Stone Crab. That's one. It may  
 3 be small, but I would stick it specifically in  
 4 the Landing.  
 5 New Orleans is famous for Mardi Gras.  
 6 What most people don't know is, after  
 7 Mardi Gras ends festival season starts. And  
 8 New Orleans does such a great job of sucking  
 9 the life and activity out of its festivals.  
 10 There has to be 30 festivals that go on in  
 11 New Orleans after Mardi Gras at the end of the  
 12 year. I checked last night. There is a  
 13 Seafood Festival, not to be confused the  
 14 Craw Fish Festival. There is a Macaroni and  
 15 Cheese Festival. There are festivals for  
 16 everything from things you could eat to things  
 17 you could do, the things that you play with. I  
 18 mean, there are festivals all over the place.  
 19 And New Orleans does a great job of marketing  
 20 them. And the festivals are held all over the  
 21 place, not just downtown.

22 But think of it. If Jacksonville were to  
 23 become a festival-type town -- now, take a  
 24 macaroni and cheese festival or a seafood or  
 25 king mackerel festival, things for which -- or  
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1 with which people in Jacksonville can relate.  
 2 Taking those and creating festivals out of  
 3 those and giving people an excuse, a reason to  
 4 come downtown specifically for these festivals.  
 5 That just kind of occurred to me, again, last  
 6 night as I was preparing for this.  
 7 But there are all kinds of ways for  
 8 Jacksonville to kind of create -- I shouldn't  
 9 say "create" because it already has been  
 10 created -- to foster and improve the momentum  
 11 that's already been created over the past  
 12 several years.

13 I'm remiss, I really should have mentioned  
 14 this towards the beginning of my comments. I  
 15 think you all -- not just "you-all,"  
 16 Mr. Padgett, but you-all as a board and Aundra  
 17 and staff have done a phenomenal job. We've  
 18 talked about all of the stuff that's already  
 19 been done. I look at that as work that I don't  
 20 necessarily have to worry about. The  
 21 foundation has been laid. Now it's just a  
 22 matter of building what you already built.  
 23 Now, your second question about the  
 24 schools, there are two ways to get into the  
 25 school business. One is the charter and the  
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1 other is the public. I'll admit to you that I  
 2 don't know the political/educational world of  
 3 Jacksonville well enough to comment as to  
 4 whether one is better than the other, but I  
 5 will say this: I think it's important to have  
 6 both. Which of those comes first, whether the  
 7 chicken or the egg, I don't know, but in the  
 8 end it will be important to have good charter  
 9 schools, private schools, if you will, and good  
 10 public schools available too because what you  
 11 want downtown is a mixed income of folks, and  
 12 not everybody can afford a charter school. And  
 13 it would be inconvenient and counterproductive  
 14 for somebody to move downtown only to have  
 15 their kids bussed out of downtown to go to a  
 16 public school.

17 BOARD MEMBER PADGETT: I don't have any  
 18 more questions.

19 THE CHAIRMAN: Thank you, Mr. Padgett.

20 BOARD MEMBER PADGETT: Thank you.

21 THE CHAIRMAN: A couple of questions, sir.

22 You're familiar with the job and what you need  
 23 to bring to the job, but all of us have  
 24 fallacies. Are there any weaknesses that you  
 25 may have that would be a challenge from the  
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1 position of CEO?  
 2 MR. HANNA: Certainly. I'm not going to  
 3 share all of them with you, but certainly.  
 4 I'd say, I tend to be impatient with the  
 5 process. And with all due respect to the  
 6 planners on the board, I think we can -- we can  
 7 get bogged down with too much planning. I  
 8 think -- and this is a touchy situation, but  
 9 there's a point, absolutely -- and, actually,  
 10 with development I've learned the importance of  
 11 planning. You can't go off and ready, shoot,  
 12 aim. That doesn't work. But once you've come  
 13 up with a plan that makes sense, that meets the  
 14 community's need, with the community input,  
 15 it's time to stop playing and start doing.

16 Again, with all due respect to the  
 17 planners, I think planners are wonderful  
 18 people, they do a great job, but planners need  
 19 to work very closely with the folks who  
 20 actually get the development side done. I ran  
 21 into problems with that, I will tell you.  
 22 Eventually we worked things out, but that was  
 23 an issue at the beginning.

24 THE CHAIRMAN: Finally, we have asked a  
 25 lot of questions of you. What questions have  
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1 we failed to ask that we should have?  
 2 MR. HANNA: I honestly can't think of any.  
 3 I will add this as sort of a postscript:  
 4 In each of the three cities you named -- and I  
 5 think you should consider this seriously. All  
 6 other things being equal with all the other  
 7 candidates, if there's a tiebreaker, consider  
 8 this: Each of the three cities in which I've  
 9 lived, every single one of them has either  
 10 hosted or played in a Super Bowl while I was  
 11 there. Philadelphia, Atlanta and New Orleans,  
 12 each of them either hosted or played in the  
 13 Super Bowl, not before or after, but while I  
 14 was in my job. So, again, all other things  
 15 being equal, I'll just throw it out there.  
 16 THE CHAIRMAN: Do we have any follow-up  
 17 questions from the board?  
 18 BOARD MEMBER PADGETT: I have one. I just  
 19 think it's important for the board to at least  
 20 hear -- I think Mr. Hanna had a good answer  
 21 when I met with him previously, but currently  
 22 self-employed and a developer, and so there's  
 23 going to be, obviously, if you did get on as  
 24 CEO here, a transition out of what you're doing  
 25 and some of those commitments you have with  
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1 your current developments. So maybe you could  
 2 tell the board just your plan of how you would  
 3 transition from that into the position here.  
 4 MR. HANNA: Certainly. And that's a very  
 5 fair question.  
 6 As I said, I have a project in Hallandale  
 7 Beach. We closed a few -- two or three weeks  
 8 ago. We broke ground maybe ten days or so ago.  
 9 So we're under construction in Hallandale  
 10 Beach. My partner happens to be a general  
 11 contractor. And so my part -- the most  
 12 important, my part in that partnership is done.  
 13 My role was to buy capital. His role was to  
 14 build it. So it will be relatively easy to  
 15 kind of pull myself out of that. As a matter  
 16 of fact, I already have now that we've broken  
 17 ground.  
 18 In Atlanta, as I told you, we're under  
 19 construction, well under construction, with a  
 20 project just outside downtown. It's a senior  
 21 housing development which will actually be  
 22 completed in -- somewhere around July or August  
 23 of this year. But, again, it's well underway.  
 24 It's actually preleased before we even open the  
 25 door, and so it will be easy for me to kind of  
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1 pull away from that one as well.  
 2 And, third, in Fort Valley, we expect to  
 3 close on that deal this summer. We've already  
 4 decided upon a general contractor. My  
 5 architect is hard at work. We'll hire a  
 6 professional property management company to  
 7 manage the hotel once it's finished. I've  
 8 already hand-picked an individual to serve as  
 9 the hotel manager. So I'm not worried about  
 10 that. So as we get closer to July, I'll be  
 11 able to -- July, August, I'll be better able to  
 12 pull away from that, almost completely, in  
 13 order to, obviously, dedicate myself to this  
 14 town.  
 15 The other projects vary. The three or  
 16 four other projects, most in Georgia, a couple  
 17 in Florida, are at the point where I can either  
 18 pull the plug because they're not ripe enough  
 19 yet or I have partners who can complete the  
 20 predevelopment task of the projects and take  
 21 them to the point without me necessarily being  
 22 there every day to get them done.  
 23 BOARD MEMBER PADGETT: I have no other  
 24 questions.  
 25 THE CHAIRMAN: Any other questions?  
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1 BOARD MEMBER FROATS: Yes, Mr. Chairman.  
 2 One last question. So you have a very  
 3 good development career right now. Why do you  
 4 want to do this job?  
 5 MR. HANNA: That's another good question.  
 6 Like I said, I was born and raised in  
 7 Florida. I've always wanted to live in  
 8 Florida. I've only had that chance for four  
 9 years over my entire professional life, and  
 10 that was four years in Tampa. My mother -- my  
 11 dad died about six years ago; in fact, maybe a  
 12 year or two before I interviewed for this job.  
 13 My mother is 86 years old. And she is, as I  
 14 call her, a freak of nature. She is, today,  
 15 driving herself to the gym. Tomorrow morning  
 16 she will drive herself to her computer class.  
 17 So she's in great shape, but I'd feel much  
 18 better if I were geographically closer to her.  
 19 That's kind of -- I don't want to call it  
 20 ancillary, but that's kind of a secondary  
 21 benefit.  
 22 The real reason is -- I have said this to  
 23 a couple of you during the individual  
 24 interviews. This has become for me a calling,  
 25 not necessarily specifically in Jacksonville,  
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1 but doing this kind of work in most cities has  
2 become something of -- I'll call it almost like  
3 a ministry to me. The work I'm doing now is  
4 great, it pays very, very well, but I don't get  
5 the same visceral satisfaction from doing that  
6 job as I do -- as I have in doing this job in  
7 different cities. And I've always wanted to  
8 bring back the gifts that God has blessed me  
9 with, the knowledge that it's taught me, back  
10 to Florida in some capacity to help Floridians.  
11 Florida is my home, I just feel it. This is an  
12 opportunity to come back to this state, my  
13 home, to do what I think I've been called to  
14 do.

15 THE CHAIRMAN: Any further questions from  
16 the board?

17 BOARD MEMBERS: (No response.)

18 THE CHAIRMAN: Sir, we thank you for your  
19 interest in our city and we thank you for  
20 coming down.

21 MR. HANNA: Godspeed to all of you and  
22 good luck in your decision-making. And don't  
23 forget the Super Bowl.

24 THE CHAIRMAN: Thank you.

25 (Mr. Hanna exits the proceedings.)

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1 THE CHAIRMAN: Please take ten minutes for  
2 scoring and a break.

3 BOARD MEMBER BARAKAT: We're not going  
4 to --

5 THE CHAIRMAN: Oh, of course.  
6 Mr. Barakat.

7 BOARD MEMBER BARAKAT: Ms. Worsham will --

8 THE CHAIRMAN: Thank you.

9 Ms. Worsham.

10 BOARD MEMBER WORSHAM: Well, I'm certainly  
11 very impressed with his residential resume and  
12 the fact that he comes with a developer slant  
13 because one of our most pressing needs -- I was  
14 very impressed that he took the time -- of  
15 course, he knows Jacksonville a little bit. He  
16 was a candidate before, but the fact that he  
17 walked LaVilla and looked at it with a  
18 developer's eye is very impressive. His resume  
19 is impressive. Again, I have no doubt that  
20 he'd be very capable to take the role. And he  
21 certainly must -- I think he must want it, to  
22 be back a second time. I was not a part of the  
23 board on the first interview, but his resume is  
24 impressive as well. I think that he's a good  
25 candidate.

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1 THE CHAIRMAN: Mr. Froats.

2 BOARD MEMBER FROATS: I think also that he  
3 has a very good resume. I'm curious to know  
4 from the board members that were in the search  
5 the last time as to maybe why he came second or  
6 what were the -- if there were any holdups on  
7 him.

8 THE CHAIRMAN: Thank you.  
9 Mr. Grey.

10 BOARD MEMBER GREY: I could tell you --  
11 (Simultaneous speaking.)

12 THE CHAIRMAN: Mr. Barakat was here, so  
13 please answer that when it's your turn.

14 Mr. Grey.

15 BOARD MEMBER GREY: I personally thought  
16 he had an immense depth of knowledge. He was  
17 very experienced in finance, and his background  
18 in banking will help tremendously. He worked  
19 in cities where politics is extremely heavy, so  
20 he'll know how to work through a political  
21 process. He started a business, so he knows  
22 how to bootstrap and get to a certain level.

23 So he can work with a smaller staff and grow  
24 it. I actually think he'll acclimate

25 relatively quickly to our city and bring a lot

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1 of additional developers and contacts to our  
2 city.

3 The only weakness -- which I wouldn't call  
4 it a weakness, I'd call it more of an  
5 observation -- is I didn't hear a lot about his  
6 team. I think where we were yesterday and how  
7 we picked up -- when we interviewed in the  
8 initial steps were great, but going back to  
9 what we mentioned with the first applicant,  
10 we're now at a pace where we have deals, we  
11 have a trajectory, we have a speed. If we are  
12 not cognizant to the CEO building and executing  
13 his vision through a team, I think we will run  
14 into a massive issue later on down the road.

15 And I don't -- I'm not going to call it a  
16 weakness, just an observation. I heard him say  
17 "we," and that was great. I just didn't hear a  
18 lot about how the team got things done because  
19 we all know there's not going to be enough time  
20 in the day for him to get things done all by  
21 himself. And I just wanted us to all be  
22 cognizant of that as we go forward.

23 THE CHAIRMAN: Thank you, sir.

24 Mr. Barakat, perhaps you could answer  
25 since you were the only team member here, board

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1 member here back when --  
2 BOARD MEMBER BARAKAT: Yeah. It's been a  
3 while. I think the biggest issue is that he  
4 was competing against a very strong candidate  
5 who was very prepared. I think some of the  
6 other issues I think are still relevant today,  
7 and there is a lot of strength in affordable  
8 housing and workforce housing, not so much in  
9 market rate housing. We thought that could be  
10 overcome, but there was a gap in the commercial  
11 side of the business.

12 The question I asked him about his  
13 experience, he took us back to a project that  
14 occurred in the early 2000s. So that, I think,  
15 is still relevant. And I just think he --  
16 there was a question that I think a lot of  
17 board members didn't like how he answered. We  
18 asked -- I don't remember what the question  
19 was, but he said he would do whatever the board  
20 wanted him to do. And there was some  
21 conversations about his mental -- or does he  
22 have the kind of stature to stand up to either  
23 a board member or a City Councilperson or some  
24 other leader in order to push a point, does he  
25 have the conviction when necessary. Obviously,  
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1 he needs to work with the board and be a team  
2 member at the same time, but I do think we want  
3 somebody that has strength. So I think that  
4 was a little bit of a concern.

5 And then -- this is a guess. This was not  
6 articulated when we assessed him last time, but  
7 I made some -- there were some things I  
8 observed, the way he answered questions  
9 today -- Mr. Moody, I think, your tenure  
10 question. I think, Mr. Padgett, your question  
11 about schools. He seems to go through a  
12 circuitous route to answer certain questions.  
13 He's a bit long-winded, and so I don't think  
14 that's a fatal flaw, but I do think, again, our  
15 past CEO's strength was he had clarity when --  
16 there were real moments of clarity and  
17 articulation when he needed it, and he got to  
18 the point.

19 I think in these board meetings or when  
20 you're before City Council, you've got to be  
21 specific, succinct in your answers, and this  
22 interview today kind of reminded me about the  
23 way and the manner he answered certain  
24 questions years ago.

25 So, anyway, I think he's -- the reason he  
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1 gets to this point this time as well as last  
2 time, he's got a very strong resume. He's got  
3 extensive experience in a lot of markets; has  
4 good relationships; very, very strong in  
5 residential. Obviously, that is our key focus,  
6 is residential, but it's not the only thing we  
7 do. So I think -- I think he's a tough one. I  
8 like him a lot as well, but he does have some  
9 of the similar weaknesses that he had years  
10 ago.

11 THE CHAIRMAN: Thank you, Mr. Barakat.  
12 Mr. Moody.

13 BOARD MEMBER MOODY: I think Mr. Hanna  
14 brings a lot of talent to the table. Is he the  
15 best choice? I don't know. I know as a  
16 developer he will get the deal. I mean, he's  
17 analytical. He will be able to craft a deal  
18 that needs to be crafted.

