

CITY OF JACKSONVILLE
DOWNTOWN INVESTMENT AUTHORITY
BOARD MEETING

Proceedings held on Wednesday, January 18, 2017,
commencing at 3:52 p.m., Ed Ball Building, 214 North
Hogan Street, 8th Floor, Jacksonville, Florida, before
Diane M. Tropa, a Notary Public in and for the State of
Florida at Large.

BOARD MEMBERS PRESENT:

JAMES BAILEY, Chairman.
JACK MEEKS, Vice Chair.
OLIVER BARAKAT, Board Member.
DANE GREY, Board Member.
BRENNAN DURDEN, Board Member.
CRAIG GIBBS, Board Member.
RON MOODY, Board Member.
MARC PADGETT, Board Member.
KAY HARPER-WILLIAMS, Board Member.

ALSO PRESENT:

AUNDRA WALLACE, DIA, Chief Executive Officer.
LORI BOYER, President, City Council.
TOM DALY, DIA, Redevelopment Analyst.
GUY PAROLA, DIA, Redevelopment Manager.
JIM KLEMENT, DIA, Development Coordinator.
JOHN SAWYER, Office of General Counsel.
KAREN UNDERWOOD, DIA, Executive Assistant.

- - -

Diane M. Tropa, Inc., P.O. Box 2375 Jacksonville, FL 32203
(904) 821-0300

1 MR. PAROLA: Thank you.
2 To the Board, previously, 275 units were
3 allocated to this project by the board. They
4 have -- the developer has since put a pencil to
5 paper and come back with a -- a number closer
6 to 300.

7 So to effectuate the allocation of those
8 300, what this resolution does is, it first
9 rescinds those 275 units, puts it back in the
10 available pool of Phase I development rights,
11 and then on the secondhand, it takes all 300
12 remaining development rights and then assigns
13 it to this project.

14 The effect of it is leaving zero units of
15 Phase I development rights, whereas the
16 previous resolution assigning development
17 rights left about 25 over. There are still
18 about 3,000 remaining development rights for
19 multifamily units on the Southbank in Phase
20 III, I believe -- I think Phase II is empty --
21 that's available to a developer should they
22 wish to go down that path.

23 As we did with Broadstone River House, one
24 of the conditions in here -- and I believe they
25 are identified on Pages 2 and 3 of Resolution
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

PROCEEDINGS

1 January 18, 2017 3:52 p.m.

2 - - -

3
4 THE CHAIRMAN: And we're now going to open
5 the Downtown Investment Authority meeting with
6 the minutes -- you moved it over there -- with
7 the minutes.

8 Does everyone have their minutes, have
9 they had a chance to see their minutes? Is
10 there a motion to approve the minutes of
11 December 14th?

12 BOARD MEMBER GREY: So moved.

13 BOARD MEMBER DURDEN: Second.

14 THE CHAIRMAN: Any discussion?

15 BOARD MEMBERS: (No response.)

16 THE CHAIRMAN: All in favor to approve the
17 minutes, say aye.

18 BOARD MEMBERS: Aye.

19 THE CHAIRMAN: Opposed, like sign.

20 BOARD MEMBERS: (No response.)

21 THE CHAIRMAN: Resolution 20-01-04,
22 Southbank Apartment Ventures, LLC, Allocation
23 of Development Rights.

24 Mr. Wallace.

25 MR. WALLACE: Mr. Parola.

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 2017-01-04, but one of the conditions for
2 approval that we're recommending is that the
3 developer contribute up to \$10,000 so that we
4 can pursue a conversion of development rights
5 and convert maybe office -- something we know
6 we have an abundance of -- on that side of the
7 river in terms of unused development rights and
8 convert them to something we don't have a lot
9 of in Phase I. That would be multifamily.

10 We have done this before, as I said
11 before, with Broadstone River House. It is not
12 a full traffic study. It's not the full-blown
13 analysis. The development order essentially
14 instructs us, as the master developer, to
15 simply take the ITE manual, look at the trips
16 for office, or whatever we're converting from,
17 and compare that to what we're converting to,
18 and I think we can get that done for a couple
19 thousand dollars. So we feel comfortable with
20 that \$10,000.

21 The rest of the conditions should look
22 familiar with the exception of a couple of
23 them. One, in order to make sure that the
24 12 feet from Prudential to the Riverwalk and
25 all 20 feet of the Riverwalk are to and for the

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

5

1 public for as long as this land exists, we are
 2 continuing approval of the allocation on an
 3 easement in perpetuity. And the lawyers can
 4 figure out what the exact words are, I cannot.
 5 And that they will construct the Riverwalk
 6 to reflect the design -- and that's materials
 7 and palate -- of the other portions of the
 8 Southbank Riverwalk at their expense.
 9 And I'll be more than happy to answer any
 10 questions.
 11 Thank you.
 12 THE CHAIRMAN: Thank you, Guy.
 13 Let's go around. Starting with Mr. Gibbs,
 14 do you have any -- any questions?
 15 BOARD MEMBER GIBBS: I do not.
 16 THE CHAIRMAN: Mr. Padgett.
 17 BOARD MEMBER PADGETT: No questions.
 18 THE CHAIRMAN: Mr. Grey.
 19 BOARD MEMBER GREY: Not at this time.
 20 THE CHAIRMAN: Ms. Durden.
 21 BOARD MEMBER DURDEN: I wanted to ask a
 22 couple of questions about the conditions on --
 23 starting on Page 2 of the resolution.
 24 THE CHAIRMAN: Page 2 of the resolution
 25 itself?
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

6

1 BOARD MEMBER DURDEN: Well, we might as
 2 well look at --
 3 THE CHAIRMAN: It's the back side of the
 4 resolution?
 5 BOARD MEMBER DURDEN: It talks about --
 6 some of those are referenced in the -- in the
 7 staff report, but they're also -- it's
 8 2017-01-04 on Page 2.
 9 THE CHAIRMAN: Right.
 10 BOARD MEMBER DURDEN: So sometimes I've
 11 seen staff use "Certificate of Occupancy."
 12 Sometimes I've heard them use "Certificate of
 13 Completion."
 14 THE CHAIRMAN: Ms. Durden, can you clarify
 15 where you are? There's three "whereas" and
 16 three sections on there. Are we on the same
 17 page?
 18 BOARD MEMBER DURDEN: I don't --
 19 THE CHAIRMAN: The resolution --
 20 BOARD MEMBER DURDEN: Right.
 21 THE CHAIRMAN: Okay. Turn the page.
 22 BOARD MEMBER DURDEN: Okay. So it's
 23 Page 2. I don't know how else to describe it.
 24 MR. PAROLA: The header should read:
 25 Resolution 2017-01-04, Page 2 of 4. That
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

7

1 should be your header.
 2 THE CHAIRMAN: Okay.
 3 MR. PAROLA: To answer the question,
 4 you're right. I'm not even sure -- because
 5 we've had this discussion with the Building
 6 Department, and that's why we should be using
 7 language like "or functional equivalent."
 8 I don't know that there is a Certificate
 9 of Compliance or Completion that's necessarily
 10 issued. It might just be you receive your
 11 final permit. So for want of a better term, I
 12 used that.
 13 BOARD MEMBER DURDEN: You used what?
 14 MR. PAROLA: I believe in this, I used
 15 Certificate of Occupancy or its functional
 16 equivalent. It was more to represent a term of
 17 art and less to represent an actual physical
 18 document.
 19 BOARD MEMBER DURDEN: Well, okay, so I
 20 just want to use whatever the proper term is,
 21 and I want to use it consistently.
 22 MR. PAROLA: Okay.
 23 BOARD MEMBER DURDEN: Because on
 24 Page 3 -- and forgive me, Board, but on Page 3,
 25 in Paragraph F, we used Certification of
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

8

1 Compliance. These are the things that drive
 2 people crazy because no one knows, then,
 3 what -- and it's a very important point.
 4 Paragraph F deals with unused development
 5 rights. So when do we actually get those back?
 6 And if we -- so, to me, the Certification
 7 of Compli- -- I just want the staff to be
 8 consistent --
 9 MR. PAROLA: Sure.
 10 BOARD MEMBER DURDEN: -- and to correct
 11 the term.
 12 MR. PAROLA: We will meet with Tom
 13 Goldsbury's office to ensure that any scrivener
 14 errors in that regard are made compliant.
 15 BOARD MEMBER DURDEN: And that whenever
 16 you use it, you're going to use the same one.
 17 So I think it would be --
 18 MR. PAROLA: Absolutely.
 19 BOARD MEMBER DURDEN: I think that that
 20 should be Certificate of Occupancy in F, just
 21 because that's when they're going to be moving
 22 in.
 23 Another question that I had is that,
 24 the -- where is it? Paragraph G talks about
 25 the installation of a 12-foot-wide multiuse.
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

9

1 And we heard today from Mr. Diebenow state that
2 that is a 20-foot multiuse path. So is there
3 a -- which is correct?
4 MR. PAROLA: Well, both. It's a 12-foot
5 path flanked by 4 feet of landscaping on either
6 side. If you would like the easement to
7 reflect all 20 feet, staff certainly wouldn't
8 have a problem with it, but the -- you know,
9 what we're really trying to get is that 12-foot
10 path that the public can go to and from on.
11 BOARD MEMBER DURDEN: Well, I think it's
12 important that -- if we're going to have this,
13 that it's 20 feet.
14 MR. PAROLA: Okay.
15 BOARD MEMBER DURDEN: And 4 feet of -- on
16 either side. So it's actually a 20-foot path
17 with some --
18 MR. PAROLA: Okay.
19 BOARD MEMBER DURDEN: -- with some
20 landscaping.
21 THE CHAIRMAN: But it is a 12-foot path
22 with 4 on each side.
23 BOARD MEMBER DURDEN: Well, that's fine.
24 It can say that, but right now it just says a
25 12-foot-wide multiuse path. Does that mean
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

10

1 that we're not going to require them to have
2 the 8 feet of landscaping?
3 MR. PAROLA: That would go through the
4 Downtown Development Review Board. They would
5 approve it as part of their purview, as per the
6 ordinance code, it requires them to.
7 BOARD MEMBER DURDEN: So I think it should
8 say 20 feet with --
9 MR. PAROLA: Okay.
10 BOARD MEMBER DURDEN: -- 4 feet.
11 MR. PAROLA: Yes, ma'am.
12 BOARD MEMBER DURDEN: The way it was
13 described by Mr. Diebenow.
14 MR. PAROLA: Okay.
15 BOARD MEMBER DURDEN: And then also, in H,
16 Mr. Diebenow described it as being 25 feet for
17 the Riverwalk and --
18 THE CHAIRMAN: I don't remember 25.
19 MR. PAROLA: No. It was 20 feet. He was
20 referencing that there was 5 feet of their
21 property still between the front doors of the
22 units that line it.
23 BOARD MEMBER DURDEN: Okay.
24 MR. PAROLA: And then the Riverwalk, that
25 will be dedicated over to the City to easement.
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

11

1 BOARD MEMBER DURDEN: Okay. Thank you for
2 that --
3 MR. PAROLA: Yes, ma'am.
4 BOARD MEMBER DURDEN: -- information.
5 THE CHAIRMAN: Five feet was the patio he
6 was referring to.
7 Okay. So are we going to make these
8 changes on 12, 4 and 4, or 4 -- 12, 4, path and
9 compliance and occupancy?
10 Mr. Diebenow, did you want to comment
11 while we --
12 (Mr. Diebenow approaches the podium.)
13 THE CHAIRMAN: Mr. Diebenow, were you
14 going to address and confirm that 4 and 12 and
15 4 on the railroad side?
16 MR. DIEBENOW: Yeah, we -- we don't have
17 any problem with that -- with that change.
18 And, Mr. Parola, thank you for clarifying
19 that. There's 20 feet of Riverwalk and then
20 5 feet of landscaping or patio.
21 THE CHAIRMAN: Yeah, those are the
22 townhome patios.
23 MR. DIEBENOW: Correct.
24 THE CHAIRMAN: Okay.
25 MR. DIEBENOW: And --
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

12

1 THE CHAIRMAN: Not (inaudible) --
2 MR. DIEBENOW: I'm sorry to speak over
3 you, Mr. Chairman.
4 THE CHAIRMAN: That's fine.
5 Go ahead.
6 MR. DIEBENOW: And we also understand that
7 we would be providing an easement for public
8 access across the 12-foot path and across the
9 20-foot Riverwalk. That's where our easement
10 would be located.
11 THE CHAIRMAN: Okay.
12 Okay. Mr. Moody.
13 BOARD MEMBER MOODY: No question.
14 THE CHAIRMAN: Mr. Barakat.
15 BOARD MEMBER BARAKAT: No comments.
16 THE CHAIRMAN: Mr. Meeks.
17 THE VICE CHAIRMAN: No comments.
18 BOARD MEMBER HARPER-WILLIAMS: Nothing.
19 THE CHAIRMAN: Okay. No more comments.
20 Do you want to amend this -- these
21 changes? I'm still -- I'm not clear on Page 2,
22 what Ms. Durden had --
23 BOARD MEMBER DURDEN: That's just where
24 they started.
25 THE CHAIRMAN: Oh, okay. So you're just
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

13

1 saying --

2 BOARD MEMBER DURDEN: F, G and H.

3 THE CHAIRMAN: -- F would be satisfied by

4 the Certificate of Occupancy?

5 BOARD MEMBER DURDEN: Excuse me. Just F

6 and G. Right. F, instead of being a

7 certification of compliance, would be

8 Certification of Occupancy.

9 THE CHAIRMAN: Right.

10 BOARD MEMBER DURDEN: And G, it would be,

11 install a 12-foot-wide multiuse path with

12 4 feet of landscaping on either side.

13 THE CHAIRMAN: Right.

14 BOARD MEMBER DURDEN: And that would be

15 the only changes.

16 THE CHAIRMAN: Okay. Ms. Harper-Williams.

17 BOARD MEMBER HARPER-WILLIAMS: Through the

18 Chair, I thought that Mr. Parola said that they

19 would meet with the appropriate City department

20 to make sure that the -- that it was, in fact,

21 the right terms.

22 Since that was Ms. Durden's concern, I

23 understood that Mr. Parola was going to make --

24 ensure, instead of just taking it -- you know,

25 taking the Certificate of Occupancy as the

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

14

1 correct term, if we, in fact, don't know that

2 that's the correct term either.

3 MR. PAROLA: I will darken Mr. Goldsbury's

4 door and have him write it down for me. And

5 from here on out, it will be reflected --

6 THE CHAIRMAN: As a Certificate of

7 Occupancy as opposed to Compliance?

8 MR. PAROLA: Or whatever our building

9 official tells me it is.

10 THE CHAIRMAN: Okay. Okay. Ms. Durden,

11 is that -- does that satisfy your concern with

12 the -- with the lack of consistency?

13 MR. PAROLA: If I could.

14 THE CHAIRMAN: It's going to be either

15 place.

16 MR. PAROLA: Well, I think Board Member

17 Durden's concern -- and it's a valid concern --

18 is that, before somebody can walk in there and

19 live, that all these conditions are met. And

20 we've tried to get that, and I will again get

21 with the building official and make sure that,

22 prior to anybody being able to go there and

23 live, these conditions are met.

24 THE CHAIRMAN: Okay. Do we have a motion?

25 THE VICE CHAIRMAN: So moved.

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

15

1 THE CHAIRMAN: And a second?

2 BOARD MEMBER MOODY: Second.

3 THE CHAIRMAN: Any further discussion?

4 BOARD MEMBER BARAKAT: Is it a motion as

5 amended?

6 THE CHAIRMAN: As amended, yes.

7 Your motion was as amended?

8 THE VICE CHAIRMAN: Whatever you would

9 like, Mr. Chairman, yes.

10 THE CHAIRMAN: Okay. The 12, 4 and 4 and

11 consistent language, either Certificate of

12 Compliance or Certificate of Occupancy,

13 whatever the City requires, right?

14 MR. PAROLA: Uh-huh.

15 THE CHAIRMAN: Okay. Any comments from

16 the public?

17 AUDIENCE MEMBERS: (No response.)

18 THE CHAIRMAN: With that, we have a motion

19 and a second.

20 All in favor, say aye.

21 BOARD MEMBERS: Aye.

22 THE CHAIRMAN: Opposed, like sign.

23 BOARD MEMBERS: (No response.)

24 THE CHAIRMAN: Okay. Very good.

25 Ms. Durden, it is very helpful that you

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

16

1 catch these things, and we've clarified that.

2 I think it's important that we do now and not

3 address it later.

4 With that, we are down to the transcript,

5 which doesn't need approving.

6 And, Mr. Wallace, do we want to go on to

7 the CFO report or do we want to go back to JTA

8 Skyway?

9 MR. WALLACE: Let's go to JTA Skyway,

10 please.

11 THE CHAIRMAN: Brad, are you available?

12 (Mr. Thoburn approaches the podium.)

13 THE CHAIRMAN: We are going back up to

14 Item B, under Presentations, JTA Skyway

15 Presentation Update.

16 MR. THOBURN: Thank you all. I appreciate

17 you letting me present to you this afternoon.

18 And I wanted to kind of give you an update

19 of where we are. You may have read some news

20 reports in terms of our recommendations to the

21 board last month, but I wanted to take a chance

22 to take this opportunity to kind of give you

23 that overview and let you give us questions and

24 comments and feedback. So I'll be -- I will

25 try to be brief. I know it's been a long

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 meeting.
2 I wanted to share with you sort of our
3 vision for the desired circulator system, the
4 preferred technology of the future, for the
5 future of the Skyway, and the steps that we are
6 going to be looking at to get the project -- or
7 the program moving, which will be a series of
8 different projects.

9 So just to kind of give you a sense of
10 where we are today, this is not a standard,
11 typical project where, you know, we can go out
12 and say we want to widen the road from four to
13 six lanes, and we get cost estimates, and we it
14 put in a long-range plan and et cetera.

15 So this is -- this is one where we kind of
16 had to really do some -- some work on the front
17 end to just get the policy direction of where
18 we're going.

19 So about two years ago, we started the
20 process of really looking at what we were going
21 to do with the vehicles because they were
22 reaching -- they were past their midlife. They
23 needed to be overhauled. They're a
24 one-of-a-kind vehicle, so it's difficult to get
25 the parts to maintain. And the feasibility of

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 doing an overhaul was questioned.
2 So we looked at what technology was there,
3 what we could do with the vehicles, and then we
4 impanelled the Skyway Advisory Group, which
5 included Mr. Grey; and I think Mr. Crosby, who
6 was here earlier, was -- was on that group; and
7 Mr. Wallace was a participant as well.

8 And we -- we did an intensive effort to
9 kind of determine what the path forward was
10 from a policy standpoint. And the result of
11 that was to keep, modernize and expand the
12 Skyway. And our board directed us to develop
13 the program to do that. So that is what we've
14 been working on for the past 12 months.

15 And when we talk about keep, modernize and
16 expand, it's really about, you know, better
17 defining the role of the -- the Skyway as a
18 downtown circulator.

19 As many of you know, the Skyway was
20 developed as a -- to serve the peripheral
21 parking needs of downtown. It was not
22 necessarily developed and built out fully to
23 serve, effectively, as a circulator system.
24 And, you know, when we look at other cities and
25 what -- the types of systems that they have

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 downtown, that's what they are. They're a
2 vision not to just be serving the needs of
3 peripheral parkers but to move people and
4 support not only the, one, park strategy, but
5 support people who live, work and occupy
6 downtown and to connect those -- those key --
7 to be a part of that downtown mobility
8 strategy.

9 The direction we also got was to -- to
10 really support the vision of the DIA from a
11 development standpoint, but be flexible. Don't
12 be stuck with a rigid system. That even
13 though, you know, we don't start from the
14 expectation that we're just going to expand the
15 existing structure and the exist- -- use the
16 existing vehicles, but look at other
17 alternative options.

18 So with that in mind, we proceeded in
19 developing a system plan. We met with -- you
20 know, we looked at our peer systems. We met
21 with partner agencies, community stakeholders,
22 we did community outreach, had public opinion
23 surveys, et cetera. We asked folks where we
24 needed to go, where was development happening,
25 were did we want to see development going and

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 how could we help shape that and incentivi- --
2 and encourage development.

3 And one of the attributes of the system,
4 today, our system is a -- you know, it's -- we
5 have ten two-car trains. Six of them are
6 working. A two-car train can carry 56 people,
7 and it shows up every 6 to 7 minutes. Is that
8 the right type of system you want downtown to
9 serve the needs -- the purposes of a circulator
10 system?

11 So we weren't -- we did -- and I
12 mentioned, we reached out and touched base with
13 folks that were involved in downtown, that are
14 involved in transportation, looking to develop
15 downtown, and so it was an extensive effort.
16 We did a public forum. We did a survey. We
17 got some feedback in terms of the attributes
18 they wanted, a lot of interest in doing
19 things -- the people we heard from were
20 interested in events and activity downtown.
21 And so we got a lot of longer hours, weekends,
22 and also reflected where they wanted to see the
23 system go.

24 Most folks favor going to the sports
25 complex. Now, what's interesting is, the
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 sports complex was either number one or number
2 four on your list, or even below, and that --
3 where you saw a lot of folks in Five Points,
4 Brooklyn and Riverside Arts Market probably
5 splitting their votes. So I'm not so sure.
6 You know, it's really Riverside and the sports
7 complex were the two dominant themes, with
8 San Marco and Springfield, also strong interest
9 in those.

10 So the system we saw as desirable was one
11 that utilized the existing investment. We
12 spent \$180 million on the Skyway. It is a --
13 it is an asset that we want to make the best
14 use of. We have challenges with the vehicle,
15 but we do have an investment that we want to
16 make the best use of. We want to make sure
17 we're connecting employment, residential,
18 retail and entertainment, and we want to have
19 high-frequency service.

20 One of the things that was a takeaway for
21 us, especially when we went down to Miami, we
22 saw a system where they have a cir- -- a loop
23 in the middle, that had really high frequency.
24 And when you experience that 90-second
25 frequency versus a 6- or a 7-minute frequency

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 in an urban setting, it's a huge difference.
2 Your trips are shorter. You're usually
3 constrained for time. And to attract folks,
4 you really need better than a 6- or 7-minute
5 frequency.

6 We also wanted a system that -- we like
7 the reliability. And that elevated system
8 gives you higher reliability, but at the same
9 time, we want to be flexible and sensitive to
10 the neighborhoods. If you get down to the
11 ground level, you may lose some reliability, so
12 you've got to find that balance, but we did
13 think there was a high degree of desire to have
14 that flexible system, something that could
15 respond to -- could have high frequency.

16 In certain times of the day, you might
17 have vehicles -- more vehicles, smaller
18 vehicles that could operate with higher
19 frequency, or you could have them connect
20 together in a way that they were giving you
21 peak demand -- capacity for peak demand and
22 events.

23 And then the other thing is, we're seeing
24 more interest in on-demand and point-to-point
25 capacity. So those are some of the things we

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 saw in a desired system.

2 And as -- you know, this map shows you
3 where we go today. This is a quarter-mile
4 radius, which is typically a walk-shed of
5 transit. And what you can see is, the
6 neighborhoods that are around downtown are
7 simply not connected. And we have some of the
8 greatest neighborhoods in Florida right outside
9 of downtown, and they're simply not connected
10 to our urban transportation system.

11 And where you see development happening
12 that Aundra is working on, again, sort of just
13 outside the reach of our system, and that's a
14 real concern. So when we looked at where we
15 want to go to, this is not -- you know, this is
16 pretty self-evident, at some level. We need to
17 get to Riverside, we need to get to the sports
18 complex, we need to look at M.D. Anderson,
19 San Marco, and getting up to Springfield and
20 UF Health.

21 And so that's the overall system.

22 The other thing that we looked at when we
23 saw the desire for a loop that we saw in Miami
24 is, we came up with the concept of actually
25 adding a river crossing that connected the

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 Northbank and the Southbank, kind of in the
2 general area of the district and the sports
3 complex.

4 Now, obviously, we would have to identify
5 where does it really cross and -- and work with
6 property owners, but that would be certainly
7 something -- there is opportunity there. There
8 is a lot of public ownership that is -- that is
9 there that we could hopefully utilize.

10 So to get to the system that we want, we
11 need to determine what vehicle gets us there.
12 We looked at a lot of different options. One
13 of the key things is the -- the actual
14 structure you see today. You can see, this
15 actually has the guide beam. And you can see
16 how the vehicle sits on it. So it really
17 limits the vehicle choice unless you actually
18 modify the guideway, which is possible, but,
19 you know, it does limit -- even with the
20 modifications with vehicles you can -- you can
21 use.

22 We looked at infrastructure
23 considerations. We -- you know, obviously, we
24 have the elevated system we want to take
25 advantage of. We want to be able to connect.