19 But in the overall package, I think  
20 there's other issues that he has weaknesses on.  
21 Just part of it is his presence and his  
22 delivery. Overall, though, I think he's a good  
23 guy.

24 THE CHAIRMAN: Thank you, Mr. Moody.  
25 Mr. Gillam.

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1 BOARD MEMBER GILLAM: I liked him too. I  
2 think he has a lot of energy and he wants the  
3 job. That's always important as a start,  
4 someone who really is energized, and the fact  
5 that he came back here and has gone through the  
6 process speaks to that.

7 The question I asked of him -- and I guess  
8 I'm still kind of, you know, wanting a little  
9 bit -- you know, why the move back to the  
10 public sector for a guy who has done that, been  
11 there, and now has moved on. And so I do have  
12 a question about that, but I -- but I think  
13 he's driven, I think he would be successful in  
14 getting deals done because I think that's --  
15 that's his nature, his drive, but I had some of  
16 the same concerns as Mr. Barakat about how he  
17 responds. And I do think that's one of the  
18 things I think his predecessor here was so good  
19 about. When you asked him a question, he gave  
20 you an answer. You may not like it, or you  
21 may, but you got a direct answer, and that is  
22 an important asset for this job.

23 THE CHAIRMAN: Thank you, Mr. Gillam.  
24 Mr. Padgett.

25 BOARD MEMBER PADGETT: I like Mr. Hanna as  
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1 well. Great development background, big city  
2 experience, the banking background is great.  
3 He seems -- obviously, a self-employed  
4 entrepreneur, self-starter, driven personality.  
5 He has all of those things. Definitely a  
6 little long-winded in his answers, I agree. He  
7 kind of -- seemed to flounder around on some of  
8 that.

9 But what I think concerns me as much as  
10 anything is, I don't feel that it's as easy to  
11 break away, being self-employed, and just given  
12 that you can't just give a two-week notice and  
13 leave like some people can on a job. When you  
14 have an ongoing construction project in -- I  
15 think he said down in Riviera Beach or  
16 somewhere in South Florida, and just broke  
17 ground, and another one in -- mid-stream in  
18 Atlanta, and another one that might start. I  
19 just don't really completely believe it's going  
20 to be that easy to break away from. Can he  
21 merge into the CEO position here without that  
22 contaminating what he does? I'm not sure. I  
23 wonder and question that a little, so that's  
24 my -- probably my biggest concern.

25 THE CHAIRMAN: Thank you.  
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1 I like the fact that his number one  
2 emphasis was public safety. And because of his  
3 answers, I did want to -- I can understand why  
4 he came in second to Aundra last time. He's an  
5 impressive, credentialed, heavily experienced  
6 individual. And for those reasons, he would be  
7 able to get the job done.

8 So unless the board has additional  
9 comments, please spend ten minutes marking, and  
10 let's take a break.

11 (Brief recess.)

12 THE CHAIRMAN: Let's reconvene and bring  
13 in our third interview.

14 (Ms. Boyer enters the proceedings.)

15 THE CHAIRMAN: Welcome, Ms. Boyer.

16 MS. BOYER: Thank you.

17 THE CHAIRMAN: Could you please -- we're  
18 all familiar with you, but could you please  
19 give us a five-minute -- a CV bio?

20 MS. BOYER: I'd be happy to.

21 Thank you very much.

22 THE CHAIRMAN: Thank you.

23 And we'll ask you to move the mic a little  
24 closer so that the audience --

25 MS. BOYER: Is that good?

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1 THE CHAIRMAN: I think that's fine.

2 MS. BOYER: So thank you for the  
3 opportunity to be here today and to participate  
4 in the interview process. You all know me as a  
5 City Council member and are familiar with both  
6 my passion for downtown and my reputation for  
7 hard work and attention to detail, so we're not  
8 going to talk about that.

9 What I'd like to share is a little bit of  
10 both my professional background and some of my  
11 personal attributes that you may not have been  
12 able to glean from the resume or be familiar  
13 with. So from a professional standpoint, my  
14 career began in the -- as an attorney in  
15 private practice working with the Jacksonville  
16 firm of Mahoney, Hadlow & Adams. It's a large  
17 corporate firm. Initially, I was doing a lot  
18 of commercial lending work for Barnett Bank,  
19 and then Barnett Bank site acquisitions  
20 throughout the state of Florida. I represented  
21 Vogue, Body Shop and their affiliated entities,  
22 which were a local retailer, in their --  
23 negotiation of shopping center leases for them  
24 across the nation, and eventually developed a  
25 practice in what we now call "entitlements."

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1 So it was representing developers in  
2 development approvals in everything from land  
3 use and zoning matters to environmental matters  
4 to a new statute that had been adopted at the  
5 time for developments of regional impact, and  
6 those were large-scale, mixed-use developments  
7 or developments that had multi-county impacts.  
8 In that regard, I worked on Orange Park Mall,  
9 Regency Square, Amelia Island Plantation,  
10 Sawgrass, approvals for large projects like  
11 that, among others.

12 The second phase of my career was in  
13 private business. I joined my late husband in  
14 a company that he had formed, was headquartered  
15 in Connecticut. He had property in 13 states.  
16 At the time I joined, we had over a million  
17 square feet of office space and 10,000  
18 apartment units under management. The model of  
19 the company was to develop sole asset  
20 syndicated limited partnerships and to raise  
21 equity through the limited partnership  
22 investments. Pair that with traditional bank  
23 loans and then equity investment from the  
24 general partner or perhaps a wrap mortgage.  
25 That's how we structured the funding necessary

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1 to move forward with individual asset  
2 purchases.  
3 During the time that I was with the  
4 company, my primary roles were negotiation of  
5 purchases, sales, financing and refinancing,  
6 and also some market analysis work where we  
7 were looking at where we were doing new  
8 investments in different locations. I may have  
9 mentioned, I don't recall if I did, we had  
10 properties that ran from Texas to  
11 Massachusetts.  
12 Subsequently, next phase, was my work on  
13 City Council. And I would say there are  
14 probably four different skill sets that I  
15 learned in this role that I didn't get from the  
16 private sector transactional nature of my  
17 business activities. So the first I would  
18 point out was -- it became immediately apparent  
19 how essential it was to build the trust and  
20 respect of all your colleagues on the council.  
21 And I think that effort was a combination of  
22 that attention to detail and doing my homework,  
23 but probably more importantly it was being  
24 honest and trustworthy and having integrity in  
25 collaborating with them in the discussions and

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1 debates we had. I think that's a skill set I  
2 would hope to bring to this board and develop  
3 that same kind of trust and respect with you,  
4 earn your trust and respect in that capacity.  
5 The second thing I would say from the  
6 City Council role that was different from the  
7 private sector was realizing the need for  
8 stakeholder input and community engagement.  
9 Again, in my private sector role that wasn't  
10 particularly high on our list when we were  
11 making decisions, but critically important, I  
12 think, in a public role because without that  
13 there is mistrust, there's pushback, there are  
14 all kinds of challenges. So I think one of the  
15 things that I became much better at was  
16 figuring out how to do that and how to engage  
17 both the public and various stakeholders.  
18 The recent work I did on the Downtown  
19 Overlay, though, I would offer as an example of  
20 reaching out to both developers, industry  
21 professionals, trade groups, citizens groups.  
22 But when you have that collective buy-in from  
23 all of those entities, the whole process is  
24 much smoother.  
25 The third thing, developing relationships

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1 with staff in varying City departments. Again,  
2 I think that was a critical component of my  
3 work on council, whether it's Guy and the team  
4 at DIA or whether you're talking about Public  
5 Works or Parks or others, developing good  
6 working relationships with everyone involved in  
7 City government -- Office of General Counsel --  
8 is really critical. You have to be a team  
9 player and work with the other members of the  
10 team if you're going to be successful. So that  
11 was the next element. And, again, in my  
12 business career it was more in an executive  
13 capacity where that wasn't quite as critical.  
14 You were more telling people what to do than  
15 working together as a team member.  
16 And then the last thing I would say is it  
17 was fun for me, that I got to tap into a  
18 slightly creative side that I had, which I  
19 hadn't really been able to explore before  
20 because -- from two different sides, one from  
21 the perspective of looking at a large vision  
22 that we have for downtown and we have for the  
23 city, and trying to figure out what are the  
24 actionable steps that we can implement, that  
25 start to live into that vision and effectuate

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1 it, and taking something that is big up here  
2 and bringing it down into bite-size pieces you  
3 can do something about; and then the converse,  
4 which is taking a discrete project and looking  
5 at it in the context of, well, can I put it  
6 together with four other projects and have a  
7 much more impactful result than just the sum of  
8 the parts? And so both of those kind of gave  
9 me an ability to step back at the macro level  
10 and look at how you put things together  
11 differently, which, again, in a more  
12 transactionable way I hadn't done.  
13 So I would say that's kind of the  
14 highlights from the City Council perspective,  
15 highlights from my business career, and  
16 highlights from my legal career.  
17 THE CHAIRMAN: Thank you for that  
18 impressive resume. We have board members who  
19 have questions of you.  
20 Let's start with Mr. Grey.  
21 BOARD MEMBER GREY: Can you defer for a  
22 minute?  
23 THE CHAIRMAN: Sure.  
24 Mr. Froats.  
25 BOARD MEMBER FROATS: Thank you for being

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1 here. And, Councilwoman, I've just began to  
2 know you since I started on this board in  
3 October and I think very highly of you. You're  
4 very bright. The city is very grateful to have  
5 you serve. So I just wanted to talk a little  
6 bit about -- my understanding, you're very  
7 detailed, you would have no problems. As a  
8 board, we feel very comfortable from the  
9 compliance standpoint.

10 Can you tell us a little bit about how you  
11 would deal with the developers and how you  
12 would get deals done? As I look at these  
13 deals, there's a lot of gray area in there, and  
14 how much do you push, and how much do you  
15 understand, and how -- just give me a little  
16 bit of -- a sense of how you work with the  
17 developers.

18 MS. BOYER: So I'm going to kind of  
19 combine that with a response also about the  
20 staffing of the agency and -- because I think  
21 the two go together. So while I am detail  
22 oriented, in part that is -- in my current City  
23 Council role. In part, that is of necessity  
24 because we have one assistant, and that one  
25 assistant, I learned quickly, is primarily

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1 responding to, in my case, fires in the  
2 district such as the ditch that isn't mowed or  
3 the broken swing or whatever it may be so  
4 that -- there was no one else to do legislative  
5 research, there was no one else to work on  
6 policy.

7 I feel strongly that there is so much work  
8 to be done at DIA that it is going to be  
9 critical that we build a team of talented  
10 people who we can trust with responsibility to  
11 do various aspects of this job. This is not a  
12 one-person job by any means.

13 Specifically to the question of  
14 developers, I have worked on the development  
15 side of the table. I have worked on the City  
16 side of the table. I do believe that this  
17 agency, just like my role on City Council, has  
18 to put the city first. That's who we're  
19 accountable to and who we're responsible to,  
20 but putting the city first doesn't mean you  
21 don't do deals. Putting the city first means  
22 we have to look out for the city's interest and  
23 make sure that what we are achieving is the  
24 goal of the vibrant downtown that we're looking  
25 for. So that plays out differently depending

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1 on where you are in terms of an incentive or in  
2 terms of a request.

3 I think it's critically important -- every  
4 developer will tell you, critically important  
5 to get a timely response. Nothing worse than  
6 waiting a long time to figure out what the  
7 answer is. I think it's also important that we  
8 have some set of guidelines and criteria, as we  
9 do, that you adopted previously, that we are  
10 judging things by so that you can filter and  
11 make a determination fairly quickly that some  
12 things meet those; some things don't; okay,  
13 some things are in the middle and we've got to  
14 spend more time investigating them.

15 And then in terms of individual  
16 applicants -- one of you had asked me in the  
17 interview process earlier about how much we vet  
18 an individual applicant and the concerns about  
19 the board in terms of credibility and moving  
20 forward on background. And my sense on that  
21 is, whether or not the applicant is using our  
22 money to leverage the purchase of the property  
23 or they already own the property, because if  
24 they already own the property it's in our best  
25 interest to see them succeed with the

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1 development on the property. If they are using  
2 public money to leverage the purchase of the  
3 property, I have a much greater interest in  
4 determining their organizational capacity to  
5 actually move forward because if they use our  
6 money to buy property and do nothing with it,  
7 we haven't gained anything.

8 So that's really kind of my sense in -- I  
9 think that it is imperative that we are  
10 responsive. I don't think the level of detail  
11 is in -- so Aundra used to present to this  
12 board term sheets, and I think the level of  
13 detail you're negotiating with someone up front  
14 is a term sheet, just like you would have a  
15 letter of intent on a purchase or sale. I  
16 mean, it is the basic structure.

17 John's office gets involved in the  
18 refinements of all those details. And I will  
19 say, on some of your transactions a year ago, I  
20 had to get involved in some of those  
21 conversations about, well, now, when it gets  
22 down to it, it was kind of -- you know, we  
23 already have legislation, we're already moving  
24 forward, but does this really mean X or Y?  
25 Somebody's got to do that, and I'm comfortable