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 You can see in Miami where -- and Aundra has
2 done some of this work in terms of connecting
3 their system to the -- to the developments.
4 Some of the things we need to think about
5 is, what do we do with -- if we get to the
6 ground level, how do you power it, how do you
7 interact with traffic, or do you have grates,
8 do you have separated lanes?
9 So you can see some of the different
10 options here. The zero bus there on the upper
11 right corner is in Louisville. It's an
12 inductive power -- electric battery, inductive
13 powered at the stations. Then you've got a
14 more traditional (inaudible)-type system where
15 you have an overhead with a streetcar.
16 And then for the dedicated lanes, you can
17 see that -- that lower is -- is actually the
18 limo system in Orlando where you can separate
19 and create a dedicated transit lane.
20 We met with vendors to look at what are
21 the different vehicle options. We looked at
22 really three sort of categories of vehicle
23 options. One was to just put a similar vehicle
24 on the existing beam, which can be done. We
25 looked at putting a new type of vehicle, like
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 the Miami vehicle, on, with a modified
2 guideway, removing the beam. We looked at
3 even, under that, putting in a PRT system that
4 may or may not require substantial
5 modifications to the guideway, and then we
6 looked at emerging autonomous vehicle
7 technology.
8 So we evaluated against a set of criteria.
9 Each one of the options was -- four options,
10 really, because PRT was included in that, and
11 we came up with our recommendation, which is to
12 pursue AV technology for the future of the
13 system.
14 The reason we chose that is because it's
15 the most flexible. It can operate elevated or
16 at the street level. It has the ability to
17 have some operational flexibility where you can
18 have single vehicles or you can have
19 multi-vehicle -- multiple vehicles operating as
20 a -- sort of a train set but be connected
21 virtually or a platoon.
22 It is -- one, it is the most
23 cost-effective option. It is the best approach
24 for extensions because we know that there are
25 places we need to get to that will be resistant
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 to the elevated structure and that enter -- you
2 know, especially the existing neighborhoods
3 around downtown, which we want to connect to,
4 but this gives us that flexibility to do that.
5 And we also see this as a unique
6 opportunity. We are so well-situated to be on
7 the front edge of AV deployment because, when
8 you look out today, in the next five to ten
9 years, what they're saying is, to get from
10 level 3, which is -- level 3 autonomy, which
11 is, I can drive in a car, but I still have a
12 wheel, and I have to take it over; to level 4,
13 which is, I don't have a wheel, I don't have a
14 driver, I can have a remote driver, you really
15 have to be in a controlled setting.
16 Well, we have that controlled setting.
17 And so for the near future, this is the kind of
18 place where autonomous vehicle technology can
19 be deployed. And so we're in a great place,
20 and we think we can attract a lot of interest
21 here.
22 There are -- and I want to share with you,
23 there are some examples -- I'll go quickly
24 through this -- of different AV transit
25 vehicles out there, and some have been out for
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 some time.
2 Now, you hear about Tesla and Google and
3 the companies like Ford and General Motors
4 investing in autonomous vehicles, but there are
5 some out there right now.
6 This is more of a personal, rapid transit
7 very -- a smaller vehicle. We haven't chosen a
8 vehicle. I think some people look at this, and
9 they say, well, that's just too small. It may
10 very well be too small, that's probably true,
11 but keep in mind -- I just want to show you
12 that the technology is out there.
13 This is in Heathrow Airport, been there
14 since 2013. This is the Olli, produced by
15 Local Motors in Maryland, and it's got IBM
16 Watson in the -- in the vehicle. So you can
17 kind of talk to it like it's -- like it's,
18 your, you know, Google Home or your Alexa, or
19 whatever, 3D printing technology, so it's
20 really kind of innovative. Again, it's a
21 little bit smaller.
22 By comparison, one single Skyway vehicle
23 of a two-car train -- the single vehicle is --
24 the two-car train is 56. So, you know, you're
25 talking about -- you know, about four of these
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

29

1 to almost get to that point. So -- so it is
2 smaller.
3 And our vehicle goes about 30 miles an
4 hour. These -- when you see some of these
5 videos, you'll go, oh, the vehicle's going
6 really slow. Well, it is, because it's not in
7 a setting that lets it go fast, but it has the
8 capacity to get close to where we are. And we
9 know we have to have an appropriate level of
10 speed and capacity.

11 The Navia vehicle is a little bit bigger.
12 They're actually doing some work with the
13 University of Michigan, and they had a demo in
14 Las Vegas over the -- they're in the middle of
15 a demo in Las Vegas right now.

16 Easymile is one that's kind of going
17 around the United States, and we're hoping to
18 get them to come visit us. Again, a little bit
19 smaller, but, you know, the technology is what
20 you're looking at.

21 And then the last one I want to share is,
22 2getthere. This vehicle is actually -- the one
23 on the bottom is at the Rivium Business Park in
24 the Netherlands. It started running in '99.
25 That vehicle has been in service since 2006.

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

30

1 They're -- they're working on the
2 third-generation vehicle, and they've got some
3 projects that they are hopefully going to
4 unveil soon that will demonstrate similar
5 capacity to what we're looking for.

6 With that, you know, our next steps are
7 going to be, obviously, get our board to give
8 us the go ahead to proceed with this
9 recommendation. We're going to develop the
10 State of Good Repair Program that allows us to
11 transition to the new vehicle, as well as, you
12 know, the actual development of the technology,
13 looking at operational enhancements, even
14 before we transition, and then individual
15 system expansion opportunities.

16 I wanted to share with you this one visual
17 because I know, at times, you look at road
18 diets. And you are looking at road diets in
19 Riverside, but, you know, when you look at,
20 like, Bay Street, could we -- you know, this is
21 just a concept. Could you re-envision Bay
22 Street? You've got how many -- you know, four
23 lanes. It's really wide. That right-hand
24 lane's actually 18 feet wide. It's not really
25 well-utilized. Can you rethink what that

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

31

1 corridor looks like? And it doesn't have to be
2 this, but it just gives you a sense.

3 You know, that Rivium Business Park is an
4 example. They actually had -- one of the
5 bridges is a single lane, but because they
6 can -- the vehicles can talk to each other,
7 they can use a single lane. And with sidings,
8 they can actually minimize the infrastructure
9 need. So that's kind of -- so you may not need
10 to do that on Bay Street, but in other places
11 you might. But it's something that -- as we
12 proceed in re-envisioning some of the
13 corridors, we would like to have the
14 conversation of the Skyway extension be
15 included in that.

16 And then, lastly, I wanted to show you
17 kind of the river crossing concept. The idea
18 of this is transit and pedestrians. The beauty
19 of that is that you could connect and create a
20 loop from a pedestrian standpoint and a transit
21 loop. And it's -- we call it the Skyway today,
22 but our program name is the U²C, which stands
23 for the Ultimate Urban Circulator. And that
24 will be sort of as we transition to the new --
25 the new Skyway. This is our program name. I'm

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

32

1 not sure what the ultimate brand is going to
2 be, but this is -- this is where we are
3 heading.

4 So, with that, I'm happy to take any
5 questions you have.

6 We do have a comment card, but I'm
7 pretty -- I don't think that's necessarily
8 appropriate here, but, of course, you can if
9 you want.

10 THE CHAIRMAN: Thank you. Wow. That's
11 kind of exciting, Brad. Thank you.

12 Let's go around. Anybody have any
13 comments?

14 BOARD MEMBER GIBBS: How soon will it
15 be -- will I be able to get on downtown and get
16 to the airport?

17 MR. THOBURN: Well, I mean, we -- timing
18 it -- timing and -- you know, it's funny
19 because where we are in the project -- it's
20 such a nontraditional project that, you know,
21 we're sort of early -- we've got the program,
22 but we don't have certain project level cost
23 estimates and timelines yet, because we really
24 need to dive in and begin that process. That
25 will be sort of a phasing and a more detailed

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 cost estimate.
 2 What we did from a cost standpoint is, we
 3 really compared the different options. So we
 4 looked at it and said, well, this is more cost
 5 effective. But until we get the actual project
 6 defined, we won't be able to tell you, okay,
 7 well, this is the range of the cost because --
 8 and you know the danger of that. You start
 9 throwing a number out, and that becomes the
 10 gospel. And so we're really not there in
 11 that -- in that process. We know this is a
 12 more cost-effective approach, but as we proceed
 13 down the road, we will be developing those cost
 14 estimates.

15 I will say, I think that the -- you know,
 16 the first thing is to do the conversion of the
 17 infrastructure, new vehicles, and probably tie
 18 that to the Brooklyn extension because that --
 19 you already have some infrastructure there.
 20 That's sort of the easiest. You know, it sort
 21 of makes the most sense, so you get some
 22 expansion right off the bat. So that's our
 23 thought process right now.

24 THE CHAIRMAN: Yes, sir.

25 BOARD MEMBER MOODY: Brad, have any of the
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

1 Riverside, it's easier because we're almost at
 2 the ground level. It's a little harder on Bay
 3 Street, so we're going to have to figure out a
 4 transition. And getting up north, into
 5 Springfield, we'll probably have a little
 6 easier track to get there.

7 So that's where I get to the point of, you
 8 know, the -- we really need to develop each one
 9 of the phases because there's going to be
 10 conversation of what's elevated and what's at
 11 grade.

12 BOARD MEMBER PADGETT: So it would use
 13 what's elevated now?

14 MR. THOBURN: Correct.

15 BOARD MEMBER PADGETT: And then you would
 16 dispose of the old and --

17 MR. THOBURN: Yes.

18 BOARD MEMBER PADGETT: Okay.

19 MR. THOBURN: And just put a new vehicle
 20 on it.

21 BOARD MEMBER PADGETT: And I assume you
 22 have to retrofit that entire --

23 MR. THOBURN: You do. And there's a
 24 couple key things that -- over the -- that will
 25 be part of our next phase because you've got to

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

1 right-of-ways been purchased for future
 2 expansion?

3 MR. THOBURN: No. No, we have not done
 4 any of that. And so that's a conversation we
 5 need to have; are we able to utilize existing
 6 right-of-way, or do we need to expand. That
 7 will -- that will affect how we go forward.

8 THE CHAIRMAN: Mr. Grey.

9 BOARD MEMBER GREY: No.

10 THE CHAIRMAN: Mr. Padgett.

11 BOARD MEMBER PADGETT: Are they proposing
 12 doing anything with the existing overhead train
 13 that we have now or are they just kind of -- it
 14 sounds like we're leaning toward ground-level
 15 transportation.

16 MR. THOBURN: No, we would use the
 17 existing overhead, but transition. So
 18 basically, the autonomous vehicles would
 19 operate elevated, and then we would come down
 20 to the ground level for extensions.

21 Now, not all the extensions would be at
 22 the ground level. For example, on the south,
 23 in San Marco, you want to get over the train
 24 track, or it wouldn't be practical to get to
 25 the ground level to get to M.D. Anderson. In

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

1 take the beam out, you've got to assess the
 2 crash-worthiness of the existing wall, because
 3 it's not really designed to keep -- because
 4 it's on a monorail. So it wasn't designed to
 5 keep a vehicle in.

6 And then you have to look at how do you --
 7 you line up and modify the guideway at the
 8 station so the platform lines up with the
 9 vehicle. Those are -- those are not
 10 insignificant issues.

11 BOARD MEMBER PADGETT: Yeah. Has anybody
 12 looked at the potential cost of doing that?

13 MR. THOBURN: That is what we're -- that's
 14 what we're doing.

15 BOARD MEMBER PADGETT: It seems like that
 16 could be a pretty good --

17 MR. THOBURN: It is.

18 So the conversion cost on the AV option is
 19 higher than -- obviously, than putting in a new
 20 vehicle, but the vehicles themselves are a lot
 21 less costly. The operating system and the
 22 ongoing O and M is less, and your extensions
 23 will be less costly. So, on balance, it's a
 24 much more cost-effective option, but you would
 25 have that conversion up front that's going to

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
 (904) 821-0300

37

1 be significant. That will be -- that will be a
2 cost that we have.

3 And, you know, it's kind of a broad range
4 right now, until you really get in and look at,
5 you know, where -- do you need to really
6 reconfigure the walls at all. They may be
7 sufficient, but that's the kind of stuff
8 that -- we need to do some structural
9 engineering and look at it.

10 THE CHAIRMAN: Still less than --

11 MR. THOBURN: It is. It is less.

12 You know, you kind of have to look at
13 it in its totality. The vehicles are
14 definitely -- you know, for example, our
15 vehicle today is -- is -- we got -- we got an
16 estimate that it would be about four to
17 four-and-a-half million for a new vehicle
18 versus the autonomous, which kind of runs
19 anywhere from 250,000 to a million. The
20 million is a bigger vehicle, but the 250- is a
21 smaller one. So, you know, you kind of get an
22 order of magnitude that -- you know, you need
23 more of them, but it's still a lot less.

24 THE CHAIRMAN: Ms. Durden.

25 BOARD MEMBER DURDEN: Thank you, Brad.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

38

1 It's very informative, and I appreciate
2 your time coming here today.

3 I just happened -- and really, this was
4 not planned, but I just happened to hand out to
5 the board members today an article about aerial
6 transit, basically gondola use, and it talks
7 about how that is being utilized in a number of
8 different cities, New York City, Albany.
9 They're also now investigating it in Miami,
10 Philadelphia, Boston, Baltimore, Chicago, D.C.,
11 and I was just curious whether or not JTA
12 looked at that topic.

13 And I'm -- I'll share with you the
14 article. And I know I haven't talked to you
15 about this in the past, but it's just -- I've
16 had a couple of people approach me and say, has
17 the DIA thought about this? And I, of course,
18 thought no, we haven't, but I wonder if JTA
19 has.

20 MR. THOBURN: We actually -- we did
21 bring -- one of the vendors that we brought in
22 did use that tech- -- was -- was not
23 necessarily a gondola, but a cable car. That
24 includes -- gondolas are cable driven. So it
25 was the technology. And so there were folks
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

39

1 that had done cable cars and gondolas and
2 others.

3 And it's interesting, some of the
4 technology that you see in some of the airport
5 people movers is cable technology.

6 BOARD MEMBER DURDEN: Right.

7 MR. THOBURN: So we looked at it. It
8 really wasn't practical for ours, but it's
9 something that places are looking at. You
10 know, you would -- you would essentially be
11 scrapping the system we have today.

12 BOARD MEMBER DURDEN: I guess I wasn't
13 thinking so much of scrapping our system. I
14 was thinking about supplementing the system,
15 especially when we start talking about, you
16 know, where our expansions are going to go.

17 Are there opportunities for aerial --
18 aerial transit as opposed to either on the
19 ground or extending the Skyway as we know it?

20 MR. THOBURN: Yeah. I don't think -- you
21 know, we won't simply abandon the idea that
22 we're going to have elevated extensions. We
23 just know that there are places that it's not
24 either cost effective or practical.

25 I mean, to get into some of the
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

40

1 neighborhoods we want to reach, it's going to
2 be very hard to do in an elevated system. So
3 that was part of our consideration too. Like,
4 I don't see it going -- you know, as a
5 practical matter, we want to get into
6 Springfield and we want to get into San Marco.
7 You're going to really be able to have an
8 elevated system there.

9 BOARD MEMBER DURDEN: Well, I'll share
10 with you the article.

11 MR. THOBURN: Yeah. No, there are some
12 places to look at.

13 BOARD MEMBER DURDEN: And then the very
14 first paragraph talks about crossing the
15 Hudson. So --

16 MR. THOBURN: Yeah. There are some --

17 BOARD MEMBER DURDEN: The Hudson River.

18 MR. THOBURN: There are some real benefits
19 to being elevated. There's no doubt about
20 that, so ...

21 THE CHAIRMAN: Okay. Mr. Barakat,
22 Mr. Moody had -- if you -- do you have any more
23 comments?

24 BOARD MEMBER MOODY: Well, just a comment.
25 Now that I live on the Southbank, and my
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

41

1 offices are in the Aetna Building, there's
2 actually a Skyway expressway loading dock
3 there. And once you get used to it, it's
4 really convenient. You think about having to
5 come downtown and park, I mean, that's not a
6 consideration anymore. So it would be really
7 nice, as this city expands, if we could make a
8 system work.

9 BOARD MEMBER BARAKAT: Just one quick
10 comment. Thanks for coming today, Brad.
11 Communication between authorities is always
12 important. So thank you.

13 It sounds like, based on funding
14 constraints, we may have to make a decision as
15 a community, like you alluded to in the
16 surveys, whether we go into Riverside first or
17 San Marco, or -- you know, if we have to go two
18 different directions, we may have to make a
19 choice, correct?

20 MR. THOBURN: Correct.

21 BOARD MEMBER BARAKAT: So I think this
22 board will want to weigh in on a preference,
23 based on our own development patterns we are
24 seeing in our own CRA plan. When do you think
25 is the appropriate point in time, that's not

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

42

1 too far ahead and not too late, to weigh in?

2 MR. THOBURN: Well, obviously, the sooner
3 the better, but we will be entering -- you
4 know, our initial focus was going to be on
5 the -- I mean, Five Points to the sports
6 complex, which we saw a consistency with the
7 DIA plans, but we want to get your feedback for
8 sure.

9 I know there's some -- and, Aundra, we've
10 had some conversations about, you know, do you
11 look at Springfield or something like that
12 where you say, well, I know we have built-in
13 ridership there, is that sort of -- you know,
14 if you consider hitting a home run, maybe we
15 need to look at that because we know we can
16 connect to Brooklyn. So we definitely -- we
17 definitely want that.

18 We're going to -- as we -- but one of the
19 things we're going to do is position all of the
20 projects to move forward, at least within
21 this -- the traditional state and federal
22 funding programs. And so we want to have some
23 level of flexibility to say, okay, we're going
24 to move forward and position each one, but they
25 may not all go forward at the same time, but if

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

43

1 something happens in -- on the Southbank or in
2 San Marco or in Springfield that creates a
3 unique opportunity for us to partner and
4 accelerate that, we want to have some
5 flexibility there.

6 So what we're thinking is -- we have a
7 priority right now, in our mind, is that
8 east-west corridor on the Northbank, but it can
9 change, and we want to have that flexibility.
10 I don't know if that helps, but we definitely
11 want your feedback.

12 BOARD MEMBER BARAKAT: It sounds like it's
13 a little early is what it sound like.

14 MR. THOBURN: It is a little bit.

15 BOARD MEMBER BARAKAT: Yeah, yeah.

16 MR. THOBURN: But Aundra is good about
17 sharing the view of your organization, so ...

18 BOARD MEMBER BARAKAT: Thank you.

19 THE CHAIRMAN: Mr. Meeks.

20 THE VICE CHAIRMAN: No comments.

21 Thank you.

22 BOARD MEMBER HARPER-WILLIAMS: Nothing.

23 THE CHAIRMAN: Okay. Brad, always, thank
24 you.

25 MR. THOBURN: Thank you. Appreciate it.

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

44

1 THE CHAIRMAN: You're a great
2 communicator. And it is -- like Oliver said,
3 it's great for the authorities to keep on the
4 same page, and we appreciate it, and we will --
5 we will have an opportunity to opine. We look
6 forward to it. So thank you.

7 MR. THOBURN: Thank you.

8 THE CHAIRMAN: With that, we did have a
9 speaker who wanted to speak on the Skyway. I
10 don't see him out there. Mr. Jackson is not
11 here.

12 MR. JACKSON: Yes, he is.

13 THE CHAIRMAN: Oh, I'm sorry.

14 Mr. Jackson, please step forward. You have
15 three minutes.

16 Could someone start the timer when he ...
17 (Mr. Jackson approaches the podium.)

18 THE CHAIRMAN: I missed you, Mr. Jackson.
19 I'm sorry.

20 MR. JACKSON: That's all right. I
21 wouldn't have let you get away with it.
22 Dick Jackson, 4426 Rochelle Street.
23 You know, this is one of the things I do
24 feel quite passionate about, is the Skyway, and
25 I did go to the meeting last night. You know,

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 I'd kind of guess maybe 70 people, not because
2 of lack of advertising and awareness, but there
3 is -- I think there's more to do with apathy
4 because of lack of knowledge of the potential
5 of what the transit system downtown can do for
6 Jacksonville. I think, you know, hand in hand
7 with the residences, like transit-oriented
8 development, it's going to be a big boost
9 because we need the residences. And it's an
10 incentive for the developers to be able to
11 build these residences around stations and take
12 advantage of the connectivity to things.

13 I don't have a problem with the extent of
14 the extension going out in different areas, but
15 one of the things that bothers me is that there
16 isn't more consideration for these smaller pods
17 which can and should stay elevated. You know,
18 we're talking a pod one to three people. You
19 might end up with two or three hundred pods,
20 you know, but the price per pod is certainly
21 not the same as these monster things that are
22 the alternative.

23 It -- if you bring it down to ground
24 level, you've got a -- you have created a whole
25 can of worms with, you know, everything. And

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 the right-of-way is easier with the smaller
2 vehicles. And using the existing Skyway, it's
3 easier to put these pods on the existing Skyway
4 and retrofit it that way, but the cost of the
5 extension is the big thing.

6 The smaller the vehicle, the lighter the
7 infrastructure needed to support it and the
8 spans and everything. And talk about intrusion
9 into places like San Marco and stuff like that,
10 you can -- you can actually kind of, you know,
11 wind your way down very unobtrusively and end
12 up, you know, not getting the resistance you
13 might than if you tried to, you know, go on the
14 ground or did bigger vehicles.

15 And I'm looking at my notes here now. I
16 just -- I just can't emphasize enough that
17 coming down to grade is going to be inefficient
18 and expensive more so than keeping it elevated.
19 And this is -- you know, this is not rocket
20 science either. Okay? I have passed out
21 copies of my thing here which are available to
22 anybody in the audience also.

23 THE CHAIRMAN: Thank you, Mr. Jackson. We
24 appreciate your input.

25 MR. JACKSON: Thank you.

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 THE CHAIRMAN: Thank you.
2 Okay. With that, we're back to the Chief
3 Executive Officer report.

4 Mr. Wallace.

5 MR. WALLACE: Yes. Mr. Chairman, I'm
6 going to ask Ryan from Vestcor to come forward
7 and give us a quick overview on LaVilla Lofts.

8 THE CHAIRMAN: And this will include --

9 MR. WALLACE: Lofts of LaVilla. I'm
10 sorry.

11 THE CHAIRMAN: This will also include his
12 public request card, so ...

13 (Mr. Hoover approaches the podium.)

14 THE CHAIRMAN: Ryan, how are you?

15 MR. HOOVER: I'm well. Thank you.

16 Ryan Hoover, 3030 Hartley Road.

17 I did want to give everyone a quick update
18 on two things. First, the Lofts of LaVilla.

19 If you have driven by, you've seen that for a
20 while we have had many, many mounds of debris
21 and environmental dirt. It's all gone now.

22 Took off about 4,000 tons of debris, bricks,
23 and -- you name it, we found it, and they have
24 just now started pouring the footers for the
25 (inaudible).

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 If you remember, this is a five-story. So
2 the first elevated floor will be concrete, then
3 we'll have four floors framed above that. So
4 we're hoping to finish the podium in March and
5 at that time begin framing. So that's coming
6 up quickly and still on target, October, but I
7 think it can be done a lot faster than that,
8 hopefully. We'll see how it goes.

9 The other update was -- if you remember
10 the last meeting -- or two meetings ago, y'all
11 approved the local government match for the --
12 we were competing for the loan from
13 Jacksonville Housing Finance Authority, and we
14 were successful in getting the other half. We
15 did put in an application to Florida Housing.
16 So we were the only application in Duval.

17 Actually, we had a backup. We resubmitted
18 as well. So there's only two for Duval. If
19 everything goes as planned, we should get that
20 funding and move forward around March.

21 Right now, it is -- there's a holdup.
22 There's some litigation by other parties, not
23 us, on the RFA, but otherwise we're moving
24 forward. We're doing full design, and we're
25 going to be starting the DDRB process hopefully

Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

49

1 at the end of February or March in spite of
2 that.
3 THE CHAIRMAN: Very good.
4 MR. HOOVER: All right. Thank you.
5 THE CHAIRMAN: Thank you. Great to see
6 that progress as you drive by.
7 MR. WALLACE: Mr. Chairman, Karen just
8 passed our to you some financial documents. I
9 kind of went over the top document with Vice
10 Chairman Meeks yesterday. So I'm just going to
11 cut to the chase.
12 It says, DIA FY 2016/2017 Adopted Budget.
13 The total budget is 1,556,758 million. That's
14 our administrative budget. So to the -- to the
15 right of that, I've kind of got this broken
16 down into first quarter, second quarter, third
17 quarter and fourth quarter. Well, first
18 quarter will have ended for us in December. So
19 we were having an expenditure of 238,411. So
20 basically, when you break things down to a
21 quarter, we should have been spending 389,000.
22 So we're \$150,00 under for that particular
23 quarter.
24 What you will see -- that's normally a
25 trend for us. As we start slow, spend a lot
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

50

1 later on because a lot of our expenditures are
2 in professional services. So we have a -- have
3 an RFP on the street for design standards.
4 That should come back in on the 21st of
5 January. So we will be making a decision about
6 who would do that work for us. That's going to
7 eat up a chunk of the Professional Services
8 agreement.
9 We've got the Riverplace Boulevard road
10 diet as well as the -- I'm sorry, the LaVilla
11 development strategy that we're still
12 negotiating the contract. We should get that
13 under contract and then be able to spend those
14 funds hopefully by September 30th of this year,
15 as well as the Brooklyn --
16 MR. DALY: Riverside.
17 MR. WALLACE: -- Riverside road diet, and
18 spend those -- spend that money by September.
19 So we start slow, have a lot of
20 expenditures that we're going to make up
21 through the actual year itself. And we're
22 going to be going back out on the street here.
23 Hopefully, in the month of February, I'll bring
24 to you a scope of services for a parking study
25 equally as well.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

51

1 So, right now, there's nothing that alarms
2 me in terms of -- from an expenditure
3 standpoint today.
4 All right. Just for informational
5 purposes, I provided you two documents to get
6 you ready. I hate to say that. It's January,
7 which means that I'm two months away from being
8 entrenched into the City's budget process. So
9 this is where we kind of really left off, at
10 the Southside TID, as well as the Northbank
11 TIF.
12 So what I did is, I've kind of -- on this
13 one, for the Southside, which says "SF 182" in
14 the top left-hand corner, you see what the
15 budget is for this current fiscal year,
16 \$3.7 million. I lay out all of our operating
17 expenditures.
18 You will note that I have gone ahead and
19 put in Ventures Apartments, in terms of -- from
20 the expenditure side, and that REV Grant
21 starting in fiscal year '18-'19 with 407,652
22 being paid out.
23 You will also note that proposed revenues
24 start that year also from that particular
25 project in '18 and '19. I kind of try to do
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