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1 being the person that the question is asked of  
2 at some stage, but that's not on the front end.  
3 I don't think that's part of the commitment.  
4 BOARD MEMBER FROATS: I asked this of  
5 another candidate. What do you think our issue  
6 is here in Jacksonville? Why are we having  
7 trouble attracting investment?  
8 MS. BOYER: So I guess I would say a  
9 couple of things. I think that, historically,  
10 part of our problem was we did not have funds  
11 to invest in downtown or incentivize, whether  
12 it was either -- "historically," meaning in the  
13 last seven or eight years, since the recession.  
14 You saw other cities in Florida capture  
15 the market a lot sooner. I will attribute that  
16 to the pension challenge we had, which,  
17 pursuant to the pension reform package that  
18 Mayor Curry advanced, we now are in a position  
19 that's turned around. We're now in a position  
20 to capture it, but we have a much shorter time  
21 frame. It's compressed because there will be a  
22 market cycle and we've got to work faster in  
23 the amount of time we have left.  
24 I think in terms of the negative, if you  
25 will, part of downtown's challenge is the size,  
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1 the geographic area, because it is larger and  
2 harder to build a critical mass. We've done a  
3 good job of building that critical mass in  
4 Brooklyn where developments can build upon  
5 themselves, and there's energy there. It is  
6 more difficult when we do a project at the  
7 Jones Brothers building and we do another  
8 project on the Southbank and we do another  
9 project in Brooklyn. Not that we shouldn't do  
10 that, but I'm just saying that that doesn't  
11 build the same kind of energy and critical mass  
12 as if you're more concentrated.  
13 And what I've seen in some other cities is  
14 they don't -- they don't maybe call it  
15 "downtown," they call it a such and such  
16 district, and the investment is in the  
17 district. And that's a much more concentrated  
18 investment, which I think has the ability to  
19 generate interest more quickly.  
20 Now, I think we can. I think where we  
21 have gotten to downtown right now, both in  
22 terms of kind of the proof of concept and the  
23 products that have been put in -- entered the  
24 marketplace. Once 220 Riverside came online,  
25 once we're seeing these other developments come  
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1 online, we now have things investors and  
2 developers can look at to really analyze the  
3 market. And I think based on that, we are  
4 certainly in a position to go out and look for  
5 outside investment as well as investment within  
6 the city.  
7 To do that, I think we have to do a much  
8 better job of packaging and marketing the  
9 success we have and what we have available. I  
10 think both of those are kind of missing  
11 components right at the moment. And I'm not  
12 faulting anybody for that. Again, to my point,  
13 there is so much to do. We're going to have to  
14 prioritize what we do and how we attack it  
15 because you can't do it all.  
16 BOARD MEMBER FROATS: Thank you.  
17 THE CHAIRMAN: Thank you.  
18 Ms. Worsham.  
19 BOARD MEMBER WORSHAM: Well, again, thank  
20 you for being here. And we all thank you for  
21 all that you've done over the years for the  
22 city.  
23 Knowing what you know and being as  
24 involved in the downtown efforts of  
25 redevelopment, revitalization, what would you  
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1 say would be your top two or three initiatives  
2 if you were selected over the first six months  
3 as the CEO? What do you think are the most  
4 important things that need to happen?  
5 MS. BOYER: So there's a number of things  
6 that I think we need to run parallel.  
7 Obviously, staffing is going to be a critical  
8 thing because, even though you want to just  
9 work on things, without the staff to build  
10 capacity to do that you're going to be limited.  
11 So I think staffing is going to have to be a  
12 priority, that we're focused on that.  
13 I think the second thing that would run  
14 parallel to that is, I think we have to develop  
15 some of that market analysis material that we  
16 can make available to investors and developers  
17 outside of the market. Clearly, the brokerage  
18 companies all have their own, but in terms of a  
19 true downtown perspective of what we have  
20 available, if you look at the websites and the  
21 information available from some other cities,  
22 there are robust opportunities where people are  
23 exposed to not only City-owned properties,  
24 publically owned assets, but also private  
25 investment opportunities, and I think we have  
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1 an opportunity to package that quickly.  
 2 And then I would say the third thing is,  
 3 I'm an absolute believer in this residential  
 4 first effort. And to the extent that we have  
 5 any residential projects or residential  
 6 interest in the pipeline or anything that we  
 7 need to encourage to get it in the pipeline, I  
 8 think that's got to be a high priority. You  
 9 know, if things get built that are approved,  
 10 we're maybe at 5- or 6,000 units. We can get  
 11 to that 10,000 resident number in five years if  
 12 we emphasize that and we work in that  
 13 direction, and I think that has to be a focus.  
 14 THE CHAIRMAN: Thank you, Ms. Worsham.  
 15 Mr. Padgett.  
 16 BOARD MEMBER PADGETT: I heard you mention  
 17 10,000 residents in five years, but what would  
 18 you see as a five-year plan for Jacksonville?  
 19 How do you see Jacksonville in five years?  
 20 What do you see happening?  
 21 MS. BOYER: From a vision standpoint, how  
 22 do I see downtown?  
 23 BOARD MEMBER PADGETT: Yes. As a vision  
 24 of the CEO for the DIA.  
 25 MS. BOYER: So I think it's -- I see it  
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1 twofold. My 10,000 residents is a key part of  
 2 that. So I know in a lot of different  
 3 industries people talk about virtuous circles,  
 4 you know, that are self-perpetuating. And,  
 5 to me, getting -- from a business development,  
 6 JAXUSA perspective, everybody says now  
 7 industries relocate based on talent pool.  
 8 Talent pool looks for a vibrant downtown. If  
 9 we can get to our 10,000 residents downtown, we  
 10 have both incentivized or created that enhanced  
 11 talent pool to recruit more jobs and recruit  
 12 more businesses to the city, but it's also that  
 13 10,000 residents that's going to support the  
 14 development of a grocery store and development  
 15 of a CVS downtown and support the growth of  
 16 restaurants and bars and entertainment  
 17 activities downtown. All of those will come if  
 18 we can get close to that 10,000. And I think  
 19 you're going to see investment coming in that  
 20 direction.  
 21 I see the -- simultaneously with trying to  
 22 get the residential is the infrastructure, the  
 23 public infrastructure side that we can  
 24 implement that supports that. So some of that  
 25 is some of the work I've been doing on the  
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1 riverfront that creates a vibrant sea of public  
 2 spaces that will help make things more  
 3 interesting and attractive to the residents.  
 4 Some of that may be -- I know in your budget  
 5 you're talking about a park plan, because one  
 6 of the things that we've learned from other  
 7 cities is, once you bring the residents, you  
 8 actually need places they can walk their dog  
 9 and that their kids can play. And I think that  
 10 there are, you know, opportunities, whether it  
 11 is tree planting initiatives; one-way street  
 12 change-overs; things to make, from a public  
 13 infrastructure side, downtown more friendly and  
 14 attractive for residents. So I see that on the  
 15 public infrastructure side.  
 16 I see the development focused on -- and I  
 17 think the housing needs to be a mix. So,  
 18 obviously, there's been a strong multifamily  
 19 market. Some of it is market rate and some of  
 20 it is low income. Clearly, we have this  
 21 missing middle we talked about in the LaVilla  
 22 plan, and I think there is an opportunity there  
 23 to figure out how we incentivize a product that  
 24 is more of a workforce or entry-level ownership  
 25 project that starts to get us and fill in that  
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1 gap so that you can have a full demographic  
 2 range of residents downtown.  
 3 BOARD MEMBER PADGETT: Now, one of the  
 4 things that's going to fall under the role is  
 5 the ability to attract people from out of other  
 6 areas, development, other developers, that sort  
 7 of thing, and the financial -- I know we've  
 8 talked about term sheets, but once we get past  
 9 the term sheet, how in depth had you gotten at  
 10 your old jobs, when you owned your business, as  
 11 far as putting deals together and understanding  
 12 the budgets and the financial side of it well?  
 13 I just want to see if the board can hear a  
 14 little bit about the background on your  
 15 financial side of things and the ability to  
 16 attract developers.  
 17 MS. BOYER: I mean, I feel fairly  
 18 comfortable with doing the up-front market  
 19 analysis, doing -- like looking at potential  
 20 NOI on a piece of property, how we are  
 21 evaluating construction costs, and what that is  
 22 going to look like in terms of rent rates or  
 23 things down the road. I mean, that is what we  
 24 did and that is what I did in that.  
 25 In terms of financing structure, I think a  
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1 lot of the finance tools that are available  
2 today are somewhat different. Some of them are  
3 the same. I mean, there are still investment  
4 vehicles like REITs that are doing things, but  
5 the tax incentives are different than what were  
6 available when I was actively engaged.  
7 And I think, interestingly, we know that  
8 we have part of downtown designated as an  
9 opportunity zone. I was recently interested to  
10 discover that almost all of the Northbank of  
11 downtown would qualify under new market tax  
12 credits. I don't think we have anybody  
13 actively working in either one of those in  
14 downtown right now. I think those are  
15 opportunities to add layers to the more  
16 traditional financing structures that we're  
17 using. We're just kind of, you know, stacking  
18 either our REV Grant on top of some  
19 infrastructure grant, on top of whatever  
20 private financing someone can secure, but in  
21 many cases -- say, when you're looking at the  
22 low-income housing we've done. I mean, there  
23 are multiple sources of federal tax benefits  
24 for either low-income neighborhoods or  
25 low-income housing. There are many fewer when

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1 you're talking market rate. And I think when  
2 you're talking market rate, then we're going to  
3 be looking much more at what financing gap  
4 there is between the equity somebody is willing  
5 to contribute and get a decent return on their  
6 investment versus -- and what they can borrow  
7 on the property.  
8 I mean, lenders aren't lending 95 percent  
9 in that commercial lending situation, so you're  
10 going to have a gap. And nobody is going to  
11 make those personal equity investments with the  
12 level of risk they're facing unless their  
13 return on investment is adequate. So it's  
14 really a matter of evaluating those on a  
15 site-by-site basis.  
16 We did have Broadstone come in, which  
17 didn't seek any incentives for market rate  
18 apartments. And my understanding is they are  
19 kind of at a \$2-a-foot number, and we'll see  
20 how they do because if they -- if they are able  
21 to lease up well and are successful at that  
22 without incentives, that will be a good project  
23 reference -- point of reference to know where  
24 we go next.

25 BOARD MEMBER PADGETT: I agree with that.  
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1 I don't have any further questions.  
2 THE CHAIRMAN: Thank you, Mr. Padgett.  
3 BOARD MEMBER PADGETT: Thank you,  
4 Councilwoman Boyer.  
5 BOARD MEMBER GILLAM: Councilwoman Boyer,  
6 thank you for being here.  
7 THE CHAIRMAN: Could you speak into the  
8 mic --  
9 BOARD MEMBER GILLAM: Sure.  
10 THE CHAIRMAN: -- so the audience can hear  
11 you?  
12 BOARD MEMBER GILLAM: Thank you for being  
13 here today. I have long been your supporter  
14 and advocate. And I will say that my comment  
15 will come as really no surprise, the questions  
16 will probably not either. I continue to be  
17 impressed when people who are successful  
18 business people, professionals, who leave the  
19 practice and the trappings of success and come  
20 to become public servants, and we all benefit  
21 from that, and I certainly thank you for your  
22 efforts, and thank you for being here today.  
23 One of the issues that you and I spoke  
24 about privately when we were going through this  
25 process is -- you come to us differently than

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1 other potential candidates because you are  
2 leaving City Council and we have state law  
3 issues that impact your ability to interact  
4 with City Council following that. Talk about  
5 how you see your vision of taking the job  
6 forward and how you work around those issues.  
7 MS. BOYER: Okay. So I do think that that  
8 is a handicap. I'm not going to say that it is  
9 not. However, I think it is one that can be  
10 easily overcome. So my suggestion to you, I  
11 believe, when we talked was -- I see several  
12 ways that I would approach that.  
13 First of all -- and I didn't talk about  
14 this in the interview -- is that I would still  
15 handle that representation before this board,  
16 which is a public forum and often widely  
17 covered in the press. And so whatever actions  
18 we took in my position on them are not going to  
19 be a secret to anyone.  
20 Second of all, I would say that  
21 if whatever the matter was was what I consider  
22 more of a routine administrative matter, I  
23 would suggest someone else on staff would  
24 handle it, whether that's Mr. Parola or someone  
25 else, I would feel that they'd be very capable

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1 of handling that, that appearance.  
 2 Third would be, depending on the nature  
 3 of -- if it's a larger transaction with major  
 4 incentives, depending on the nature of that  
 5 transaction, there may be some in which the  
 6 mayor's office is heavily engaged and they want  
 7 to be engaged in that transaction and may  
 8 participate in speaking to council members on  
 9 it. There may entirely be others that are  
 10 completely from this board, and I -- in that  
 11 case, I would suggest perhaps that a board  
 12 member be part of the representation. I think  
 13 Oliver can remember there was a time back in  
 14 the CRA approval when board members were a part  
 15 of the lobbying team that was going around.  
 16 And I think in some way that elevates the  
 17 board's stature in the eyes of the council, but  
 18 I would suggest a board member and accompanied  
 19 by, if need be, a lobbyist, that we pay for  
 20 assistance. There are plenty of folks that do  
 21 that on a regular basis, and I think that we  
 22 could handle it that way for the first two  
 23 years, if need be.

24 But again, to some degree, I think the  
 25 fact that the reputation and credibility I have  
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1 earned with current City Council members and  
 2 many of the incoming council members would be a  
 3 benefit to the organization even if I wasn't  
 4 appearing.

5 BOARD MEMBER GILLAM: Thank you.  
 6 One of the things you noted earlier was  
 7 the fact that we have a lot of opportunities in  
 8 a really short time, at least before a  
 9 perceived and expected downturn or slowing of  
 10 the economy occurs. You talk about need to  
 11 prioritize. We do have a lot of interesting  
 12 opportunities and projects that are available  
 13 to this community. It's one of the things that  
 14 continue to come up in these interviews. Talk  
 15 about what you would prioritize as the  
 16 opportunities that we should achieve or strive  
 17 to achieve first.

18 MS. BOYER: Well, I would look for the  
 19 board's guidance on whether you wanted to limit  
 20 your focus at all geographically. It's a  
 21 conversation we've had various times. It's  
 22 kind of my comment I made to you about critical  
 23 mass. And I think there's not been an appetite  
 24 to do that and -- I mean, I'm fully supportive  
 25 of whatever direction the board wants to go on  
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1 that, but I do think that there needs to be a  
 2 residential emphasis.  
 3 I would suggest that -- that does not mean  
 4 that we ignore our Retail Enhancement grants or  
 5 we ignore the Macquarie that relocates to  
 6 Jacksonville and we support the commercial  
 7 buildout. You'd still have those, but I think  
 8 the priority focus needs to be on the  
 9 residential development. And if we are  
 10 concentrating that in a particular area or with  
 11 a particular focus, so be it, but I would  
 12 certainly -- so I'm looking at it like we have  
 13 finite resources. We have a finite number of  
 14 dollars, and the Northbank is now positive in  
 15 the Tax Increment Districts. So even if we're  
 16 going to City Council and asking the mayor's  
 17 office and the City to provide funding, there's  
 18 still a finite amount of resources that are  
 19 available. There's finite time and energy of  
 20 staff and there's a finite time period. And so  
 21 when I'm looking at those three constraints, I  
 22 want to get as many residential units moving  
 23 forward as I can, quickly.

24 BOARD MEMBER GILLAM: And, lastly, I don't  
 25 want to take up too much more time, but you  
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1 keep using the reference to the 10,000  
 2 residents downtown. Do you see that as a type  
 3 of critical mass that we need to be aiming  
 4 towards in order to turn the -- or shift the  
 5 tide of where we're having to close the gap  
 6 between what development brings to the table  
 7 and what the City brings to the table to move  
 8 these projects forward?

9 MS. BOYER: I think that depends on -- so,  
 10 first of all, the 10,000 number seems to be  
 11 what the studies around the country and the  
 12 experts all say, is that number. It might be a  
 13 moving target, it might be 11- by the time we  
 14 get there, but 10- seems to be the magic number  
 15 that then supports all of the ancillary  
 16 activity and provides enough tax revenue that  
 17 you can then support the next thing. So I  
 18 think that's part of it.

19 I think the answer to your question,  
 20 though, goes in terms of what we have to  
 21 incentivize and when we get to that critical  
 22 mass. Again, I'm going to use Broadstone as a  
 23 real indicator of the market because we know we  
 24 have plenty of incentivized low-income product,  
 25 and they've rented up immediately, and are  
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1 performing according to plan at the moment.  
 2 We also have some product that are  
 3 otherwise incentivized as more market rate,  
 4 like 220 and some others. And I'd be very  
 5 interested to see -- I mean, the rents are  
 6 certainly better than where they were, but I'd  
 7 love to understand the comparison to the  
 8 original pro forma and how well we're  
 9 performing on that. And if we're outpacing  
 10 what the projections were, then we're getting  
 11 much closer to not having to provide the  
 12 incentives, but we need to be outpacing those  
 13 projections before we're going to get there.  
 14 So that's really kind of the way I see that.  
 15 When I mentioned the priority on  
 16 residential, don't take that as a "ignore  
 17 everything else" because that is not what I'm  
 18 trying to communicate. And since I've  
 19 mentioned it a couple of times, I'm afraid that  
 20 you may take it that way.  
 21 There are other opportunities on the  
 22 drawing board. There are -- there's the new  
 23 JEA tower. There are potential other office  
 24 developers that are moving forward with  
 25 projects. There's the Entertainment Zone  
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1 your dream team would be. What do we need in  
 2 place right away?  
 3 MS. BOYER: Well, I saw what you have.  
 4 And I don't want to discredit any of the work  
 5 of the Governance Committee that made a  
 6 recommendation about how staffing might appear  
 7 next year, but if I were in the CEO position, I  
 8 might recommend some changes in that and bring  
 9 those back to you.  
 10 From my personal perspective, the -- I  
 11 would see as -- something like a chief of  
 12 operations, much like what Guy is doing now,  
 13 where the activities of the DDRB, the  
 14 development implementation, the public parking,  
 15 all of those are under the chief of operations.  
 16 And then there is something that is a  
 17 vice president of development, and that is a  
 18 person who has market analysis capability, who  
 19 has deal-making capability, who can help on  
 20 that side because I don't think there is enough  
 21 bandwidth in the CEO position to manage the  
 22 vision, manage the entire entity, and do all of  
 23 that too.  
 24 So I think that we need a strong person in  
 25 that capacity to be able to handle that. I  
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1 project in Lot J. There is no reason we would  
 2 turn a blind eye to any of those that come to  
 3 us. Those are wonderful and we want to  
 4 encourage that. I'm just saying that if I have  
 5 to pick something that I'm going out and  
 6 recruiting, I'm more interested in recruiting  
 7 more residential.  
 8 BOARD MEMBER GILLAM: Thank you very much.  
 9 THE CHAIRMAN: Thank you, Mr. Gillam.  
 10 Mr. Moody.  
 11 BOARD MEMBER MOODY: Okay. Lori, you and  
 12 I don't know each other all that well, but I've  
 13 always been impressed with your level of  
 14 preparation in --  
 15 THE CHAIRMAN: Excuse me, Mr. Moody.  
 16 Speak in the mic for the audience.  
 17 BOARD MEMBER MOODY: You and I don't know  
 18 each other very well, but I've always been  
 19 impressed with your level of preparation, your  
 20 understanding of facts and your ability to  
 21 collaborate and getting things done. So thank  
 22 you for your service, and thank you for being  
 23 interested in this position.  
 24 You mentioned staffing of the DIA. We're  
 25 on a skeleton crew right now. Tell me what  
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1 know Aundra in a budget a year ago called it a  
 2 market analyst, and I think that might be kind  
 3 of a generic term and maybe not the same thing  
 4 I'm envisioning, but I see that person being  
 5 able to kind of help negotiate, help package,  
 6 help communicate, help go after -- so, for  
 7 example, when I talked about opportunity zones  
 8 and the fact that we don't have a CDE working  
 9 downtown. Well, how do we get a CDE going  
 10 downtown and going after that? Again, a CEO  
 11 can't do all of that. So I think there needs  
 12 to be someone who can do that.  
 13 I think the finance/compliance/accountant  
 14 role, I would say could probably be combined  
 15 into one person who is handling the finance and  
 16 procurement and those aspects of the DIA, as  
 17 well as compliance, as well as accounting. So  
 18 that might be kind of how you pick up that  
 19 position.  
 20 And I definitely think that we need  
 21 someone with greater marketing capability and  
 22 capacity as you suggested in your plan for next  
 23 year to kind of help put together both the  
 24 website and, in collateral, the kind of  
 25 information I'd like to have at my finger tips  
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1 if I'm going to talk to people that are, you  
2 know, not in the market and need to become  
3 familiar with the market.  
4 BOARD MEMBER MOODY: Okay. I was  
5 impressed with your involvement with Belvedere  
6 Investments and Cheshire Management Company for  
7 33 years. The biggest deal that you were  
8 involved in, in any capacity during that time,  
9 can you share that with us?  
10 MS. BOYER: So Cheshire is the company  
11 that I referred to that my late husband  
12 founded. You know, most of our individual  
13 office buildings, our individual partnerships,  
14 were in the 10- to \$15 million range  
15 individually. So, for example, we owned the  
16 corporate headquarters of American Science and  
17 Engineering in Cambridge, Massachusetts. And I  
18 negotiated the sale of that property in Boston  
19 in '98 or something. It was the largest  
20 transaction in Boston then. That's not that  
21 much money now, comparatively, but if we kind  
22 of figure out what that was worth in today's  
23 dollars, that gives you a sense of the size of  
24 the transaction.  
25 Belvedere has always been small and local.  
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1 And, I mean, they've developed subdivisions and  
2 office buildings and things like that, but  
3 they're not of magnitude. More of the higher  
4 magnitude projects are in Cheshire.  
5 BOARD MEMBER MOODY: When putting together  
6 a big deal, as the head of the DIA, and you  
7 just need outside help, who do you go to? Who  
8 would you call to, say -- or to pull in for  
9 understanding?  
10 MS. BOYER: It depends on what I was  
11 trying to understand. So, for example --  
12 BOARD MEMBER MOODY: The art of the deal.  
13 MS. BOYER: Well, the art of the deal I'm  
14 fairly comfortable with. If I was looking for  
15 the opportunity to enter new market tax credits  
16 or enter the opportunity zone, I'd be going to  
17 someone entirely different than if I was  
18 looking for someone to determine the viability  
19 of a particular site for a particular use,  
20 so -- there's no question that I would reach  
21 out to Aundra. Aundra and I became friends  
22 during his tenure here and I would feel  
23 comfortable asking him for input on particular  
24 things, but as I mentioned in some interviews,  
25 it really --  
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1 We structured the board once upon a time  
2 with the intentional idea that we would have  
3 expertise in different capacities on the board.  
4 So just like on the Downtown Overlay Zone, I  
5 reached out to Marc about some of the design  
6 standards as they applied to residential  
7 development, and I would consider myself  
8 reaching out to you about valuation issues and  
9 whether the valuation that somebody was telling  
10 me something was made sense. You know, Oliver  
11 has great access to all of the market analysis  
12 and resources. It really depends on the nature  
13 of the question that I was trying to vet.  
14 BOARD MEMBER MOODY: Okay. Your vision  
15 for Jacksonville, the next ten years, and  
16 specifically for -- how about the Landing?  
17 What do you see?  
18 MS. BOYER: Oh, the Landing is easy. I've  
19 been around the Landing too long. The  
20 Landing -- I was part of, I think, two  
21 different go-rounds on the Landing when there  
22 were design charettes and planning efforts, the  
23 most recent when this board did it about three  
24 years ago, four years ago.  
25 To me, the Landing is -- some parts of it  
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1 are very simple. I think we need to open up  
2 Laura Street back to the river so that you have  
3 the view corridor open to the river and not a  
4 vehicular access, but that you have a view  
5 corridor open to the river. I think you need  
6 to expand the width of the Riverwalk  
7 substantially there, because it is already  
8 constrained, and pull it back, which then  
9 leaves you two quadrants, and how much of that  
10 area becomes a green park versus an urban  
11 plaza, I'm not weighing in on at this point. I  
12 think that's a design determination that you  
13 get to later.  
14 I do think it needs to be a public  
15 gathering spot, central for kind of events and  
16 activities and things that can happen downtown  
17 as far as the -- what I would then have as two  
18 remaining development parcels. I see us  
19 marketing the two remaining development parcels  
20 on the back of the property, but one of the  
21 things I do think is important is that they  
22 have retail and restaurants or some activated  
23 use at the ground floor that responds to that  
24 urban gathering place we're talking about in  
25 the center. So that part is easy.  
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1 My greater vision for downtown is -- how  
 2 long a time frame did you give me?  
 3 BOARD MEMBER MOODY: Ten years.  
 4 MS. BOYER: Well, maybe the Lot J  
 5 Entertainment Zone will be built. I hope it  
 6 will. That would be awesome if we had that and  
 7 we had this kind of whole vibrant activity hub  
 8 down near the stadium. We already have Daily's  
 9 Place, we already have the stadium, we already  
 10 have the baseball grounds. I can see that  
 11 having an energy all of its own as we have an  
 12 increasing number of events.  
 13 We could even be, by ten years from now,  
 14 at the stage that we're building a convention  
 15 center because we have all the supporting  
 16 development and industry. I think -- by  
 17 "industry," I'm talking about the entertainment  
 18 venues and the activities that would cause  
 19 people to choose Jacksonville as a convention  
 20 destination. We've got to have that in order  
 21 to get the rents up enough on the hotel rooms  
 22 to support the convention center.  
 23 Then the rest of downtown, I'd hope that  
 24 the rest of downtown has reached that -- in ten  
 25 years you'll do it, we'll have reached the

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1 10,000 resident mark or greater, which, in  
 2 turn, we now see streets lined with  
 3 restaurants, various retail venues, service  
 4 establishments. We're not going to have as  
 5 many dress shops as we once did with Amazon,  
 6 but we're certainly going to have hair stylists  
 7 and dry cleaners and all of those kind of  
 8 service industries that serve people who are  
 9 living downtown. And I think you could see  
 10 kind of the level of energy and activity on the  
 11 street that, for those of us who are old  
 12 enough, we saw probably in the '60s and '70s  
 13 when the department stores were still downtown  
 14 and people came downtown to shop, and we had  
 15 all of our office space downtown occupied. I  
 16 think we can get back to that.  
 17 BOARD MEMBER MOODY: Okay. Thank you.  
 18 THE CHAIRMAN: Thank you.  
 19 Mr. Barakat.  
 20 BOARD MEMBER BARAKAT: Thank you,  
 21 Mr. Chairman. How are we doing on time?  
 22 THE CHAIRMAN: Good. We've got  
 23 20 minutes.  
 24 BOARD MEMBER BARAKAT: Ms. Boyer, thank  
 25 you for being here. And I'll echo all of the

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1 other comments from the other board members.  
 2 You check a lot of boxes for this position, so  
 3 I was excited when I heard you were going to  
 4 apply. You have observed DIA probably more  
 5 than anybody else has in the last seven years.  
 6 And this is a strategic question, not a  
 7 tactical one, so if you could answer as  
 8 truthfully as you can. Where did we go awry,  
 9 or was there one area we really wanted the  
 10 board to go differently and we didn't?  
 11 MS. BOYER: So let me ask you this first,  
 12 do you think you've gone awry?  
 13 BOARD MEMBER BARAKAT: No. I'm not  
 14 suggesting that. I'm just asking.  
 15 MS. BOYER: Okay. I don't know that I  
 16 perceive that the board has gone awry. I think  
 17 that maybe at inception we thought that the  
 18 board members themselves would have more direct  
 19 input into implementation and decisions of  
 20 things, and my perception is that the role of  
 21 the CEO has been and is such that most of that  
 22 work is happening by staff and you are  
 23 presented with transactions that have been  
 24 negotiated and being briefed on them and then  
 25 asked for input at that stage rather than

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1 really engaging on the front end. I'm not  
 2 suggesting you should. I'm just saying that I  
 3 think, if I remember the conversations when the  
 4 whole package of legislation was presented, it  
 5 was really kind of envisioned as more board  
 6 driven than perhaps it has become, but I don't  
 7 think that's a bad thing. I think this is  
 8 reality. I think we're asking a bunch of  
 9 people with downtown expertise and professional  
 10 careers to devote time and energy to this, and  
 11 we look for your feedback and we look for your  
 12 input. We can't expect you to do the job. I  
 13 don't think that's a realistic expectation. So  
 14 I don't think that's going awry. I think  
 15 that's just a stage of where we are.  
 16 The other thing, when you say  
 17 "strategic" -- so I know that there have been  
 18 conversations over time about the independence  
 19 of the Downtown Investment Authority and  
 20 whether the DIA should be independently funded  
 21 and have a full source of revenue to make its  
 22 own decisions and to significantly expedite the  
 23 process. Certainly expediting the process,  
 24 simplifying things is a goal. Everybody agrees  
 25 with that goal. I don't think that the goal of

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1 having an independent source of funding that is  
2 exclusive and sufficient to cover the needs of  
3 the types of projects we're looking at is at  
4 all realistic because -- and, in part, my  
5 simple explanation of this is, as a City  
6 Council member, as a mayor's office preparing a  
7 budget, every year we have, again, a finite  
8 amount of tax revenue and resources to apply.  
9 If we were to give the DIA 10- or \$20 million  
10 to put in an account, to wait until you use it,  
11 and when you make an incentive deal with some  
12 particular company that might use that  
13 incentive in three years, that money would be  
14 encumbered and it would sit there, encumbered,  
15 until it was needed.

16 From the City's perspective, there are  
17 police officers we are not hiring, there are  
18 streets we are not repaving, there are parks we  
19 are not opening, there are things that we are  
20 not doing that we could have done today with  
21 that same money. So inasmuch as, to date the  
22 mayor's office and the City Council have not  
23 turned down any project that the DIA has vetted  
24 and brought for approval, I don't think it is a  
25 serious handicap and we should view it as

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1 allocating resources when they are needed as  
2 opposed to allocating resources in advance and  
3 then precluding their use for other purposes.

4 So I know that was a goal. I know there  
5 are people who still feel that, strongly,  
6 should be the way it is, and I'm very  
7 comfortable with the way it is now.

8 BOARD MEMBER BARAKAT: Thank you for that  
9 honest answer. I'm glad you can articulate  
10 that as a potential -- or not as a weakness,  
11 but a lot of people in the development  
12 community, particularly from out of town, might  
13 see it as a weakness. So the fact that you can  
14 articulate it, around it, is a strength.

15 This is somewhat germane to the  
16 independence issue, not so much as germane to a  
17 lot of other things. One of your strengths is  
18 that you have a lot of relationships locally  
19 and you know who the real players are. That  
20 sometimes can be baggage. As a City  
21 Councilperson, how have you separated -- how  
22 have you minimized favoritism and maintained  
23 objectivity?

24 MS. BOYER: I'd say that's been really  
25 relatively easy, and that goes back to the

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1 integrity part of it. I think my job as a  
2 City Councilperson is that I'm representing the  
3 City and the citizens of Jacksonville. I'm not  
4 representing any particular person or any  
5 particular entity before that.

6 And yes, I have lots of relationships with  
7 developers. I also have lots of relationships  
8 with other people in other walks of life in the  
9 community, and I owe them just as much. So  
10 it's not like you do something for someone to  
11 the exclusion of someone else.

12 It's almost a funny question because while  
13 I have -- I believe I am confident that I have  
14 maintained good working relationships with the  
15 development community through my tenure on  
16 City Council. There is no question that I have  
17 said no on multiple occasions and crossed any  
18 number of them where we have disagreements on  
19 things and hopefully have been able to maintain  
20 a mutual respect and understanding.

21 I mean, my goal -- I don't care who it is  
22 that's coming with something before council.  
23 If there's a way that we can achieve what  
24 someone else needs and still do it in the best  
25 interest of the City, then we try to work that

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1 out. We're trying to figure out how to get to  
2 that point.

3 But from the perspective of -- I consider  
4 it a benefit that I do have that network of  
5 contacts and I do know people locally. I think  
6 that helps me in working with the local  
7 community, but I would hope that that would  
8 simply be evidence that I can earn the same  
9 respect from folks we may be bringing in from  
10 out of town, but it's more attributable to the  
11 fact that I can have a real conversation with  
12 them about what works and what doesn't work and  
13 why it doesn't work and we can come to the  
14 meeting of the minds.

15 BOARD MEMBER BARAKAT: Last question.

16 One of our challenges of the DIA is not  
17 knowing what to do, but sometimes knowing what  
18 not to do. We can all get into the weeds  
19 sometimes. As a City Councilperson, how did  
20 you prioritize? Because people are always  
21 asking you to do things. How did you navigate  
22 and prioritize?