52

1 some projections going forward. This will be
2 subject to change before we get to April and
3 begin these conversations as a board, but I
4 just want to let you know where we are.
5 And I've also gone ahead and put in, in
6 the operating expenditures, One Call, which is
7 what we agreed to table till next month, but
8 you see me begin to start phasing in that
9 hundred thousand dollar expenditure equally as
10 well.
11 The good news is the following: That this
12 current fiscal year, by the time it ends, we've
13 got \$134,000 that we're going to have to
14 definitely --
15 MR. DALY: Program.
16 MR. WALLACE: -- program, because this
17 134,000 came in as a debt repayment. That came
18 in -- which one? It was the Hilton?
19 MR. DALY: It was the final Hilton
20 payment.
21 MR. WALLACE: Yeah, the final Hilton
22 payment. So we've got 134,000 to play with.
23 We've got to put it somewhere, and we need to
24 do that by September. We definitely need to do
25 it by September 1 so it gets into this -- to
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 the budget process itself.
2 So you will have -- if you look at what
3 we've got to deal with for '17 and '18, you see
4 that number down in the bottom, unallocated
5 funds, we're projecting already, we're going to
6 be at about \$1.7 million that we're going to
7 have to determine where we're going to put that
8 in terms of the projects.
9 And there's one large-scale project that's
10 hanging out there that we're negotiating a
11 development agreement on that hasn't come to us
12 yet. So I just need you to understand and
13 don't panic just yet, thinking that we just --
14 you know, what are we going to do with this
15 money. We always have something to do with
16 this money. Okay? So that's on the North- --
17 that's on the Southbank. I'm sorry.
18 On the next sheet, what we did is, we
19 rolled the two TIFs together and just said
20 Northbank TIF. And you see, for '16-'17, the
21 total revenues is roughly 7. -- \$7.7 million.
22 What we did do in operating expenses is, we
23 went ahead and rolled in the 200 Riverside REV
24 Grant.
25 And you will notice in fiscal year
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 '19-'20, we start paying out 370- -- 373,964 in
2 terms of, that will be the first payment coming
3 in '19-'20, providing that they move forward
4 and get their construction going in '17,
5 concluding in '18, so this can come online for
6 payment in '19 and '20. That's the only one --
7 new project that we have rolled in thus far.
8 So you will notice that there is no
9 unallocated funds for the actual Northbank
10 itself.
11 So, Mr. Chairman, that's my financial
12 report. Right now, this is the activity with
13 regard to the TIFs. This will change, and we
14 will be back having much more comprehensive
15 conversations with regards to these two --
16 these three TIFs, but these two documents, come
17 late March or early April.
18 Also, I did have an opportunity to talk to
19 Mr. Meeks briefly with regard to audited
20 financial statements. If he cares to share
21 anything this month, or if you would like to
22 share it next month, it's up to you, sir.
23 THE VICE CHAIRMAN: More so next month,
24 but just a little bit, I did intend to have
25 this done by this meeting, but it will have to
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 be the next meeting.
2 At any rate, I have looked at the audited
3 financial statements. You know, there's
4 substantial numbers that we're paying out for
5 these parking garages. And probably, the
6 single number that I was most interested in
7 were these so-called related party
8 transactions.
9 And so there's about a couple hundred
10 thousand dollars in each of the two audit years
11 of both related party transactions. So I'm
12 going to help Mr. Daly devise some questions
13 about those amounts, are they arm's length, how
14 would you determine that.
15 And then the next thing I need to do --
16 and it's going to take a little bit of time --
17 I want to -- I was going to do this yesterday,
18 but Mr. Daly and I ran out of time -- is, I
19 want to take our payment format or schedule, or
20 however we do that, with the contract and with
21 the financial statements and make sure that I
22 can follow all of that logically because
23 these -- these numbers, you will see for the --
24 we're getting hit to the tune of almost
25 \$4 million for these parking garages.
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 So hopefully, between now and when we meet
2 the next time, I will have gone through those
3 two steps. Maybe we'll have an answer from the
4 owners about the related party transactions,
5 and I'll have a better understanding just
6 mechanically how the contract -- now that we
7 have -- you remember, they had not turned in
8 audited financial statements for several years,
9 as they are required to do per the terms of the
10 contract.
11 So I intend to audit the financial
12 statements, the contract, and the format we use
13 to calculate what we owe. I want to make sure
14 I can understand that and then report back to
15 our board.
16 MR. WALLACE: Mr. Chairman, we're fully
17 managing this now. So what may not have been
18 requested in the past, et cetera, we now have
19 complete control of the files. And we've
20 worked very well with the owners of the
21 garages. When needed, they've gotten us the
22 information that we've requested. I think it
23 was just a matter of lack of communication --
24 by not the Downtown Investment Authority --
25 with the actual owners before with regards to
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

57

1 information, but there's no communication gap
2 right now.
3 That's what really happened in the last
4 budget process, where a payment didn't get
5 paid, so there was nobody talking to them. And
6 we arbitrarily assumed, since someone else was
7 managing the file, that they had communication,
8 but we've closed that loop right now.
9 Mr. Chairman, I have no other comments,
10 but if there's individuals that want to talk
11 about either one of the TIFs or the
12 administrative budget, I'll entertain your
13 comments right now.
14 THE CHAIRMAN: Any members have any
15 questions of our chief executive officer?
16 Mr. Gibbs.
17 BOARD MEMBER GIBBS: So there should be no
18 problem with oversight like at the JEDC?
19 MR. WALLACE: No.
20 THE CHAIRMAN: Mr. Padgett.
21 BOARD MEMBER PADGETT: No.
22 THE CHAIRMAN: Mr. Grey.
23 BOARD MEMBER GREY: No.
24 THE CHAIRMAN: Ms. Durden.
25 BOARD MEMBER DURDEN: I just want to say
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

58

1 thank you to -- to Aundra Wallace and his
2 staff. This was something that was very
3 important to the board.
4 And I also just want to say thank you to
5 Mr. Meeks for taking the time. That payment
6 schedule is going to be very important, and I
7 really appreciate you taking the time to look
8 at that.
9 THE CHAIRMAN: Thank you.
10 Mr. Moody.
11 BOARD MEMBER MOODY: No comment.
12 THE CHAIRMAN: Mr. Barakat.
13 BOARD MEMBER BARAKAT: Not to point out
14 the obvious, but on the Northbank, I mean, you
15 can -- we can all see that the loan -- the loan
16 amount, which is really the deficit, it is
17 growing year after year until about 2019 and
18 '20, where it stabilizes and then decreases.
19 And so this is a real burden in our
20 ability to do anything on the Northbank. We're
21 going to -- this is our only source of revenue
22 for the DIA. And once we burn through the
23 Downtown Economic Development Trust Fund --
24 which is down to less than two million?
25 MR. WALLACE: Correct.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

59

1 BOARD MEMBER BARAKAT: We are out of
2 ammunition. No one's here right now that I
3 know, so we can speak a little more freely.
4 We're essentially out of ammunition on the
5 Northbank.
6 So I'm wondering -- this is an idea.
7 Since the Southbank has a significant
8 surplus -- and I understand there's a large
9 project that's being negotiated, but one
10 hypothetical is that, if that project doesn't
11 come together because of the economy or as
12 years go by, if we can inquire about those
13 unallocated funds going back into the General
14 Fund and striking a deal with the General Fund
15 in City Council to help the Northbank.
16 I'm just throwing that out there as an
17 idea. Okay? And I know it has a lot of
18 political baggage, but looking forward, most of
19 the dollars we need for this board are needed
20 on the Northbank. And it doesn't take a rocket
21 scientist to figure out, we don't have a lot of
22 resources. So I just throw that out there as
23 potential fodder in the future.
24 MR. WALLACE: Mr. Chairman.
25 THE CHAIRMAN: Mr. Wallace.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

60

1 MR. WALLACE: I'll let Mr. Grey go and
2 then I'll ...
3 BOARD MEMBER GREY: I just want to
4 piggyback off of what Oliver was saying, but I
5 also want to add this to say, maybe even
6 looking at the parking revenues that we're
7 getting as well to probably use as an
8 opportunity to allocate for additional projects
9 on the Northbank because, I mean, according to
10 this statement we're broke.
11 So, you know, we are so restrictive on how
12 we can spend money on different pots and it has
13 so many rules around it that really restricts
14 us from doing any additional projects for
15 growth. And I think if we, you know, can put
16 it on the floor to have a discussion about it,
17 it would be great for us to see what we can do
18 to help alleviate some of this and even pay off
19 some of the COJ's debt.
20 MR. WALLACE: Mr. Chairman --
21 THE CHAIRMAN: Thank you.
22 MR. WALLACE: -- if you -- if you just
23 take garages and you just take the complete
24 debt service down here, you're at \$8.6 million
25 annually that you don't have. Nothing else
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

61

1 really to talk about.
2 If you had 8. -- if you had this
3 \$8.6 million and got bonding capacity of three
4 times that, you know, you're looking at a
5 minimum of 25 -- \$25 million. I'm telling you,
6 I'm being ultraconservative when I say
7 25 million. The number is probably more
8 \$35 million, easily. So until we fix this and
9 we talk about this in our -- in our office, it
10 does impede our ability to do things.
11 I'm going to say this: That's going to
12 take some real negotiations. And not that I'm
13 not a good negotiator, but the minute that you
14 allow money to go back to the General Fund,
15 then you no longer have the ability and say-so
16 where that money goes, then you've got to ask
17 for what you just gave them back.
18 So keep that in mind, what I just said.
19 If there's -- once it goes into the General
20 Fund, they've got plenty of other projects
21 about what they want to plug that needs to get
22 funded. So you have to keep that in mind if
23 that's a strategy that we want to go down.
24 BOARD MEMBER BARAKAT: Just to respond,
25 yeah, I would never, ever consider it going
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

62

1 into the General Fund without there being a
2 prior agreement that it be reallocated to
3 settle debts of the Northbank. And mechanics
4 aside, I get it.
5 MR. WALLACE: Okay.
6 BOARD MEMBER BARAKAT: But we have a -- we
7 have money where -- you know, a lot of money
8 coming down the pike where we may not need it,
9 depending on some pending projects. We have a
10 significant deficit where -- we're
11 significantly near.
12 MR. WALLACE: Through the Chair, I don't
13 mean to monopolize this conversation. You've
14 got to be careful also with regards to that
15 because the counterargument is going to be,
16 well, the TIF isn't needed any longer. And
17 then they would want to have that push of
18 trying to terminate the TIF early. So then you
19 do that, then you don't have that particular
20 money to try and negotiate with.
21 So it's not that I haven't thought about
22 what you're saying. I'm into the point of
23 what's the chess game. You know, it's a chess
24 match I've got to play with regards to how
25 we're going to try and negotiate this piece.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

63

1 THE CHAIRMAN: We'll have further
2 conversations about that.
3 MR. WALLACE: But during the budget --
4 during the budget process and whoever is on the
5 budget committee, you know, we really need to
6 think about just that. That is the reason why
7 I tried to go to the State last year, to get
8 money to have a down payment assistance
9 program, to help 11E and the Carling go to --
10 move towards condos, because if I do that, then
11 right then and there, I alleviate, you know,
12 11 East of about \$1.3 million and the Carling
13 of \$2.1 million. We alleviate that payment if
14 they went condo, so ...
15 BOARD MEMBER BARAKAT: I didn't mean to
16 get in the weeds.
17 MR. WALLACE: Yeah.
18 BOARD MEMBER BARAKAT: You're probably
19 thinking that, I get it, but I just think as a
20 board --
21 MR. WALLACE: Yeah.
22 BOARD MEMBER BARAKAT: -- we need to start
23 thinking about dollars in the next three years
24 because it's not as plentiful as it was a few
25 years ago. Not that we ever had a lot, but
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

64

1 it's starting to deplete.
2 MR. WALLACE: We need to start that
3 conversation this year because next year is
4 going to be critical because, as we have other
5 deals like Vestcor is trying to do, we're
6 trying -- remember, now, we assisted with JU
7 coming in downtown.
8 Those type of projects, while we sit and
9 we wait and we want them, the big home run --
10 you know, we've been successful as an
11 organization with singles, doubles and triples.
12 If we can't -- if we can't get on base with
13 anything -- you know, we don't need that
14 conversation about relevancy to begin to creep
15 in if we don't have the ability to make
16 investments.
17 BOARD MEMBER MOODY: And I guess with all
18 that said, that's why time is of the essence
19 while we're still in a good market.
20 THE CHAIRMAN: Right.
21 Mr. Meeks.
22 THE VICE CHAIRMAN: I know we talked about
23 this a little bit and I know there are
24 political sensitivities around this. Clearly,
25 if there is some way we could get this, round
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

65

1 numbers, \$4 million of these parking garages
2 off our sheet, that would be huge.
3 So subject to those sensitivities, I think
4 that needs to be -- not today in detail, but
5 that needs to be a subject for conversation.
6 THE CHAIRMAN: Right.
7 Ms. Harper-Williams.
8 BOARD MEMBER HARPER-WILLIAMS: I don't
9 have anything.
10 THE CHAIRMAN: Okay. Thank you.
11 Any other -- any other comments?
12 BOARD MEMBER DURDEN: Just real quick, the
13 only thing that -- I would like to kind of, you
14 know, tie the conversation.
15 I think Mr. Grey had a great idea about
16 maybe having a workshop. And I'd like to hear
17 more about, you know, the -- how to address
18 some of these things, like the parking revenue.
19 I think that you are ideally suited for helping
20 us work through some of those issues. I'd like
21 to hear about Mr. Meeks' work because I think
22 that those things will then inform us.
23 You just said, Aundra, that we've only got
24 a couple of months before we really need to
25 start. You know, you're going to be embroiled
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

66

1 in the budget. So I'd like to see us try to
2 schedule a workshop.
3 MR. WALLACE: Okay. We'll poll you and
4 get back with you on that.
5 THE CHAIRMAN: Okay. Moving on, DDRB
6 briefing, who -- Jim, have you got an update?
7 MR. KLEMENT: Again, very briefly, yes,
8 sir. You heard portions of the dialogue and
9 you saw some of the project that will be coming
10 to you.
11 DDRB is meeting tomorrow at 2:00 p.m.
12 They will be meeting on the first floor of this
13 building, and there are two action items that
14 they will be addressing. One is the Ventures
15 that you saw. It's a conditional approval, and
16 they took to heart a lot of the leadership
17 direction that the DIA provided, along with
18 Mr. Wallace's reconciliation before those
19 members, and when they left -- and the part
20 that they distributed to us, we think, has come
21 a long way.
22 And the second item is the Jacksonville
23 Regional Transportation Center, which is the
24 next phase of the master plan in the LaVilla
25 area, near the Prime Osborn Center. The first
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