23 MS. BOYER: So it's really tough as a  
24 City Councilperson. I would say I started out  
25 initially -- I think most people do that run

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1 for elected office. All those who were elected  
2 last night probably have the same thing.

3 You have this list of things that you set  
4 as your priorities that you want to try to  
5 implement or you want to try to work on, and  
6 then you quickly learn that what you have is,  
7 every two weeks you have a set of bills that  
8 are somebody else's proposals that you need to  
9 respond to and you have the fires of the day,  
10 which could be things like the HRO or evolving  
11 technology, Uber and Lyft. Brian will remember  
12 the small cell wireless, which just turned into  
13 a rabbit hole and sucks up tons of time. And  
14 those are really painful because it's really  
15 hard to get the energy to focus on --

16 So I played with -- by about my fifth year  
17 on council I actually started to figure it out.  
18 It took me a while, but the Eisenhower  
19 Matrix -- and I may have mentioned that to  
20 somebody in my interview -- where you  
21 prioritize things between urgent and important  
22 and you look at it as a grid. And so,  
23 obviously, something that is both urgent and  
24 important is going to get your attention, and  
25 something that is urgent but maybe not

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1 committee meetings and everything else.

2 So I think it will be important, with the  
3 board's guidance and with the staff team, to  
4 really look at that. Where do we want to be at  
5 the end of the year, what are the things we're  
6 going to try to accomplish, who can do that,  
7 and how we divide and conquer. And then you're  
8 allocating your time on it and trying to stay  
9 on it.

10 No question, we're always going to get  
11 pulled astray for the important and urgent.  
12 The deal that walks in the door that we didn't  
13 know was coming, that's going to take time and  
14 you're going to have to focus on it.

15 BOARD MEMBER BARAKAT: Thank you.

16 THE CHAIRMAN: Thank you.

17 Mr. Grey.

18 BOARD MEMBER GREY: Madam Councilwoman, I  
19 think everyone on this board would probably  
20 agree with my next statement. I mean, you have  
21 the uncanny ability to articulate a vision with  
22 precision and clarity unlike any other. And  
23 that vision, I mean, it's like it almost  
24 appears on paper, it's well written out.

25 My question to you would be -- at least  
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1 important you delegate to staff, for someone  
2 else to handle.

3 And what you have to carve out time for in  
4 your world and make sure you set it aside  
5 explicitly is those things that are important  
6 but not urgent because that's what always gets  
7 left behind; the things that are more  
8 strategic, more vision-oriented or doesn't have  
9 to be done today, but if I keep saying that,  
10 six months from now nothing will be done on it.  
11 And so I've tried to dedicate specific time  
12 blocks to that focus, which are -- and some of  
13 that could be relationship building; some of  
14 that could be, you know, education and  
15 self-improvement on some topic I don't know  
16 much about, but some of that is also taking  
17 something that's really a priority initiative  
18 and making sure you have time to work on it.

19 And, hence, as Guy knows, Fridays tended  
20 to be my day that was set aside for that  
21 quadrant, and we had these ugly 8 o'clock in  
22 the morning Friday meetings on the Downtown  
23 Overlay because that's when I could make the  
24 time to do it. I couldn't get the time to do  
25 it on Monday, Tuesday and Wednesday when we had

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1 from what I've seen over the course of time  
2 being on this board, most of the times when  
3 there's a lobbyist involved or a secondary  
4 party involved when it comes to a deal or a  
5 structure of a deal or articulating the details  
6 of a deal, they always have to call the subject  
7 matter experts because they missed something or  
8 something that's thrown off. When you look at  
9 the current ethics issue that we have that  
10 hinders you from actually being able to lobby  
11 the council, how do you get around that issue  
12 with the lobbyist and not cost the City  
13 significant dollars or impact us in front of  
14 the council and the mayor's office, et cetera?

15 MS. BOYER: So, again, I think it depends  
16 on the nature of the specific subject matter.

17 My experience, contrary to yours, is that,  
18 on land use and zoning matters that are coming  
19 before the Land Use and Zoning Committee, we  
20 almost never hear from the applicant and the  
21 applicant is never as articulate as their  
22 representative who really knows the details of  
23 what they're presenting.

24 It may be an entirely different situation  
25 when you're talking about a financial

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1 transaction and whether or not we have the  
2 individuals who can function in that capacity  
3 from a financial perspective, but, again, if  
4 you go back to how I see potentially staffing  
5 the entity, I think that that person who is  
6 kind of vice president of development, or  
7 whatever we might call it, would have that  
8 capability to articulate that deal structure  
9 just as well as I can. Now, maybe not just as  
10 well, but really close.

11 BOARD MEMBER GREY: Last question.  
12 Worst-case scenario, let's say something  
13 happened and you weren't able to get the job.  
14 Would you ever consider a number two role?

15 MS. BOYER: I won't say absolutely no to  
16 that. I think it's probably unlikely and I  
17 think it's probably unlikely because whoever  
18 you choose as number one first is going to be  
19 figuring out their own staffing.

20 The second thing I would say is, so I see  
21 my strengths are kind of having this vision and  
22 being able to strategically implement by  
23 specific actions and laying out those actions,  
24 laying out how we get there from an  
25 organizational structure and work through that

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1 process, and also negotiating deals and coming  
2 to mutually beneficial arrangements. I'm not  
3 sure that someone else's CEO is going to want  
4 someone in that role.

5 I have no interest in a kind of purely  
6 administrative functionary role. That really  
7 isn't my strength. I've been a chief executive  
8 or in a leadership role for far too long and,  
9 you know, this is -- this is an opportunity to  
10 advance the organization, I believe. And if  
11 you think there is someone else better suited  
12 to that, I'm great with that. And there may be  
13 a way that I could assist, but I have a hard  
14 time envisioning it right at the moment.

15 BOARD MEMBER GREY: Thank you.

16 THE CHAIRMAN: Two questions.

17 I'll ask you to discuss a self-analysis.

18 And tell me -- you're very familiar with the  
19 CEO's job -- what weaknesses do you have, if  
20 any, that may impede your ability to function  
21 in that capacity?

22 MS. BOYER: So a couple that I would point  
23 out. One is my desire to do it all. Not me  
24 personally, but to have the organization do it  
25 all. I see so many things that we can achieve.

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1 I'm going to have to reign in what I perceive  
2 to be the opportunities for downtown to  
3 something that we can actually manage and that  
4 I don't expect so much of staff that no one  
5 wants to be part of the organization because --  
6 I can say that my personal assistant in my  
7 business has worked for me for over 20 years  
8 and, you know, I've had Nicole for several  
9 years, so it's not like I don't have good  
10 working relationships with my staff, but I do  
11 have expectations. And so I think that will be  
12 something that I have to work on with them.

13 I definitely can inspire and lead people  
14 and energize them and get everybody excited  
15 about what we're doing and have a very positive  
16 work environment. I just have to be realistic  
17 about my expectations of other people and the  
18 fact that they have lives. So that's number  
19 one.

20 I would say perhaps the second would be,  
21 in fairness, that because of my role on  
22 City Council, I've been very  
23 Jacksonville-centric. You know, I've certainly  
24 gone on the Chamber leadership trips to other  
25 cities, I've attended conferences out of town,

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1 I've done things out of town, but I don't have  
2 as much current exposure to -- whether it is  
3 developers, investors, whatever, in other  
4 cities, that I had ten years ago because the  
5 last ten years I've been Jacksonville focused.

6 THE CHAIRMAN: Finally, we've had a lot of  
7 questions from the board. What question did we  
8 fail to ask you that we should have?

9 MS. BOYER: Well, you asked me about  
10 organizational structure, and I was kind of  
11 thinking that was one that I would want to  
12 discuss with you if we had not had the  
13 opportunity to do it.

14 I don't know, have you already approved  
15 the budget and those positions in this meeting?

16 So you may have heard different  
17 perspectives from different interviewees, and  
18 depending on where you go, that may be  
19 something that evolves between now and the time  
20 the budget is adopted, depending on who you  
21 hire, because I think that -- so that was  
22 something that you asked that I didn't  
23 necessarily anticipate that you would ask, and  
24 I'm glad you did.

25 I had been asked by Todd to provide a list

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1 of sample projects, which no one asked me  
2 about. So I don't know if you received those  
3 or had a chance to review those. Maybe that  
4 comes at a later stage, if and when that  
5 happens. So I kind of anticipated that I would  
6 have received questions about those.

7 And I also might have expected questions  
8 about references that we provided and whether  
9 there were anything that came out of  
10 conversations with references that would have  
11 given -- would have raised a concern or raised  
12 a question.

13 So those are kind of two things that I  
14 expected.

15 THE CHAIRMAN: Thank you.

16 Are there further questions from the  
17 board?

18 BOARD MEMBERS: (No response.)

19 THE CHAIRMAN: Seeing none, we sincerely  
20 appreciate your continued interest in the city  
21 and thanks for coming.

22 MS. BOYER: I appreciate your time.

23 THE CHAIRMAN: Thank you.

24 (Ms. Boyer exits the proceedings.)

25 (Brief pause in the proceedings.)

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1 THE CHAIRMAN: Mr. Barakat.

2 BOARD MEMBER BARAKAT: So I think, Lori,  
3 you know, we already know so much about her, so  
4 it's kind of tough to regurgitate or come up  
5 with any new observations.

6 I think, true to form, she answered some  
7 tough questions very well.

8 I think the communication issue is kind of  
9 the proverbial elephant in the room. I do  
10 think -- you know, it's two years. My sense is  
11 that her experience and her flat learning curve  
12 compared to the other two candidates washes out  
13 the communication issue. You know, we're kind  
14 of on unchartered ground there, so it's really  
15 tough to say. But, to me, she comes with so  
16 many other strengths, it almost washes that  
17 issue out.

18 The only kind of weakness, again -- I  
19 think when she answers questions, kind of like  
20 our other candidates, it's long-winded. I  
21 think she answers them with more clarity and  
22 there's certainly a lot of substance that she  
23 has to share, but there is a bit of a  
24 long-windedness in some of her answers. And,  
25 again, clarity and being succinct is really

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1 important in this role. But I think those are  
2 the only two weak points that I can see.

3 I think her finance weakness can be  
4 overcome by hiring a strong financial analyst.  
5 I think she knows enough about the real estate  
6 business and the local market and local  
7 economics to quickly put deals together. She  
8 knows about our local inventory of buildings.  
9 So I think, again, that weakness is overcome by  
10 her institutional knowledge.

11 Those are my initial observations.

12 THE CHAIRMAN: Mr. Moody.

13 BOARD MEMBER MOODY: Well, like Oliver  
14 said, she's already up to speed on a lot of  
15 issues, so we don't have a lot of downtime  
16 waiting for her to catch up and figure out  
17 what's going on in Jacksonville. So that part  
18 is absolutely a positive.

19 She can deal well with this group, with  
20 the City Council, with the administration. She  
21 checks that box off. Her communication skills.

22 I think if she has any weaknesses at all,  
23 it may be as a developer, her putting together  
24 big deals, but I think she's smart enough that  
25 she would go to the sources and the outlets

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1 that she could go to to get the help that she  
2 needs to understand and put the deals together  
3 that we'll be dealing with.

4 So I think she's a good candidate.

5 THE CHAIRMAN: Thank you.

6 Mr. Gillam.

7 BOARD MEMBER GILLAM: I think she's a  
8 great candidate too. I mean, my biggest  
9 concern, obviously, was addressing how we deal  
10 with the gap, two years of her being not able  
11 to lobby council, because I do think that is a  
12 role that Aundra played well, and we're going  
13 to have to deal with that.

14 I mean, she -- before I even got to ask  
15 her the question, though, she already  
16 articulated it. She sees sort of a restructure  
17 of the staff and already had in her mind, you  
18 know, dividing the role that Aundra has played  
19 in recognition of where we're headed and what  
20 the current needs are.

21 And that's the other thing. I think  
22 that -- you know, I think she articulated that  
23 as the vice president or executive vice  
24 president type of role. That just becomes a  
25 requirement for that kind of a new hire, as

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1 someone who has the ability to stand and  
2 present. And so I think that's something that  
3 we can overcome.

4 I do think she loves Jacksonville, she  
5 knows Jacksonville, and we wouldn't miss a beat  
6 with her in the role.

7 THE CHAIRMAN: Thank you.

8 Mr. Padgett.

9 BOARD MEMBER PADGETT: I agree. I think  
10 she's a great candidate. And her knowledge of  
11 Jacksonville -- I mean, just the history she  
12 has here. She lives here, been on the City  
13 Council, a lot of development background.

14 I don't know the extent of not being able  
15 to communicate with City Council, how that  
16 impacts what she does or doesn't do or how  
17 staff helps get around that. I don't really  
18 understand how that shakes out long term, over  
19 the next two years, so that concerns me a  
20 little.

21 And then the other thing is, what's good  
22 about her might be a little bit of a negative  
23 in some ways too. This is something I talked  
24 to her about when we were in our first  
25 interview, is she's really been in Jacksonville

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1 a long time. Some of the things I like about  
2 the other candidates, they've been outside of  
3 Jacksonville. They've seen how other people do  
4 things. Sometimes that gives you a different  
5 perspective on how to navigate a certain issue  
6 or if you're doing something different.

7 And sometimes being in the same city for  
8 the same -- you know, long periods of time, you  
9 kind of fall into a certain rut and don't  
10 always think outside the box. You kind of  
11 follow that path. So if there's a negative  
12 side, that might be one. It's also a positive  
13 in a lot of ways too, but that's just an  
14 observation.

15 THE CHAIRMAN: Thank you.

16 Ms. Worsham.

17 BOARD MEMBER WORSHAM: I don't think  
18 there's another more passionate candidate, and  
19 I think she's certainly got the intellect and  
20 the integrity to do the job.

21 I'm only concerned about her ability to  
22 balance her City Council duties with this role.  
23 And I think it's critical that we not only  
24 recognize that for her, that we need to --  
25 we're looking at staff and budgeting today, but

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1 we do need to rebuild our staff to support that  
2 CEO.

3 And I think the role of the CEO is a  
4 little bit different as the agency, as this  
5 Authority progresses, but I think that  
6 Lori Boyer has all the qualifications that we  
7 would need to have a strong leader to help.

8 And I certainly think she's poised and  
9 savvy enough to be able to reach out and -- to  
10 other communities and learn. And she's proven  
11 to be an outstanding civic leader. I think she  
12 would be a really dynamite CEO.

13 THE CHAIRMAN: Thank you.

14 Mr. Froats.

15 BOARD MEMBER FROATS: So I think she's  
16 extremely bright, she's very knowledgeable of  
17 the city, and she's extremely passionate. I  
18 don't think we're going to find another  
19 candidate that's more passionate for  
20 Jacksonville than she is.

21 Mr. Padgett's comments are the same as my  
22 comments. Even when we started this search and  
23 talking to Mr. Jorgenson, I really wanted a  
24 candidate that's been there and done this for a  
25 larger city. That's what I wanted.

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1 We have some limitations there because of  
2 the Sunshine Law, so not a lot of candidates  
3 want to go ahead and put their neck out, stick  
4 their neck out, so we are somewhat limited.  
5 But we did find some good candidates, and I  
6 appreciate that.

7 I think all three of these people could do  
8 the job, but I do like people that -- we do  
9 these Chamber trips and we go to all these  
10 different cities to see how they do things.  
11 Maybe some day people come to Jacksonville and  
12 find out how we do it. So I do like the fact  
13 that some of the candidates have been in other  
14 cities and see how things have been done.  
15 That's important to me.

16 One thing to kind of support that is when  
17 we were talking about the number of residents  
18 downtown, people that have been here for a  
19 while, we're stuck on this 10,000 number. I've  
20 heard some other people -- some other boards  
21 say it's 11,000. I did hear one of the  
22 candidates say we can get to 20,000. So I  
23 think that kind of thinking is kind of what  
24 we're looking for, from an outside type of  
25 candidate that has maybe seen and done it

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1 different ways and seen what's -- what it can  
 2 be like.  
 3 Those are my comments.  
 4 THE CHAIRMAN: Thank you.  
 5 Mr. Grey.  
 6 BOARD MEMBER GREY: Councilwoman Boyer,  
 7 she has an immense amount of experience when it  
 8 comes to Jacksonville. She'll remove, once  
 9 she's over the hump, you know, any political  
 10 barriers that we might run into. She'll be  
 11 able to keep momentum going and streamline it  
 12 in the process, but the weakness that we do  
 13 have to keep in the back of our head is the  
 14 fact that -- you know, true expertise is -- you  
 15 gain it based on just being exposed to various  
 16 things in that area, in that industry, doing  
 17 things, succeeding and failing at it.  
 18 I think when I -- you know, when I hear  
 19 her talk, it's, okay, she can take a vision or  
 20 information and she can figure out how to  
 21 execute that information. Hence, why I asked  
 22 the question, if there was a role for a number  
 23 two, would she ever look at it, because I do  
 24 believe that the new person or whoever -- if  
 25 she didn't get selected -- were to come in, she

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1 could help really execute and keep all those  
 2 different points in place, if she weren't  
 3 selected.  
 4 And if selected, I do believe we do have  
 5 to be just particularly cognizant of the fact  
 6 that she will not be able to talk to council at  
 7 all, which does -- I believe puts not only the  
 8 Authority at a little bit of a disadvantage,  
 9 but also puts her at risk. As long as we are  
 10 aware of that going in when we score, it should  
 11 be fine. She would be a phenomenal CEO,  
 12 period.  
 13 THE CHAIRMAN: I do share the board's  
 14 concern about her inability to lobby with  
 15 regard to City Council. Aundra did that very  
 16 well. Anytime we had a concern, he would go to  
 17 bat for us, and go to bat with regard to City  
 18 Council.  
 19 I do like the practical aspect that she  
 20 said that staff would have to be brought up to  
 21 speed. She had some ideas with regard to  
 22 staffing. I thought that was very important.  
 23 And, finally, the weakness she articulated  
 24 was the lack of being in other cities. She  
 25 said, I'm Jacksonville-centric. And if we're

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1 going to become a world-class city, that may be  
 2 a handicap or an impediment. I'm sure she  
 3 could learn to do it, but I'm not sure we want  
 4 to take the time. We want someone who can hit  
 5 the ground running, but she would be a good CEO  
 6 because of her experience and her background.  
 7 Anyone want to add anything?  
 8 BOARD MEMBER BARAKAT: I just share the  
 9 in town versus out of town. We have had out of  
 10 town in the last 20, 30 years. I'm not going  
 11 to name any names, but they've come in here and  
 12 they have brought in some new ideas, but some  
 13 of them didn't last very long, and our downtown  
 14 struggled for other reasons.  
 15 So I do agree that is a shortcoming for  
 16 Ms. Boyer, but with the Internet, I don't think  
 17 it takes a tremendous amount of work to find  
 18 out what other best practices and deal  
 19 structures are. I think she can overcome that.  
 20 And, again, bringing somebody from out of town  
 21 has its other risks.  
 22 THE CHAIRMAN: Anyone else?  
 23 BOARD MEMBERS: (No response.)  
 24 THE CHAIRMAN: Before we execute the final  
 25 vote, I have a card, one individual, Mr. Bliss.

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1 John.  
 2 MR. SAWYER: Through the Chair, did the  
 3 board grade Ms. Boyer?  
 4 THE CHAIRMAN: Before we give the final  
 5 vote, should we have the public comment or no?  
 6 MR. SAWYER: Before you do a final vote,  
 7 yes. I believe with each of the other two  
 8 candidates the board had filled out a scoring  
 9 sheet. Have you done that for Ms. Boyer?  
 10 THE CHAIRMAN: We have not.  
 11 MR. SAWYER: You may want to do that and  
 12 then --  
 13 MR. HUGHES: I would add that, I think you  
 14 should do the scoring, and then Diane Moser is  
 15 standing by to do the tallying, and that would  
 16 give us the opportunity to maybe even take up a  
 17 piece of business on the agenda and start  
 18 getting things down the road.  
 19 (Brief pause in the proceedings.)  
 20 THE CHAIRMAN: Mr. Bliss, would like to be  
 21 heard on the candidates?  
 22 AUDIENCE MEMBER: Yes.  
 23 (Audience member approaches the podium.)  
 24 THE CHAIRMAN: Three minutes.  
 25 AUDIENCE MEMBER: Thank you, Mr. Chair and

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1 board members. Thank you for the presentation  
 2 from the three strong and credible  
 3 candidates --  
 4 THE CHAIRMAN: Would you identify  
 5 yourself, name and address, please?  
 6 AUDIENCE MEMBER: Yeah. The name is Alan  
 7 Bliss. The address is 1701 The Greens Way,  
 8 Jacksonville Beach.  
 9 You have heard presentations from three  
 10 credible candidates for your CEO position.  
 11 It's hard to imagine that the DIA could go very  
 12 badly wrong with any of them, but that said,  
 13 there is a clear standout in Council Member  
 14 Boyer. She has certainly an impressive resume  
 15 on the face of it. Her credentials are  
 16 compelling. Her passion everybody has  
 17 acknowledged.  
 18 I would call particular attention to two  
 19 things that I think matter. And as some board  
 20 members have referred to, the question of a --  
 21 an outside perspective on this position, and I  
 22 think that has a lot of value. I would observe  
 23 that, in my experience, Council Member Boyer  
 24 has been alert to the horizon for downtown  
 25 redevelopment in other cities, cities that are

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1 comparable to Jacksonville or cities that we  
 2 might consider our peers or aspirational peers.  
 3 I have been attentive to that myself.  
 4 In conversations with Ms. Boyer, I've  
 5 observed that she has been very proactive about  
 6 paying attention to and digesting the practices  
 7 and the outcomes of other cities that, in  
 8 particular, have downtown waterfronts, that  
 9 have helped leverage their downtown  
 10 redevelopment aspirations. She has a broad  
 11 horizon, I would say.  
 12 The other point that I think deserves some  
 13 consideration is a matter of consistency of  
 14 vision. And my understanding is that one of  
 15 the reasons that the DIA was established in the  
 16 first place was to help overcome the tendency  
 17 of changes in elected office, to divert the  
 18 course of the vision of downtown development  
 19 from one path to another, and the DIA exists in  
 20 part to help even that out.  
 21 Council Member Boyer brings a consistency  
 22 of vision to the work of the DIA and the work  
 23 of the City Council and advocating for downtown  
 24 development, and I think for that reason in  
 25 particular she would be a good alignment with

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1 the objectives of this organization and the  
 2 reason that it exists.  
 3 Thank you for your consideration.  
 4 THE CHAIRMAN: Thank you, Mr. Bliss.  
 5 We can move on to current business on the  
 6 agenda, please.  
 7 MR. HUGHES: And just for members, I know  
 8 some people have some time constraints, but I'd  
 9 hope that we can get at least -- with six  
 10 people, get through because there are  
 11 time-sensitive components to the agenda.  
 12 So if I look at it and contemplate what  
 13 the quickest potential is of what's on here, I  
 14 would argue what is listed as Item C --  
 15 Section 3, Item C, there had been, at the last  
 16 meeting, an unsolicited proposal by the  
 17 Ryan Group for a parcel, for the JEA  
 18 headquarters. At the close of the 30-day  
 19 Notice of Disposition, no other applicants or  
 20 proposals had come in to DIA related to that.  
 21 So at this point, it's really a  
 22 consideration of accepting or not accepting  
 23 what they had proposed that you took possession  
 24 of at the last meeting. So for that reason, I  
 25 would argue that's probably the simplest of

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1 what's left for us to do.  
 2 THE CHAIRMAN: Thank you.  
 3 BOARD MEMBER MOODY: Could we make a  
 4 motion on that?  
 5 BOARD MEMBER GREY: Moved.  
 6 BOARD MEMBER PADGETT: Second.  
 7 THE CHAIRMAN: Any discussion?  
 8 BOARD MEMBERS: (No response.)  
 9 THE CHAIRMAN: Hearing none, any public  
 10 comment?  
 11 AUDIENCE MEMBERS: (No response.)  
 12 THE CHAIRMAN: Hearing none, all in favor  
 13 signify by saying aye.  
 14 BOARD MEMBERS: Aye.  
 15 THE CHAIRMAN: Any opposition by like  
 16 sign.  
 17 BOARD MEMBERS: (No response.)  
 18 THE CHAIRMAN: Approved unanimously.  
 19 Thank you.  
 20 Next item.  
 21 MR. HUGHES: I think Downtown Vision has a  
 22 very brief proposal. It's a pretty simple  
 23 budget. I think Jake has taken the cue.  
 24 (Mr. Gordon approaches the podium.)  
 25 MR. GORDON: Super brief.

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1 Thank you for the opportunity.  
 2 Jake Gordon, CEO of Downtown Vision.  
 3 As you know, we have to get our budget  
 4 approved by this board and then it moves on to  
 5 the MBR- -- the Mayor's Budget Review and  
 6 City Council.  
 7 We have an increase of about \$150,000 this  
 8 year, mainly due to the commercial property  
 9 assessments. So thank you to this board for  
 10 investing in downtown, which, by nature, then  
 11 raises property values. We invested that  
 12 increase in staff, one new staff member in the  
 13 budget, so -- we feel like staff people are the  
 14 best investment. Also, invested in our  
 15 ambassadors. And, you know, that \$150,000 was  
 16 just reinvested in things we do.  
 17 I guess -- this board passed our work plan  
 18 very recently for the next seven years, so -- I  
 19 think you know what we do, so I appreciate your  
 20 review of our budget, and will take any  
 21 questions.  
 22 Thank you.  
 23 THE CHAIRMAN: Can we get a motion?  
 24 BOARD MEMBER GREY: Move.  
 25 THE CHAIRMAN: Second?  
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1 BOARD MEMBER PADGETT: Second.  
 2 BOARD MEMBER BARAKAT: Mr. Chairman, I'm  
 3 on the board of Downtown Vision, so like I do  
 4 every year, I'm going to have to recuse myself.  
 5 THE CHAIRMAN: Thank you, Mr. Barakat.  
 6 I appreciate you sending this out to the  
 7 board members in advance so we can study it.  
 8 That helps tremendously.  
 9 Any further discussion?  
 10 BOARD MEMBERS: (No response.)  
 11 THE CHAIRMAN: Any public discussion  
 12 before we vote?  
 13 AUDIENCE MEMBERS: (No response.)  
 14 THE CHAIRMAN: Hearing none, all in favor  
 15 of the motion signify by saying aye.  
 16 BOARD MEMBERS: Aye.  
 17 (Board Member Barakat abstains from  
 18 voting.)  
 19 THE CHAIRMAN: Any opposition?  
 20 BOARD MEMBERS: (No response.)  
 21 MR. GORDON: Thank you very much.  
 22 THE CHAIRMAN: Thank you.  
 23 We've approved Resolution 2019-05-02, I  
 24 believe, unanimously.  
 25 I'll ask for a motion with regard to the  
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1 minutes.  
 2 BOARD MEMBER GREY: So moved.  
 3 BOARD MEMBER MOODY: Second.  
 4 THE CHAIRMAN: Any discussion?  
 5 BOARD MEMBERS: (No response.)  
 6 THE CHAIRMAN: Any public discussion on  
 7 the minutes?  
 8 AUDIENCE MEMBERS: (No response.)  
 9 THE CHAIRMAN: Hearing none, all in favor  
 10 signify by saying aye.  
 11 BOARD MEMBERS: Aye.  
 12 THE CHAIRMAN: Any opposition?  
 13 BOARD MEMBERS: (No response.)  
 14 THE CHAIRMAN: Thank you.  
 15 (Discussion held off the record.)  
 16 THE CHAIRMAN: We're still in the Downtown  
 17 Investment Authority board. Those were the  
 18 minutes of April 17, 2019.  
 19 THE REPORTER: Thank you.  
 20 MR. HUGHES: But for the record, both the  
 21 vote on Section C, Item C, was a CRA component.  
 22 THE REPORTER: Okay. Thank you.  
 23 THE CHAIRMAN: I think that's it for the  
 24 Downtown Investment Authority.  
 25 MR. HUGHES: We actually have  
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1 consideration of the budget that the Budget  
 2 Committee has worked on.  
 3 I can pass to Mr. Parola for a detailed,  
 4 yet brief, presentation.  
 5 THE CHAIRMAN: Thank you.  
 6 Mr. Parola.  
 7 MR. PAROLA: Through the Chair, I think  
 8 this will make Mr. Hughes happy being that I  
 9 think I've spoken to (inaudible) on this, and  
 10 at least three of you were at the Budget and  
 11 Finance Committee.  
 12 So what was at the Budget and Finance  
 13 Committee is what you have today. What we  
 14 spoke about on an individual level is what you  
 15 have today.  
 16 A couple of observations I will make in  
 17 there: There's going to be fluidity in  
 18 staffing. I think you heard that, basically  
 19 because we haven't filled any of the -- we have  
 20 seven positions and two of them filled, so  
 21 there's going to be fluidity in that. You will  
 22 also see the professional services and the  
 23 marketing and the website component are carried  
 24 through on the tax increment budget, so there's  
 25 continuity there.  
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1 I'm here for any specific questions, but I  
2 think we have gone over them individually in  
3 detail.  
4 MR. HUGHES: Mr. Chairman, I would just  
5 add that -- sort of a punctuation point, that  
6 the remark that -- one of the applicants  
7 alluded to staffing and had looked at the  
8 budgeting. What's represented in the budget is  
9 an impression of sort of my brief tenure,  
10 thoughts about the future, and what makes sense  
11 to placeholder. But as Mr. Parola said, there's  
12 intentional fluidity in sort of that planning  
13 with the eye towards a new CEO having both  
14 vacancies and budget capacity to start really  
15 on day one with a strong consideration of what  
16 they need in their team and their capacity to  
17 make changes later.  
18 And then, secondarily, this -- he also  
19 mentioned that throughout the budget items you  
20 see these marketing components. That is a  
21 response, obviously -- all three candidates  
22 talked about it, many members of the board  
23 referenced it. It is, as we discussed in the  
24 budget committee, a shortcoming that we're  
25 prepared to put a serious effort toward in the

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1 year ahead.  
2 THE CHAIRMAN: We appreciate getting the  
3 information in advance that we had time to  
4 study.  
5 With that, can we get a motion?  
6 BOARD MEMBER PADGETT: Moved.  
7 BOARD MEMBER FROATS: Second.  
8 THE CHAIRMAN: Moved and seconded on the  
9 DIA budget.  
10 Any discussion?  
11 BOARD MEMBER WORSHAM: I'll just say thank  
12 you for taking the time to go through it  
13 individually. It made it a lot -- we were a  
14 lot better prepared for the meeting, so thank  
15 you for doing that. He answered a lot of  
16 questions one on one.  
17 THE CHAIRMAN: Any further discussion?  
18 BOARD MEMBERS: (No response.)  
19 THE CHAIRMAN: Any public discussion?  
20 AUDIENCE MEMBERS: (No response.)  
21 THE CHAIRMAN: Hearing none, all those in  
22 favor signify by saying aye.  
23 BOARD MEMBERS: Aye.  
24 THE CHAIRMAN: Any opposition?  
25 BOARD MEMBERS: (No response.)