67

1 phase was the Greyhound relocation. So now
2 this is the -- actually, the admin building and
3 the bus transportation system, and they look
4 like they've got a very nice project. Again,
5 these are conditional, so they will be
6 receiving comments.
7 As you indicate, Mr. Bailey, any -- any
8 board member that would like to participate,
9 please do. You should be getting these
10 packages in the mail beforehand, so please
11 either communicate with us or attend the
12 meetings.
13 That's where we're at.
14 THE CHAIRMAN: Very good. Thank you.
15 How about any old business? Do we have
16 any old business?
17 MR. WALLACE: Mr. Chairman, Mr. Meeks and
18 I have been discussing the last 30-plus days --
19 he was either assigned or volunteered on the
20 topic with regards to addressing homeless with
21 regards to downtown. We had conversations with
22 the administration and they are also addressing
23 this issue equally as well.
24 So what they have asked us to do is allow
25 them to continue with their conversation with
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

68

1 individual providers and then come up with a
2 strategy with regards to how to engage the
3 public, and then they want us to play that
4 particular role on the public engagement piece.
5 And Mr. Meeks did a great job of meeting
6 with various providers over the last 30,
7 45 days. So we don't want that work to go
8 unnoticed, but we need to let the
9 administration do what they're doing.
10 City Council already has somebody assigned
11 to the homeless, which is Councilman Newby. So
12 at some point in time, we need to make sure
13 that all parties are rowing, rowing on the same
14 direction on this boat as we begin to address
15 this particular issue.
16 THE CHAIRMAN: It's nice to see the
17 interest in the -- all of them involved. We
18 just need to make sure we are plugged into it,
19 and Mr. Meeks is plugged into it.
20 THE VICE CHAIRMAN: Until we had that
21 comment or directive from the administration --
22 and it may turn out that we get to do something
23 like this because I do think the administration
24 realizes the need for some public-type
25 meetings.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 So just very briefly, what I envisioned,
2 based on having half a dozen or so either phone
3 conversations or meetings with two different
4 executive directors of facilities downtown,
5 also with a person who works for the Mental
6 Health Resource Center and also with Jackson
7 Short, who is the Zone 1 commander, and he was
8 going to bring one of the administrative people
9 from the jail -- that I envision having several
10 public workshops where it had at least one, if
11 not two people to -- subject matter experts at
12 each of those.

13 And the notion would be -- at least as I
14 have envisioned it, and this is subject to
15 change based on what comes from the
16 administration -- is that the person would give
17 a history of sort of how we got to where we are
18 in their particular field, where we are now,
19 where they thought we were going, which a lot
20 of that has to do with where the funds are
21 going to be coming, what -- some areas are more
22 popular now in terms of getting funds than
23 others. And then how does that fit with our
24 goal of revitalizing downtown.

25 So, you know, one of my goals in this was
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 to hopefully have people working in this
2 industry think not just about the services they
3 are providing to their -- to their clients or
4 patients, as the case may be, but also, how
5 does that -- how can that be done in a way that
6 is not perhaps as contradictory as it has been
7 and us revitalizing downtown.

8 And by and large, I've been pleased with
9 the conversations I've had. Oftentimes I got a
10 lot of pushback. I really felt like I had some
11 good conversations with the different people
12 involved, so it was -- it has been encouraging.

13 THE CHAIRMAN: Thank you, Mr. Meeks.

14 Okay. Any other old business?

15 BOARD MEMBERS: (No response.)

16 THE CHAIRMAN: Any new -- I'm sorry.
17 Mr. Gibbs.

18 BOARD MEMBER GIBBS: The bids come in for
19 the shipyard in March?

20 THE CHAIRMAN: March 8th.

21 BOARD MEMBER GIBBS: Thanks.

22 THE CHAIRMAN: Sorry. March 8th.

23 Any new business?

24 MR. WALLACE: Mr. Chairman, I'll defer.

25 THE CHAIRMAN: Yes, Ms. Durden.
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 BOARD MEMBER DURDEN: I actually don't
2 know if this is -- it's kind of old business,
3 but I know this board, in the past, has
4 talked -- a couple of times we've been in some
5 situations where we've been asked to allocate
6 development rights and -- and yet, the project
7 hasn't finished going through DDRB for
8 conceptual design.

9 And I would -- and we have -- and I
10 wonder -- and there's been discussion on the
11 board -- whether or not that puts us in a
12 position of losing some leverage when we are
13 talking about either the allocation of
14 development rights, a REV Grant in the design
15 and how those fit together.

16 And I recognize that the DDRB is the
17 primary body who's in charge, but does -- what
18 I'd like the board to think about -- and maybe
19 we can think about trying to figure out how to
20 do this. Maybe it's, we add it to a workshop
21 topic, we add -- where we're not making any
22 decisions, but we have an opportunity, really,
23 to talk through that issue, because what
24 concerns me and -- is that, are we putting
25 the -- when we make those decisions, based on
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 timing, are we putting the DDRB in an awkward
2 position? Are we losing -- are they losing
3 leverage when we make decisions first, or are
4 we losing leverage, you know? And really, of
5 course, the "we" is the City.

6 So I just want to throw that out there. I
7 know that I've had a couple of conversations
8 with Aundra. Sometimes we seem to say one
9 thing, another time we seem to say another
10 thing. I think it's something for us to
11 consider kind of from a -- from a global
12 perspective. When do we want to take up those
13 decisions and how do we coordinate that and
14 give some direction to staff?

15 So it's just something for us to be
16 thinking about. Maybe we tack it on to, you
17 know, a workshop that Mr. Meeks leads for us,
18 and I just think it's something that we should
19 consider, a bigger perspective.

20 THE CHAIRMAN: Yeah, we discussed it and
21 we've talked about the timing a little bit
22 because, actually, they meet after us. And it
23 can be as simple as changing the timing of the
24 meetings. And remember, they always have
25 conceptual and final, or should. Occasionally,
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

73

1 it's -- it's conceptual and final.
2 So there's opportunity. And we have the
3 opportunity for us to attend and be a part of
4 those meetings, but it could be as simple as
5 just moving those meetings around a little bit,
6 change the timing of the application.
7 MR. WALLACE: Mr. Chairman, we'll kick
8 that around internally, but if we do have a
9 workshop, I would prefer it be called a real
10 estate development process workshop that is
11 joined --
12 THE CHAIRMAN: Right.
13 MR. WALLACE: -- between DIA and DDRB and
14 hash out the discussion. Guy, Jim and myself,
15 we'll kick that one around.
16 THE CHAIRMAN: Okay.
17 MR. WALLACE: And I do have one thing in
18 terms of new business. For February, from a
19 board meeting standpoint, to get to this
20 particular project that we tabled, could you
21 look at a February 1st date and who's available
22 and who's not? So we've got eight out of nine
23 people here, and I'd like to try to get
24 February 1st nailed down because the regular
25 board meeting, it looks like it would be on the
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

74

1 15th, and that's -- that's a tough week for me
2 and also, Mr. Chairman, for you.
3 Since we talked about it, we were going
4 to -- both won't be available at all that
5 particular week. So if I'm going to --
6 depending upon what our workload is looking
7 like, I may just have that February 1st board
8 meeting, and then we just come back in March
9 for the next actual board meeting. I want to
10 get this particular project on the table,
11 discussed and hopefully approved.
12 THE CHAIRMAN: How does everyone look for
13 February 1? An accelerated meeting, but we'll
14 be able to take care of this one resolution we
15 tabled.
16 BOARD MEMBER GIBBS: Can we do it in the
17 morning?
18 MR. WALLACE: I'm comfortable with that.
19 BOARD MEMBER MOODY: I'm good.
20 BOARD MEMBER PADGETT: I'm not. I'm not
21 good.
22 THE CHAIRMAN: Ms. Durden?
23 BOARD MEMBER DURDEN: I'm good morning or
24 afternoon. I had a cancellation.
25 THE CHAIRMAN: All right. We could
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

75

1 probably do that if we need to.
2 MR. WALLACE: So of the eight present,
3 seven individuals are good. Mr. Padgett has a
4 conflict that day. And I'll check with
5 Mr. Grey, but, right now, if seven of you are
6 available, then I'll set the meeting for that
7 date.
8 And you prefer the morning?
9 BOARD MEMBER GIBBS: I have to be
10 somewhere in the afternoon out of town.
11 MR. WALLACE: Okay. Is 10 o'clock too
12 late to start?
13 BOARD MEMBER GIBBS: No.
14 MR. WALLACE: Okay.
15 BOARD MEMBER MOODY: Do you anticipate a
16 long meeting or --
17 MR. WALLACE: Right now, it's the only
18 item I've got.
19 THE CHAIRMAN: So anything that might have
20 been on the 15th that we could get moved up,
21 but --
22 MR. WALLACE: Yeah. Right now --
23 THE CHAIRMAN: -- at this point, it's just
24 the one.
25 MR. WALLACE: Right now, I don't know
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

76

1 what's coming for the 15th. That's the tough
2 part about us. You know, if something pops up
3 two weeks before the board meeting, you work
4 like heck to try to get it available and get
5 ready, but right now, it's that one item.
6 That's why I'm comfortable moving up earlier --
7 earlier in the month.
8 I'm just telling you, everything else, you
9 may have to very well wait till a little bit
10 later, but I'm going to try to look at a 9:30
11 start time frame. And that would -- if
12 something else gets added, our meetings
13 normally average three hours, so I've got to
14 get us to noon, and then we would break.
15 BOARD MEMBER GIBBS: Or 9 o'clock even.
16 MR. WALLACE: Okay.
17 THE CHAIRMAN: Okay.
18 THE VICE CHAIRMAN: Thank you,
19 Mr. Chairman. It really is nice having nine
20 active board members. Getting a quorum doesn't
21 seem so difficult. I don't know if -- in the
22 soon-to-be three years since I came on the
23 board, I don't know, until recently, there have
24 been that many occasions where there have been
25 nine of us here. And that's -- that's
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 encouraging from my perspective. So thank you.
 2 BOARD MEMBER BARAKAT: Mr. Bailey, you've
 3 had it so easy.
 4 THE CHAIRMAN: Yeah, boy. I started with
 5 five.
 6 (Inaudible conversation.)
 7 BOARD MEMBER GIBBS: And could we possibly
 8 have a rep from One Call here?
 9 MR. WALLACE: Yeah. Yeah, we're going
 10 to -- a lot of things will change for --
 11 BOARD MEMBER GIBBS: Thank you.
 12 MR. WALLACE: -- for that particular
 13 meeting, trust me.
 14 THE CHAIRMAN: Okay. With that, we're
 15 going to have to wait for all the public
 16 comment. We may be waiting about a week.
 17 With that, this DIA meeting is adjourned.
 18 Thank you, everyone.
 19 (The above proceedings were adjourned at
 20 5:10 p.m.)

21 - - -

25 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

1 CERTIFICATE OF REPORTER
 2
 3 STATE OF FLORIDA)
 4)
 5 COUNTY OF DUVAL)
 6
 7 I, Diane M. Tropia, 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.