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1 THE CHAIRMAN: Passed unanimous.  
2 I think that's it for DIA.  
3 MR. HUGHES: It is.  
4 THE CHAIRMAN: Let's start the Community  
5 Redevelopment Agency meeting.  
6 The first item is the April 12th Community  
7 Redevelopment Agency meeting minutes.  
8 BOARD MEMBER GREY: So moved.  
9 BOARD MEMBER PADGETT: Second.  
10 THE CHAIRMAN: Properly moved and  
11 seconded.  
12 Any discussion?  
13 BOARD MEMBERS: (No response.)  
14 THE CHAIRMAN: Any public discussion?  
15 AUDIENCE MEMBERS: (No response.)  
16 THE CHAIRMAN: Hearing none, all those in  
17 favor signify by saying aye.  
18 BOARD MEMBERS: Aye.  
19 THE CHAIRMAN: Opposition by like sign.  
20 BOARD MEMBERS: (No response.)  
21 THE CHAIRMAN: And I believe our next  
22 item --  
23 MR. HUGHES: Mr. Chairman, that's the one  
24 that we jumped ahead to.  
25 THE CHAIRMAN: Yes. Correct.

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1 MR. HUGHES: So we can move to D.  
2 THE CHAIRMAN: Thank you.  
3 Resolution 2019-05-04.  
4 MR. PAROLA: Thank you.  
5 Through the Chair to the board, as with  
6 the administrative budget, I think I've spoken  
7 to every single one of you one-on-one about the  
8 tax increment budgets.  
9 Let me say this: The administrative  
10 budget was fluid. This is fluid as well. As  
11 this board has experienced, we will come back  
12 to you in August, after we get some sort of  
13 true-up from the property appraiser with the  
14 actual revenues coming in. So we'll have a  
15 true-up of both this fiscal year's revenue as  
16 well as the -- kind of a best understanding of  
17 next year's.  
18 For budgeting purposes, we have assumed  
19 revenue is flat and added a 3.6 percent  
20 escalator to honor our contractual obligations.  
21 This should put us in a position that if our  
22 revenues continue to increase, or ad valorem is  
23 increasing, that we should have some more money  
24 coming in in August.  
25 Let me say this: This is the first time

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1 since I've been here that all three districts  
 2 are in the black. The East is in the black  
 3 because of a \$2 million expense for bond  
 4 payments, as sunsetted this year. So now we've  
 5 got some more money to play with.  
 6 I think you'll see in here, as we've  
 7 spoken about, a focus on marketing, a focus on  
 8 outreach, a focus on increasing opportunities  
 9 to capitalize projects, and  
 10 yet-to-be-identified capital improvement  
 11 projects. This is not to be confused with the  
 12 Capital Improvement Program. We've not asked  
 13 for anything in the CIP this year. So when the  
 14 new CEO comes on board, if a new capital  
 15 project is identified, then there would -- we'd  
 16 have money to come back with (inaudible).  
 17 One notable project I would say that's  
 18 pretty important, you will notice that there's  
 19 a master parks plan. We finished up the  
 20 LaVilla redevelopment strategy, which turned  
 21 out strong, and that's (inaudible). We  
 22 finished up a parking study. That will be a  
 23 presentation in June to the board.  
 24 The next, you know, kind of leg on that,  
 25 that stool, is definitely going to be  
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1 understanding parks, how to fund parks and  
 2 prioritization of parks.  
 3 To that end, if there's any questions on  
 4 here -- but, again, we would be revisiting this  
 5 in August.  
 6 Thank you.  
 7 THE CHAIRMAN: Is there a motion?  
 8 BOARD MEMBER MOODY: So moved.  
 9 BOARD MEMBER PADGETT: Second.  
 10 THE CHAIRMAN: Properly moved and  
 11 seconded, Resolution 2019-05-04, Tax Increment  
 12 District budgets.  
 13 Any discussion?  
 14 BOARD MEMBERS: (No response.)  
 15 MR. HUGHES: Mr. Chairman, on Item E,  
 16 which is what we've --  
 17 THE CHAIRMAN: We're about to vote. I'm  
 18 looking for any discussion.  
 19 MR. HUGHES: I'm sorry.  
 20 THE CHAIRMAN: Any discussion?  
 21 BOARD MEMBERS: (No response.)  
 22 THE CHAIRMAN: Any public discussion?  
 23 AUDIENCE MEMBERS: (No response.)  
 24 THE CHAIRMAN: Seeing none, all those in  
 25 favor signify by saying aye.  
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1 BOARD MEMBERS: Aye.  
 2 THE CHAIRMAN: Any opposition?  
 3 BOARD MEMBERS: (No response.)  
 4 BOARD MEMBER FROATS: Mr. Gibbs, so we had  
 5 the Finance Committee meeting. And I don't  
 6 know if we can do it in this meeting, where we  
 7 can get Mr. Gillam on the committee. So he  
 8 attended the committee, but he was not  
 9 officially on the committee, he could not vote.  
 10 Can we do that here to get him on the  
 11 committee?  
 12 BOARD MEMBER MOODY: Do you need a motion?  
 13 THE CHAIRMAN: We would need a motion if  
 14 you --  
 15 BOARD MEMBER GILLAM: I think it's the  
 16 chairman's prerogative.  
 17 THE CHAIRMAN: No. We would have to have  
 18 a motion for that.  
 19 BOARD MEMBER FROATS: I make a motion to  
 20 include Mr. Gillam on the Finance Committee.  
 21 BOARD MEMBER MOODY: I'll second.  
 22 THE CHAIRMAN: Any discussion?  
 23 BOARD MEMBERS: (No response.)  
 24 BOARD MEMBER FROATS: Thank you,  
 25 Mr. Gillam.  
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1 THE CHAIRMAN: Any public discussion?  
 2 AUDIENCE MEMBERS: (No response.)  
 3 THE CHAIRMAN: Hearing none, all those in  
 4 favor signify by saying aye.  
 5 BOARD MEMBERS: Aye.  
 6 THE CHAIRMAN: Any opposition?  
 7 BOARD MEMBERS: (No response.)  
 8 THE CHAIRMAN: Thank you.  
 9 And I neglected to recognize, when I was  
 10 recognizing individuals, Dr. Gaffney, who just  
 11 left the room.  
 12 I think we're on E.  
 13 MR. HUGHES: Yes, sir, Mr. Chairman.  
 14 So in the packet that was distributed to  
 15 you -- and it's in the -- also in front of you.  
 16 We received -- or I received, through staff, in  
 17 the last week or so an offer that comes hot on  
 18 the heels of our LaVilla Study completion.  
 19 As Mr. Parola mentioned a moment ago, I  
 20 think it's fair to say that the LaVilla Study  
 21 process was a success by both doing the study  
 22 and then engaging, through a series of  
 23 community meetings in coordination -- or in  
 24 collaboration with JTA, we ended at a place  
 25 with, I think, a fairly robust study that had a  
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1 lot of good information about how we can build  
 2 LaVilla, and we had a presentation before this  
 3 board.  
 4 So we have a company that has -- I believe  
 5 we've worked with, with different projects  
 6 before. They, I think, in response to the  
 7 report and to the presentation that we had in  
 8 the board meeting, came forward with a  
 9 proposal. Obviously, we've taken receipt of  
 10 it, and I think they are prepared to make a  
 11 presentation about their proposal, or discuss.  
 12 And at that point, there are some options that  
 13 we could exercise, move forward with.  
 14 THE CHAIRMAN: Thank you.  
 15 BOARD MEMBER GILLAM: Mr. Chairman, before  
 16 you proceed, I want to disclose -- I think I've  
 17 been assured by the General Counsel's Office  
 18 that it's not technically a legal conflict, but  
 19 I had a partner who consulted with regard to  
 20 this proposal. And in an abundance of caution,  
 21 I'm going to recuse myself on this item.  
 22 THE CHAIRMAN: Thank you, Mr. Gillam.  
 23 BOARD MEMBER GREY: Mr. Chairman, also I  
 24 need to disclose, Vestcor properties is a  
 25 customer of ours. I don't know if that falls  
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1 what I'm reviewing. It talks about a special  
 2 financial gain or loss inuring to the voting  
 3 member, and that's what I'm trying to do, is  
 4 confirm the specific language. That statement  
 5 you gave is correct.  
 6 MR. DIEBENOW: Mr. Chairman, my name is  
 7 Steve Diebenow, 1 Independent Drive, Suite  
 8 1200.  
 9 I'm here on behalf of the Vestcor  
 10 Companies. The Vestcor Companies, as you know,  
 11 has been in business since the early '80s.  
 12 They have been the premiere residential  
 13 developer in downtown for decades, and there's  
 14 a complete listing of projects that they've  
 15 worked on in the core of our downtown,  
 16 including 11E, The Carling, the Lofts at  
 17 LaVilla, Monroe, and Jefferson Station. All of  
 18 those products have been a mix of for-rent,  
 19 either at market rate or workforce housing or  
 20 affordable housing. And the great opportunity  
 21 about the proposal that we've presented for  
 22 your consideration today is that this actually  
 23 is a for-sale product. And so there are  
 24 detailed explanations about the location of the  
 25 property, which I won't go over in great  
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1 in the gray area, but I wanted to disclose  
 2 that, and so I would like to defer to counsel.  
 3 THE CHAIRMAN: Mr. Sawyer.  
 4 MR. SAWYER: Through the Chair, tell me  
 5 the nature of the contractual relationship you  
 6 have with Vestcor.  
 7 BOARD MEMBER GREY: We operate their  
 8 parking facilities. Nothing directly  
 9 associated with this project.  
 10 MR. SAWYER: Could I have just a moment?  
 11 THE CHAIRMAN: Sure.  
 12 Please proceed.  
 13 MR. DIEBENOW: Sure. Thank you,  
 14 Mr. Chairman.  
 15 I've got a handout here I want to pass out  
 16 to the board.  
 17 THE CHAIRMAN: And you'll identify  
 18 yourself?  
 19 MR. DIEBENOW: Yes.  
 20 BOARD MEMBER PADGETT: Through the Chair  
 21 to Mr. Sawyer, Vestcor is also a customer of  
 22 ours, but I've always been told that if it  
 23 doesn't have anything to do with this specific  
 24 project that there's not a conflict.  
 25 MR. SAWYER: Through the Chair, that's  
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1 detail, but I'm happy to answer questions about  
 2 it.  
 3 It's generally about two-and-a-half  
 4 blocks, located near the new JTA headquarters,  
 5 generally in the Lee and Adams Street area.  
 6 And the proposal is to develop 70 market rate  
 7 townhomes. The terms of the proposal are  
 8 pretty straightforward and there's a term sheet  
 9 that's included as well.  
 10 Our notion is that we would submit this  
 11 for consideration by the board, have you  
 12 consider it. And then if there are other  
 13 proposals that come up, we would love the  
 14 opportunity to respond and, you know, negotiate  
 15 accordingly. And it is our hope -- well, it's  
 16 our belief that a for-purchase product in this  
 17 part of downtown is critical to not only  
 18 generate additional folks living downtown --  
 19 and you've had a lot of conversation when you  
 20 were interviewing the prospective CEOs about a  
 21 certain number of people actually living  
 22 downtown, but also providing the for-purchase  
 23 product as well.  
 24 Generally, the townhomes, we believe, will  
 25 be purchased for about \$250,000 apiece. We  
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1 would share any proceeds above that with the  
2 City on a 50/50 basis. There's references from  
3 the banks that Vestcor has worked with most  
4 recently as well.  
5 So, in summary, it's an outstanding offer  
6 for a market-rate product that's for purchase  
7 by the premiere developer in downtown --  
8 downtown Jacksonville, and we appreciate the  
9 opportunity to present it to you today and look  
10 forward to the conversation as the process  
11 unfolds.  
12 I'm happy to answer any questions that  
13 folks might have at this time.  
14 THE CHAIRMAN: Thank you.  
15 What is the pleasure of the board?  
16 MR. HUGHES: So, Mr. Chairman, in the  
17 event that the board chose to -- similar to the  
18 Ryan proposal -- essentially accept it and  
19 authorize the staff to put a Notice of  
20 Disposition, that starts a 30-day clock, and it  
21 invites the possibility of other proposals to  
22 come forward.  
23 But again, if you look at the LaVilla  
24 Study that -- and take it as good advice, that  
25 they spent a lot of time working on. Those  
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1 community meetings affiliated with that study  
2 also included a lot of discussion about how  
3 important a for-sale product would be to  
4 community stakeholders. So there are things  
5 about this particular proposal that do line up  
6 with the LaVilla Study. And, as I said, there  
7 is a -- it's prepared as a resolution that  
8 would allow us to go out with a Notice of  
9 Disposition and start the next stage of the  
10 discussion of having to move forward.  
11 THE CHAIRMAN: We're looking at  
12 2019-05-05.  
13 BOARD MEMBER GREY: Through the Chair, I  
14 just want to get clarity from Mr. Hughes.  
15 We're just voting on putting it -- putting  
16 the (inaudible) out and letting the world know  
17 that they could buy it too if they wanted to,  
18 but then coming back and doing the same thing  
19 like Ryan properties?  
20 MR. HUGHES: Through the Chair, yeah, it  
21 starts a 30-day clock for this proposal, but it  
22 notices the disposition which invites anyone  
23 who might have an interest in a competing  
24 proposal to come forward in that time frame.  
25 And if that were to happen, this board, at a  
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1 future meeting, would be reviewing the original  
2 proposal that triggered the Notice of  
3 Disposition and any other additional proposals  
4 that come in and would have the chance to  
5 inquire of the proposers and contemplate the  
6 pros and cons of the specific elements therein.  
7 BOARD MEMBER GREY: Thank you.  
8 BOARD MEMBER MOODY: Mr. Chairman, do we  
9 need a motion or --  
10 THE CHAIRMAN: We do.  
11 BOARD MEMBER MOODY: I'd like to make a  
12 motion that we adopt Resolution 2019-05-05.  
13 THE CHAIRMAN: Do we have a second?  
14 BOARD MEMBER BARAKAT: Second.  
15 THE CHAIRMAN: Any discussion?  
16 BOARD MEMBER BARAKAT: Just to confirm,  
17 we're not approving or providing any judgment  
18 on the LOI that's been presented, correct?  
19 We're only deciding to move forward with the  
20 solicitation of the (inaudible)?  
21 MR. HUGHES: Through the Chair, you're  
22 (inaudible) the Notice of Disposition to say  
23 that an unsolicited [sic] came in and triggered  
24 this Notice of Disposition and now the world  
25 can see that notice, and they're invited to  
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1 come in with their own ideas if they so choose.  
2 And it allows us at a future date to take -- if  
3 it's just this proposal, consider it; if it's  
4 other proposals, to have a process by which  
5 this board would consider those at the same  
6 time.  
7 BOARD MEMBER BARAKAT: And have we done an  
8 appraisal for these properties?  
9 MR. PAROLA: Through the Chair to  
10 Mr. Barakat, we haven't, but what we've done --  
11 and we've provided this to Mr. Moody -- is  
12 we've looked at the market value of the  
13 property, according to the property appraiser,  
14 which is about \$8.17. We also looked at what  
15 Vestcor has paid in '16, '17 and '18 for their  
16 three projects, which comes in at about \$18 a  
17 square foot, and then we've run some analysis  
18 through that, whether it's determining what  
19 percentage the land value is of the deal --  
20 And just for kind of a reference here, if  
21 you value the land at the really low end of  
22 \$8.17, we're 8 percent of the deal. If you  
23 value it at the higher end, which is about 2.7  
24 at \$18 a square foot, we're about 2.6 percent  
25 of the deal. In any situation we've run, based  
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1 on either the current market value the property  
2 appraiser has or the \$18 a square foot, we're  
3 well above a -- one ROI, and I can go into that  
4 or Mr. Moody can tell you his thoughts on maybe  
5 the value of the land as well.  
6 BOARD MEMBER BARAKAT: So I thought in the  
7 past, in order to sell land in downtown, that  
8 was a requirement, to obtain an appraisal. Is  
9 that not a requirement?  
10 MR. PAROLA: The -- 122 says we can  
11 (inaudible) the appraisal or look at the  
12 current assessed value, but -- however the  
13 board wants to do it. Historically, we've gone  
14 ahead and run an appraisal, but -- but, again,  
15 being that the land is the incentive to this  
16 deal, the least costly way of going about  
17 participating is probably the better way of  
18 doing things, but -- I don't know if Mr. Sawyer  
19 has anything to say.  
20 MR. SAWYER: Through the Chair, 122 was  
21 recently redrafted. So depending on the price  
22 threshold, there are appraisal or assessed  
23 value requirements. Those don't necessarily  
24 have to be satisfied at this point, but before  
25 the property is conveyed by City Council, the  
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1 Council has to comply with that or waive that  
2 condition of code.  
3 BOARD MEMBER BARAKAT: Okay. So if we  
4 move forward with this, we would be asking --  
5 essentially asking the City Council to waive  
6 that requirement?  
7 MR. SAWYER: I don't know the specifics of  
8 this property. If it falls within an assessed  
9 value range where code requires an appraisal,  
10 then either the DIA would need to provide it,  
11 or in the legislation to authorize the sale we  
12 would ask City Council to waive the condition.  
13 BOARD MEMBER BARAKAT: I'd feel more  
14 comfortable with an appraisal while we're doing  
15 the 30-day solicitation. The cost of  
16 appraisal, Mr. Moody, for each parcel is  
17 approximately --  
18 BOARD MEMBER MOODY: It's 2,500, 2,000 --  
19 THE CHAIRMAN: I'm sorry?  
20 BOARD MEMBER MOODY: It's 2,500, 2,000, in  
21 that range.  
22 MR. HUGHES: For what it's worth, to the  
23 chairman, I think we could get an appraisal  
24 done in 30 days so that when we are back, the  
25 next consideration point, it's a component of  
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1 the information you have before you.  
2 BOARD MEMBER BARAKAT: If this were a  
3 piano key property or something small, I would  
4 be comfortable waiving it. But given that  
5 these are relatively sizable parcels, I think  
6 it's prudent.  
7 MR. HUGHES: There's no reason for you  
8 to -- staff and legal counsel, no reason to  
9 amend the resolution. We can do it already  
10 within a staff capacity. So that will be our  
11 commitment, that when we return to this issue,  
12 we'll have an appraisal.  
13 THE CHAIRMAN: Thank you.  
14 BOARD MEMBER MOODY: Mr. Chairman.  
15 THE CHAIRMAN: Yes.  
16 BOARD MEMBER MOODY: You know, the good  
17 news on this project is this will be the first  
18 fee-simple-type, for-sale product in that area  
19 in the last 40 or 50 years or more. I was a  
20 young pup when all the houses were being torn  
21 down for redevelopment in LaVilla. This will  
22 be an exciting project for that area. So I  
23 think the most important thing is, let's keep  
24 moving, let's put it out for bid, let's see  
25 what comes in. In the meantime, if we need to  
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1 get an appraisal or required to, let's do it,  
2 but I think we need to be very encouraging  
3 here. This could be the first of many  
4 developments to follow.  
5 THE CHAIRMAN: Any discussion?  
6 BOARD MEMBER FROATS: So, Mr. Gibbs, if we  
7 do have any issues with the term sheet, do we  
8 wait to discuss that in 30 days or can we bring  
9 it up at the -- would Mr. Diebenow prefer to  
10 talk about it?  
11 MR. HUGHES: Counsel justifies that it  
12 would be -- if you have questions about the  
13 specific terms, it would be something in the  
14 next discussion.  
15 BOARD MEMBER FROATS: Okay.  
16 THE CHAIRMAN: Okay. Any further  
17 comments?  
18 BOARD MEMBERS: (No response.)  
19 THE CHAIRMAN: Hearing none, any public  
20 comments?  
21 (Audience member approaches the podium.)  
22 THE CHAIRMAN: Microphone, please.  
23 Identify yourself, name and address. You have  
24 three minutes.  
25 AUDIENCE MEMBER: Thank you.  
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1 My name is Stanley Scott. I'm with the  
2 African-American Economic Recovery Think Tank,  
3 right here in Jacksonville, Florida.