15 DATED this 26th day of January 2017.

17 _____
 18 Diane M. Tropia
 19 Florida Professional Reporter

25 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203
(904) 821-0300

\$	<p>2013 [1] - 28:14 2016/2017 [1] - 49:12 2017 [3] - 1:6, 2:2, 78:15 2017-01-04 [3] - 4:1, 6:8, 6:25 2019 [1] - 58:17 214 [1] - 1:7 21st [1] - 50:4 238,411 [1] - 49:19 25 [5] - 3:17, 10:16, 10:18, 61:5, 61:7 250 [1] - 37:20 250,000 [1] - 37:19 26th [1] - 78:15 275 [2] - 3:2, 3:9 2:00 [1] - 66:11 2gether [1] - 29:22</p>	7	<p>67:22, 68:9, 68:21, 68:23, 69:16 administrative [3] - 49:14, 57:12, 69:8 Adopted [1] - 49:12 advantage [2] - 24:25, 45:12 advertising [1] - 45:2 Advisory [1] - 18:4 aerial [3] - 38:5, 39:17, 39:18 Aetna [1] - 41:1 affect [1] - 34:7 afternoon [3] - 16:17, 74:24, 75:10 agencies [1] - 19:21 ago [3] - 17:19, 48:10, 63:25 agreed [1] - 52:7 agreement [3] - 50:8, 53:11, 62:2 ahead [6] - 12:5, 30:8, 42:1, 51:18, 52:5, 53:23 airport [2] - 32:16, 39:4 Airport [1] - 28:13 alarms [1] - 51:1 Albany [1] - 38:8 Alexa [1] - 28:18 alleviate [3] - 60:18, 63:11, 63:13 allocate [2] - 60:8, 71:5 allocated [1] - 3:3 Allocation [1] - 2:22 allocation [3] - 3:7, 5:2, 71:13 allow [2] - 61:14, 67:24 allows [1] - 30:10 alluded [1] - 41:15 almost [3] - 29:1, 35:1, 55:24 ALSO [1] - 1:18 alternative [2] - 19:17, 45:22 amend [1] - 12:20 amended [3] - 15:5, 15:6, 15:7 ammunition [2] - 59:2, 59:4 amount [1] - 58:16 amounts [1] - 55:13 analysis [1] - 4:13 Analyst [1] - 1:20 Anderson [2] - 23:18, 34:25 annually [1] - 60:25 answer [3] - 5:9, 7:3,</p>	<p>56:3 anticipate [1] - 75:15 Apartment [1] - 2:22 Apartments [1] - 51:19 apathy [1] - 45:3 application [3] - 48:15, 48:16, 73:6 appreciate [6] - 16:16, 38:1, 43:25, 44:4, 46:24, 58:7 approach [3] - 26:23, 33:12, 38:16 approaches [4] - 11:12, 16:12, 44:17, 47:13 appropriate [4] - 13:19, 29:9, 32:8, 41:25 approval [3] - 4:2, 5:2, 66:15 approve [3] - 2:10, 2:16, 10:5 approved [2] - 48:11, 74:11 approving [1] - 16:5 April [2] - 52:2, 54:17 arbitrarily [1] - 57:6 area [2] - 24:2, 66:25 areas [2] - 45:14, 69:21 arm's [1] - 55:13 art [1] - 7:17 article [3] - 38:5, 38:14, 40:10 Arts [1] - 21:4 aside [1] - 62:4 assess [1] - 36:1 asset [1] - 21:13 assigned [2] - 67:19, 68:10 assigning [1] - 3:16 assigns [1] - 3:12 assistance [1] - 63:8 Assistant [1] - 1:22 assisted [1] - 64:6 assume [1] - 35:21 assumed [1] - 57:6 attend [2] - 67:11, 73:3 attract [2] - 22:3, 27:20 attributes [2] - 20:3, 20:17 AUDIENCE [1] - 15:17 audience [1] - 46:22 audit [2] - 55:10, 56:11 audited [3] - 54:19, 55:2, 56:8</p>
'	<p>'16-'17 [1] - 53:20 '17 [2] - 53:3, 54:4 '18 [3] - 51:25, 53:3, 54:5 '18-'19 [1] - 51:21 '19 [2] - 51:25, 54:6 '19-'20 [2] - 54:1, 54:3 '20 [2] - 54:6, 58:18 '99 [1] - 29:24</p>	8	<p>8 [2] - 10:2, 61:2 8.6 [2] - 60:24, 61:3 8th [3] - 1:8, 70:20, 70:22</p>	
1	3	9	<p>9 [1] - 76:15 90-second [1] - 21:24 9:30 [1] - 76:10</p>	
1	<p>3 [5] - 3:25, 7:24, 27:10 3,000 [1] - 3:18 3.7 [1] - 51:16 30 [2] - 29:3, 68:6 30-plus [1] - 67:18 300 [3] - 3:6, 3:8, 3:11 3030 [1] - 47:16 30th [1] - 50:14 370 [1] - 54:1 373,964 [1] - 54:1 389,000 [1] - 49:21 3:52 [2] - 1:7, 2:2 3D [1] - 28:19</p>	A	<p>abandon [1] - 39:21 ability [5] - 26:16, 58:20, 61:10, 61:15, 64:15 able [9] - 14:22, 24:25, 32:15, 33:6, 34:5, 40:7, 45:10, 50:13, 74:14 absolutely [1] - 8:18 abundance [1] - 4:6 accelerate [1] - 43:4 accelerated [1] - 74:13 access [1] - 12:8 according [1] - 60:9 action [1] - 66:13 active [1] - 76:20 activity [2] - 20:20, 54:12 actual [8] - 7:17, 24:13, 30:12, 33:5, 50:21, 54:9, 56:25, 74:9 add [3] - 60:5, 71:20, 71:21 added [1] - 76:12 adding [1] - 23:25 additional [2] - 60:8, 60:14 address [4] - 11:14, 16:3, 65:17, 68:14 addressing [3] - 66:14, 67:20, 67:22 adjourned [2] - 77:17, 77:19 admin [1] - 67:2 administration [5] -</p>	
2	4			
<p>2 [7] - 3:25, 5:23, 5:24, 6:8, 6:23, 6:25, 12:21 2.1 [1] - 63:13 20 [6] - 4:25, 9:7, 9:13, 10:8, 10:19, 11:19 20-01-04 [1] - 2:21 20-foot [3] - 9:2, 9:16, 12:9 200 [1] - 53:23 2006 [1] - 29:25</p>	<p>4 [17] - 6:25, 9:5, 9:15, 9:22, 10:10, 11:8, 11:14, 11:15, 13:12, 15:10, 27:12, 55:25, 65:1 4,000 [1] - 47:22 407,652 [1] - 51:21 4426 [1] - 44:22 45 [1] - 68:7</p>			
	5			
	<p>5 [2] - 10:20, 11:20 56 [2] - 20:6, 28:24 5:10 [1] - 77:20</p>			
	6			
	<p>6 [3] - 20:7, 21:25, 22:4</p>			

<p>Aundra [7] - 23:12, 25:1, 42:9, 43:16, 58:1, 65:23, 72:8 AUNDRÁ [1] - 1:19 authorities [2] - 41:11, 44:3 Authority [3] - 2:5, 48:13, 56:24 AUTHORITY [1] - 1:2 authorized [1] - 78:8 autonomous [5] - 26:6, 27:18, 28:4, 34:18, 37:18 autonomy [1] - 27:10 AV [4] - 26:12, 27:7, 27:24, 36:18 available [8] - 3:10, 3:21, 16:11, 46:21, 73:21, 74:4, 75:6, 76:4 average [1] - 76:13 awareness [1] - 45:2 awkward [1] - 72:1 aye [4] - 2:17, 2:18, 15:20, 15:21</p>	<p>64:14, 68:14 below [1] - 21:2 benefits [1] - 40:18 best [3] - 21:13, 21:16, 26:23 better [5] - 7:11, 18:16, 22:4, 42:3, 56:5 between [4] - 10:21, 41:11, 56:1, 73:13 bids [1] - 70:18 big [3] - 45:8, 46:5, 64:9 bigger [4] - 29:11, 37:20, 46:14, 72:19 bit [10] - 28:21, 29:11, 29:18, 43:14, 54:24, 55:16, 64:23, 72:21, 73:5, 76:9 blown [1] - 4:12 board [22] - 3:3, 16:21, 18:12, 30:7, 38:5, 41:22, 52:3, 56:15, 58:3, 59:19, 63:20, 67:8, 71:3, 71:11, 71:18, 73:19, 73:25, 74:7, 74:9, 76:3, 76:20, 76:23 BOARD [101] - 1:3, 1:12, 2:12, 2:13, 2:15, 2:18, 2:20, 5:15, 5:17, 5:19, 5:21, 6:1, 6:5, 6:10, 6:18, 6:20, 6:22, 7:13, 7:19, 7:23, 8:10, 8:15, 8:19, 9:11, 9:15, 9:19, 9:23, 10:7, 10:10, 10:12, 10:15, 10:23, 11:1, 11:4, 12:13, 12:15, 12:18, 12:23, 13:2, 13:5, 13:10, 13:14, 13:17, 15:2, 15:4, 15:21, 15:23, 32:14, 33:25, 34:9, 34:11, 35:12, 35:15, 35:18, 35:21, 36:11, 36:15, 37:25, 39:6, 39:12, 40:9, 40:13, 40:17, 40:24, 41:9, 41:21, 43:12, 43:15, 43:18, 43:22, 57:17, 57:21, 57:23, 57:25, 58:11, 58:13, 59:1, 60:3, 61:24, 62:6, 63:15, 63:18, 63:22, 64:17, 65:8, 65:12, 70:15, 70:18, 70:21, 71:1, 74:16, 74:19, 74:20, 74:23, 75:9,</p>	<p>75:13, 75:15, 76:15, 77:2, 77:7, 77:11 Board [11] - 1:14, 1:14, 1:15, 1:15, 1:16, 1:16, 1:17, 3:2, 7:24, 10:4, 14:16 boat [1] - 68:14 body [1] - 71:17 bonding [1] - 61:3 boost [1] - 45:8 Boston [1] - 38:10 bothers [1] - 45:15 bottom [2] - 29:23, 53:4 Boulevard [1] - 50:9 boy [1] - 77:4 BOYER [1] - 1:20 brad [1] - 33:25 Brad [5] - 16:11, 32:11, 37:25, 41:10, 43:23 brand [1] - 32:1 break [2] - 49:20, 76:14 BRENNÁ [1] - 1:15 bricks [1] - 47:22 bridges [1] - 31:5 brief [1] - 16:25 briefing [1] - 66:6 briefly [3] - 54:19, 66:7, 69:1 bring [4] - 38:21, 45:23, 50:23, 69:8 broad [1] - 37:3 Broadstone [2] - 3:23, 4:11 broke [1] - 60:10 broken [1] - 49:15 Brooklyn [4] - 21:4, 33:18, 42:16, 50:15 brought [1] - 38:21 Budget [1] - 49:12 budget [11] - 49:13, 49:14, 51:8, 51:15, 53:1, 57:4, 57:12, 63:3, 63:4, 63:5, 66:1 build [1] - 45:11 Building [3] - 1:7, 7:5, 41:1 building [4] - 14:8, 14:21, 66:13, 67:2 built [2] - 18:22, 42:12 built-in [1] - 42:12 burden [1] - 58:19 burn [1] - 58:22 bus [2] - 25:10, 67:3 business [6] - 67:15, 67:16, 70:14, 70:23, 71:2, 73:18</p>	<p>Business [2] - 29:23, 31:3 buy [1] - 43:10</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>cable [4] - 38:23, 38:24, 39:1, 39:5 calculate [1] - 56:13 cancellation [1] - 74:24 cannot [1] - 5:4 capacity [6] - 22:21, 22:25, 29:8, 29:10, 30:5, 61:3 car [6] - 20:5, 20:6, 27:11, 28:23, 28:24, 38:23 card [2] - 32:6, 47:12 care [1] - 74:14 careful [1] - 62:14 cares [1] - 54:20 Carling [2] - 63:9, 63:12 carry [1] - 20:6 cars [1] - 39:1 case [1] - 70:4 catch [1] - 16:1 categories [1] - 25:22 Center [3] - 66:23, 66:25, 69:6 certain [2] - 22:16, 32:22 certainly [3] - 9:7, 24:6, 45:20 Certificate [10] - 6:11, 6:12, 7:8, 7:15, 8:20, 13:4, 13:25, 14:6, 15:11, 15:12 CERTIFICATE [1] - 78:1 certification [1] - 13:7 Certification [3] - 7:25, 8:6, 13:8 certify [1] - 78:8 cetera [3] - 17:14, 19:23, 56:18 CFO [1] - 16:7 Chair [3] - 1:13, 13:18, 62:12 CHAIRMAN [106] - 2:4, 2:14, 2:16, 2:19, 2:21, 5:12, 5:16, 5:18, 5:20, 5:24, 6:3, 6:9, 6:14, 6:19, 6:21, 7:2, 9:21, 10:18, 11:5, 11:13, 11:21, 11:24, 12:1, 12:4, 12:11, 12:14, 12:16, 12:17, 12:19, 12:25,</p>	<p>13:3, 13:9, 13:13, 13:16, 14:6, 14:10, 14:14, 14:24, 14:25, 15:1, 15:3, 15:6, 15:8, 15:10, 15:15, 15:18, 15:22, 15:24, 16:11, 16:13, 32:10, 33:24, 34:8, 34:10, 37:10, 37:24, 40:21, 43:19, 43:20, 43:23, 44:1, 44:8, 44:13, 44:18, 46:23, 47:1, 47:8, 47:11, 47:14, 49:3, 49:5, 54:23, 57:14, 57:20, 57:22, 57:24, 58:9, 58:12, 59:25, 60:21, 63:1, 64:20, 64:22, 65:6, 65:10, 66:5, 67:14, 68:16, 68:20, 70:13, 70:16, 70:20, 70:22, 70:25, 72:20, 73:12, 73:16, 74:12, 74:22, 74:25, 75:19, 75:23, 76:17, 76:18, 77:4, 77:14 Chairman [16] - 1:13, 12:3, 15:9, 47:5, 49:7, 49:10, 54:11, 56:16, 57:9, 59:24, 60:20, 67:17, 70:24, 73:7, 74:2, 76:19 challenges [1] - 21:14 chance [2] - 2:9, 16:21 change [7] - 11:17, 43:9, 52:2, 54:13, 69:15, 73:6, 77:10 changes [3] - 11:8, 12:21, 13:15 changing [1] - 72:23 charge [1] - 71:17 chase [1] - 49:11 check [1] - 75:4 chess [2] - 62:23 Chicago [1] - 38:10 chief [1] - 57:15 Chief [2] - 1:19, 47:2 choice [2] - 24:17, 41:19 chose [1] - 26:14 chosen [1] - 28:7 chunk [1] - 50:7 cir [1] - 21:22 Circulator [1] - 31:23 circulator [4] - 17:3, 18:18, 18:23, 20:9 cities [2] - 18:24, 38:8 city [1] - 41:7 CITY [1] - 1:1 City [8] - 1:20, 10:25,</p>
<p style="text-align: center;">B</p>	<p>backup [1] - 48:17 baggage [1] - 59:18 BAILEY [1] - 1:13 Bailey [2] - 67:7, 77:2 balance [2] - 22:12, 36:23 Ball [1] - 1:7 Baltimore [1] - 38:10 Barakat [3] - 12:14, 40:21, 58:12 BARAKAT [16] - 1:14, 12:15, 15:4, 41:9, 41:21, 43:12, 43:15, 43:18, 58:13, 59:1, 61:24, 62:6, 63:15, 63:18, 63:22, 77:2 base [2] - 20:12, 64:12 based [5] - 41:13, 41:23, 69:2, 69:15, 71:25 bat [1] - 33:22 battery [1] - 25:12 Bay [4] - 30:20, 30:21, 31:10, 35:2 beam [4] - 24:15, 25:24, 26:2, 36:1 beauty [1] - 31:18 becomes [1] - 33:9 beforehand [1] - 67:10 begin [6] - 32:24, 48:5, 52:3, 52:8,</p>	<p>71:2, 73:18</p>	<p>12:17, 12:19, 12:25,</p>	<p>City [8] - 1:20, 10:25,</p>