4 I'm just concerned about the area there,  
5 which is a great area, and Vestcor, what they  
6 are doing in that area, because I live over in  
7 that area. My concern here -- when you talking  
8 misuse -- I mean, misuse community, and you  
9 have a price range with those residents that  
10 live there, with -- they're not low-income  
11 residents, they're just income-restricted  
12 residents that Vestcor have in that area over  
13 there, and you're putting them -- a high-priced  
14 area over there. We know and understand that  
15 it's soon to turn into gentrification because I  
16 understand Jacksonville -- the corruption that  
17 you have in Jacksonville.

18 I was born and raised here. I've been  
19 here 65 years in this area right here where  
20 we're sitting, so I'm fully knowledgeable what  
21 taking place here. Plus, I'm an expert when it  
22 come to community development. I do it across  
23 the country.

24 We must look -- like I say, first of all,  
25 I am proud of what they're doing in that area.

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1 It looking good, looking real good. We need  
2 it. I would be making a comment at the end  
3 concerning some other things that need to take  
4 place downtown, but we're not doing this as a  
5 wholistic development. You just got a bunch of  
6 developers coming in with good intention, but  
7 they have no true understanding of how to  
8 develop a community because most of them,  
9 they're on the Southside. So you're not  
10 dealing with everything that takes place  
11 downtown, especially in that area over there.

12 One of the most dangerous things that you  
13 have going on -- and I don't understand why the  
14 police department -- JSO, at night, on the  
15 weekend, they race up and down the road, right  
16 there by the Federal Reserve. Now, that may  
17 not make any difference to you, but people that  
18 live in the community make a difference.

19 But I'm going to be addressing some things  
20 here because I'm back in Jacksonville and I  
21 will be addressing your -- the downtown  
22 development because right now, the present  
23 time, y'all going in the wrong direction.

24 Stanley Scott with the African-American  
25 Economic Recovery Think Tank.

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1 THE CHAIRMAN: Thank you, Mr. Scott.  
2 Any other public comments?

3 AUDIENCE MEMBERS: (No response.)

4 THE CHAIRMAN: Hearing none, can we vote  
5 on the motion?

6 All in favor signify by saying aye.

7 BOARD MEMBERS: Aye.

8 (Board Member Gillam abstains from  
9 voting.)

10 THE CHAIRMAN: Any opposition, like sign.

11 BOARD MEMBERS: (No response.)

12 MR. HUGHES: Mr. Chairman, I believe you  
13 have been handed by Ms. Moser from Employee  
14 Services the ranking of the score sheets.

15 THE CHAIRMAN: I have.

16 Boyer, ranked CEO. Lori Boyer will become  
17 our next CEO.

18 MR. HUGHES: The appropriate motion would  
19 be to enter into negotiation for a contract for  
20 the next CEO, the terms of maybe 30, 60 days to  
21 complete negotiations for the position.

22 THE CHAIRMAN: Do we have a motion?

23 BOARD MEMBER BARAKAT: So moved.

24 BOARD MEMBER MOODY: Second.

25 THE CHAIRMAN: Properly moved and

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1 seconded.

2 We have negotiations with Lori Boyer for  
3 30 or 60 days with regard to CEO.

4 Any discussion?

5 BOARD MEMBERS: (No response.)

6 THE CHAIRMAN: Any public discussion?  
7 (Mr. Scott approaches the podium.)

8 THE CHAIRMAN: Mr. Scott, three minutes.

9 MR. SCOTT: Stanley Scott with the  
10 African-American Economic Recovery Think Tank.

11 I thought we had an issue that need to be  
12 addressed when it came to Ms. Boyer. Y'all  
13 have swept that under the rug because you have  
14 the final protocol. I know this city is  
15 notorious for breaking the law, but that  
16 doesn't make sense, the way you're going about  
17 it. You've got a report from the newspaper  
18 saying that was a violation. Now, if I'm  
19 incorrect, I'm -- I will apologize to anyone,  
20 but I know the history of this area.

21 I also know the power play that's taking  
22 place here. Ms. Boyer, I know her for many  
23 years. But I'm appalled that y'all made that  
24 decision. And I know a lot of y'all going to  
25 benefit from it financially, but what y'all

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1 doing is an injustice for this city. That's  
2 why this city is not changing. When you --  
3 when you talking about this part of Florida,  
4 Jacksonville is one of the worst. That's a  
5 leadership problem. Different [sic] between a  
6 good community and a great community is  
7 leadership, and for too long this city has  
8 been -- has been in a bad leadership.  
9 And I have participated with the charter,  
10 many times been brought in to speak all across  
11 the country, but Jacksonville has a very  
12 serious problem, and y'all do not want to  
13 address it because you got the tale of three  
14 cities in one.  
15 Now, what y'all doing today is an  
16 injustice. And, like I say, I love Ms. Boyer,  
17 been knowing her for many years, but I'm  
18 appalled at the statement y'all made today and  
19 y'all did it because of money and influence.  
20 Mr. Scott.  
21 THE CHAIRMAN: Thank you, Mr. Scott, for  
22 those comments.  
23 Any further public discussion?  
24 AUDIENCE MEMBERS: (No response.)  
25 THE CHAIRMAN: Hearing none, all those in  
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1 favor of the motion signify by saying aye.  
2 BOARD MEMBERS: Aye.  
3 THE CHAIRMAN: Any opposition, like sign.  
4 BOARD MEMBERS: (No response.)  
5 THE CHAIRMAN: Hearing none -- have we  
6 any -- chief executive's report?  
7 MR. HUGHES: Very briefly.  
8 Note that the Ryan money, whenever that  
9 deal is executed, that 2.6 million, according  
10 to General Counsel, comes into the TIF and is  
11 added to the bottom line of the DIA's balance  
12 sheet. So that's good news.  
13 MOCA is currently undergoing a lobby  
14 revamp and they wanted to come and present next  
15 board meeting, so we'll have a brief  
16 presentation ahead.  
17 And we are finishing up a process with  
18 CBRE related to a resolution that you all  
19 passed to have me engage a market analysis  
20 related to the old City Hall and courthouse  
21 parcels that -- CBRE had a preexisting contract  
22 that allowed a piggyback. So it allows us to  
23 expedite procurement, and I'll have more on  
24 that process at the next meeting.  
25 That's my report.  
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1 THE CHAIRMAN: Thank you.  
2 I have no chairman's report.  
3 Can anyone give a DDRB briefing?  
4 MR. PAROLA: To the Chair, in lieu of a  
5 briefing, I think at the back of your agenda  
6 packet is a memorandum summarizing the May 9th  
7 DDRB meeting.  
8 If you have any questions, I'm here to  
9 answer.  
10 THE CHAIRMAN: Thank you.  
11 Any old business?  
12 BOARD MEMBERS: (No response.)  
13 STAFF MEMBERS: (No response.)  
14 THE CHAIRMAN: Any new business?  
15 BOARD MEMBERS: (No response.)  
16 STAFF MEMBERS: (No response.)  
17 THE CHAIRMAN: Any public comment?  
18 Mr. Scott, three minutes.  
19 (Mr. Scott approaches the podium.)  
20 MR. SCOTT: Thank you.  
21 Stanley Scott with the African-American  
22 Economic Recovery Think Tank.  
23 My main reason why I came here -- this  
24 city here, especially the DIA, when it come to  
25 historic artifacts, plaques, when it come to  
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1 the African-American community -- and I'm a  
2 Vietnam era vet. There are no markings around  
3 this town, very few, except for the one out  
4 there at the stadium. When it come to LaVilla,  
5 there is many African-Americans that lost their  
6 life in the war, going back almost 300 years.  
7 They're right here in Jacksonville. It's  
8 appalling.  
9 There's a bill -- I can't remember, 2018,  
10 I think, 456. I may be incorrect about that,  
11 but when it come time -- especially right  
12 before here in LaVilla. Like I say, I was born  
13 and raised in LaVilla. I used to run over to  
14 the Ritz Theatre to the movie theatres.  
15 I'm appalled that African-Americans have  
16 given their life in our -- also remember the  
17 time that my people was killed just being  
18 African-Americans in this city. And for not to  
19 have any -- to not have any markings or any --  
20 because we was talking about James Weldon  
21 Johnson area right over there, to rebuild it.  
22 They have a museum over there in that community  
23 too, because, see, I'm the type of person, I  
24 don't care what race you are, long as you're  
25 not killing someone, you should have marking to  
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1 show your history. But in this city, when it  
2 come to African-American, it's evil. Now, I'm  
3 going to be asking for those markings and those  
4 plaques and rebuilding James Weldon Johnson,  
5 the location.

6 And we talking about quality of life,  
7 that's what I'm -- I'm really focused on,  
8 quality of life. I think everybody should have  
9 their history unless you're a skinhead, then I  
10 have no respect for you, but anybody else  
11 should have a history. And what's happened  
12 right now in the 2018, Bowman, who keep  
13 being -- deferring the markings and the --  
14 right now I'm a little -- a little hurt because  
15 every time I think about that -- because, see,  
16 anybody in their right mind want their history.  
17 And right there in LaVilla, the primary -- to  
18 put the -- the information, especially over  
19 there where James Weldon Johnson --

20 And we're not going to -- we're not going  
21 to lie down, because veterans -- because it's  
22 quite a -- we're putting -- with the Urban  
23 League, we putting a veterans center over there  
24 on Kings Road. We want our respect and we not  
25 asking for it, we demanding it. And if we have

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1 CERTIFICATE OF REPORTER

2

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

7 I, Diane M. Tropa, Florida Professional  
8 Reporter, certify that I was authorized to and did  
9 stenographically report the foregoing proceedings and  
10 that the transcript is a true and complete record of my  
11 stenographic notes.  
12  
13  
14

15 DATED this ^ day of ^ 2019.  
16

17 \_\_\_\_\_  
18 Diane M. Tropa  
19 Florida Professional Reporter

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22  
23  
24  
25

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1 to stand up here and bring this city down,  
2 that's not a problem, and I mean that.

3 THE CHAIRMAN: Thank you for your service,  
4 Mr. Scott.

5 Any other public comment?

6 AUDIENCE MEMBERS: (No response.)

7 THE CHAIRMAN: Seeing none, we are  
8 adjourned.

9 (The above proceedings were adjourned at  
10 5:25 p.m.)  
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