<p>13:19, 15:13, 38:8, 59:15, 68:10, 72:5 City's [1] - 51:8 clarified [1] - 16:1 clarify [1] - 6:14 clarifying [1] - 11:18 clear [1] - 12:21 clearly [1] - 64:24 clients [1] - 70:3 close [1] - 29:8 closed [1] - 57:8 closer [1] - 3:5 code [1] - 10:6 COJ's [1] - 60:19 comfortable [3] - 4:19, 74:18, 76:6 coming [10] - 38:2, 41:10, 46:17, 48:5, 54:2, 62:8, 64:7, 66:9, 69:21, 76:1 commander [1] - 69:7 commencing [1] - 1:7 comment [7] - 11:10, 32:6, 40:24, 41:10, 58:11, 68:21, 77:16 comments [12] - 12:15, 12:17, 12:19, 15:15, 16:24, 32:13, 40:23, 43:20, 57:9, 57:13, 65:11, 67:6 committee [1] - 63:5 communicate [1] - 67:11 communication [4] - 41:11, 56:23, 57:1, 57:7 communicator [1] - 44:2 community [3] - 19:21, 19:22, 41:15 companies [1] - 28:3 compare [1] - 4:17 compared [1] - 33:3 comparison [1] - 28:22 competing [1] - 48:12 complete [3] - 56:19, 60:23, 78:10 Completion [2] - 6:13, 7:9 complex [6] - 20:25, 21:1, 21:7, 23:18, 24:3, 42:6 Compli [1] - 8:7 compliance [2] - 11:9, 13:7 Compliance [4] - 7:9, 8:1, 14:7, 15:12 compliant [1] - 8:14 comprehensive [1] -</p>	<p>54:14 concept [3] - 23:24, 30:21, 31:17 conceptual [3] - 71:8, 72:25, 73:1 concern [5] - 13:22, 14:11, 14:17, 23:14 concerns [1] - 71:24 concluding [1] - 54:5 concrete [1] - 48:2 conditional [2] - 66:15, 67:5 conditions [6] - 3:24, 4:1, 4:21, 5:22, 14:19, 14:23 condo [1] - 63:14 condos [1] - 63:10 confirm [1] - 11:14 conflict [1] - 75:4 connect [6] - 19:6, 22:19, 24:25, 27:3, 31:19, 42:16 connected [4] - 23:7, 23:9, 23:25, 26:20 connecting [2] - 21:17, 25:2 connectivity [1] - 45:12 consider [4] - 42:14, 61:25, 72:11, 72:19 consideration [3] - 40:3, 41:6, 45:16 considerations [1] - 24:23 consistency [2] - 14:12, 42:6 consistent [2] - 8:8, 15:11 consistently [1] - 7:21 constrained [1] - 22:3 constraints [1] - 41:14 construct [1] - 5:5 construction [1] - 54:4 continue [1] - 67:25 continuing [1] - 5:2 contract [6] - 50:12, 50:13, 55:20, 56:6, 56:10, 56:12 contradictory [1] - 70:6 contribute [1] - 4:3 control [1] - 56:19 controlled [2] - 27:15, 27:16 convenient [1] - 41:4 conversation [10] - 31:14, 34:4, 35:10, 62:13, 64:3, 64:14, 65:5, 65:14, 67:25,</p>	<p>77:6 conversations [9] - 42:10, 52:3, 54:15, 63:2, 67:21, 69:3, 70:9, 70:11, 72:7 conversion [4] - 4:4, 33:16, 36:18, 36:25 convert [2] - 4:5, 4:8 converting [2] - 4:16, 4:17 coordinate [1] - 72:13 Coordinator [1] - 1:21 copies [1] - 46:21 corner [2] - 25:11, 51:14 correct [9] - 8:10, 9:3, 11:23, 14:1, 14:2, 35:14, 41:19, 41:20, 58:25 corridor [2] - 31:1, 43:8 corridors [1] - 31:13 cost [15] - 17:13, 26:23, 32:22, 33:1, 33:2, 33:4, 33:7, 33:12, 33:13, 36:12, 36:18, 36:24, 37:2, 39:24, 46:4 cost-effective [3] - 26:23, 33:12, 36:24 costly [2] - 36:21, 36:23 Council [3] - 1:20, 59:15, 68:10 Councilman [1] - 68:11 Counsel [1] - 1:22 counterargument [1] - 62:15 COUNTY [1] - 78:4 couple [9] - 4:18, 4:22, 5:22, 35:24, 38:16, 55:9, 65:24, 71:4, 72:7 course [2] - 32:8, 38:17, 72:5 CRA [1] - 41:24 CRAIG [1] - 1:15 crash [1] - 36:2 crash-worthiness [1] - 36:2 crazy [1] - 8:2 create [2] - 25:19, 31:19 created [1] - 45:24 creates [1] - 43:2 creep [1] - 64:14 criteria [1] - 26:8 critical [1] - 64:4 Crosby [1] - 18:5</p>	<p>cross [1] - 24:5 crossing [3] - 23:25, 31:17, 40:14 curious [1] - 38:11 current [2] - 51:15, 52:12 cut [1] - 49:11</p> <p style="text-align: center;">D</p> <p>D.C [1] - 38:10 Daly [2] - 55:12, 55:18 DALY [4] - 1:20, 50:16, 52:15, 52:19 DANE [1] - 1:14 danger [1] - 33:8 darken [1] - 14:3 date [2] - 73:21, 75:7 DATED [1] - 78:15 days [2] - 67:18, 68:7 DDRb [7] - 48:25, 66:5, 66:11, 71:7, 71:16, 72:1, 73:13 deal [2] - 53:3, 59:14 deals [2] - 8:4, 64:5 debris [2] - 47:20, 47:22 debt [3] - 52:17, 60:19, 60:24 debts [1] - 62:3 December [2] - 2:11, 49:18 decision [2] - 41:14, 50:5 decisions [4] - 71:22, 71:25, 72:3, 72:13 decreases [1] - 58:18 dedicated [3] - 10:25, 25:16, 25:19 defer [1] - 70:24 deficit [2] - 58:16, 62:10 defined [1] - 33:6 defining [1] - 18:17 definitely [6] - 37:14, 42:16, 42:17, 43:10, 52:14, 52:24 degree [1] - 22:13 demand [3] - 22:21, 22:24 demo [2] - 29:13, 29:15 demonstrate [1] - 30:4 Department [1] - 7:6 department [1] - 13:19 deplete [1] - 64:1 deployed [1] - 27:19 deployment [1] - 27:7 describe [1] - 6:23 described [2] - 10:13,</p>	<p>10:16 design [5] - 5:6, 48:24, 50:3, 71:8, 71:14 designed [2] - 36:3, 36:4 desirable [1] - 21:10 desire [2] - 22:13, 23:23 desired [2] - 17:3, 23:1 detail [1] - 65:4 detailed [1] - 32:25 determine [4] - 18:9, 24:11, 53:7, 55:14 develop [4] - 18:12, 20:14, 30:9, 35:8 developed [2] - 18:20, 18:22 developer [4] - 3:4, 3:21, 4:3, 4:14 developers [1] - 45:10 developing [2] - 19:19, 33:13 Development [4] - 1:21, 2:23, 10:4, 58:23 development [22] - 3:10, 3:12, 3:15, 3:16, 3:18, 4:4, 4:7, 4:13, 8:4, 19:11, 19:24, 19:25, 20:2, 23:11, 30:12, 41:23, 45:8, 50:11, 53:11, 71:6, 71:14, 73:10 developments [1] - 25:3 devise [1] - 55:12 DIA [13] - 1:19, 1:20, 1:21, 1:21, 1:22, 19:10, 38:17, 42:7, 49:12, 58:22, 66:17, 73:13, 77:17 dialogue [1] - 66:8 Diane [3] - 1:9, 78:7, 78:18 Dick [1] - 44:22 Diebenow [6] - 9:1, 10:13, 10:16, 11:10, 11:12, 11:13 DIEBENOW [5] - 11:16, 11:23, 11:25, 12:2, 12:6 diet [2] - 50:10, 50:17 diets [2] - 30:18 difference [1] - 22:1 different [12] - 17:8, 24:12, 25:9, 25:21, 27:24, 33:3, 38:8, 41:18, 45:14, 60:12,</p>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>69:3, 70:11 difficult [2] - 17:24, 76:21 directed [1] - 18:12 direction [5] - 17:17, 19:9, 66:17, 68:14, 72:14 directions [1] - 41:18 directive [1] - 68:21 directors [1] - 69:4 dirt [1] - 47:21 discussed [2] - 72:20, 74:11 discussing [1] - 67:18 discussion [6] - 2:14, 7:5, 15:3, 60:16, 71:10, 73:14 dispose [1] - 35:16 distributed [1] - 66:20 district [1] - 24:2 dive [1] - 32:24 dock [1] - 41:2 document [2] - 7:18, 49:9 documents [3] - 49:8, 51:5, 54:16 dollar [1] - 52:9 dollars [4] - 4:19, 55:10, 59:19, 63:23 dominant [1] - 21:7 done [9] - 4:10, 4:18, 25:2, 25:24, 34:3, 39:1, 48:7, 54:25, 70:5 door [1] - 14:4 doors [1] - 10:21 doubles [1] - 64:11 doubt [1] - 40:19 down [19] - 3:22, 14:4, 16:4, 21:21, 22:10, 33:13, 34:19, 45:23, 46:11, 46:17, 49:16, 49:20, 53:4, 58:24, 60:24, 61:23, 62:8, 63:8, 73:24 downtown [20] - 18:18, 18:21, 19:1, 19:6, 19:7, 20:8, 20:13, 20:15, 20:20, 23:6, 23:9, 27:3, 32:15, 41:5, 45:5, 64:7, 67:21, 69:4, 69:24, 70:7 Downtown [4] - 2:5, 10:4, 56:24, 58:23 DOWNTOWN [1] - 1:2 dozen [1] - 69:2 drive [3] - 8:1, 27:11, 49:6 driven [2] - 38:24,</p>	<p>47:19 driver [2] - 27:14 DURDEN [41] - 1:15, 2:13, 5:21, 6:1, 6:5, 6:10, 6:18, 6:20, 6:22, 7:13, 7:19, 7:23, 8:10, 8:15, 8:19, 9:11, 9:15, 9:19, 9:23, 10:7, 10:10, 10:12, 10:15, 10:23, 11:1, 11:4, 12:23, 13:2, 13:5, 13:10, 13:14, 37:25, 39:6, 39:12, 40:9, 40:13, 40:17, 57:25, 65:12, 71:1, 74:23 Durden [9] - 5:20, 6:14, 12:22, 14:10, 15:25, 37:24, 57:24, 70:25, 74:22 Durden's [2] - 13:22, 14:17 during [2] - 63:3, 63:4 DUVAL [1] - 78:4 Duval [2] - 48:16, 48:18</p>	<p>67:11, 67:19, 69:2, 71:13 electric [1] - 25:12 elevated [14] - 22:7, 24:24, 26:15, 27:1, 34:19, 35:10, 35:13, 39:22, 40:2, 40:8, 40:19, 45:17, 46:18, 48:2 embroiled [1] - 65:25 emerging [1] - 26:6 emphasize [1] - 46:16 employment [1] - 21:17 empty [1] - 3:20 encourage [1] - 20:2 encouraging [2] - 70:12, 77:1 end [4] - 17:17, 45:19, 46:11, 49:1 ended [1] - 49:18 ends [1] - 52:12 engage [1] - 68:2 engagement [1] - 68:4 engineering [1] - 37:9 enhancements [1] - 30:13 ensure [2] - 8:13, 13:24 enter [1] - 27:1 entering [1] - 42:3 entertain [1] - 57:12 entertainment [1] - 21:18 entire [1] - 35:22 entrenched [1] - 51:8 environmental [1] - 47:21 envision [2] - 30:21, 69:9 envisioned [2] - 69:1, 69:14 envisioning [1] - 31:12 equally [3] - 50:25, 52:9, 67:23 equivalent [2] - 7:7, 7:16 errors [1] - 8:14 especially [3] - 21:21, 27:2, 39:15 essence [1] - 64:18 essentially [3] - 4:13, 39:10, 59:4 estate [1] - 73:10 estimate [2] - 33:1, 37:16 estimates [3] - 17:13, 32:23, 33:14 et [3] - 17:14, 19:23,</p>	<p>56:18 evaluated [1] - 26:8 events [2] - 20:20, 22:22 evident [1] - 23:16 exact [1] - 5:4 example [3] - 31:4, 34:22, 37:14 examples [1] - 27:23 exception [1] - 4:22 exciting [1] - 32:11 excuse [1] - 13:5 executive [2] - 57:15, 69:4 Executive [3] - 1:19, 1:22, 47:3 exist [1] - 19:15 existing [11] - 19:15, 19:16, 21:11, 25:24, 27:2, 34:5, 34:12, 34:17, 36:2, 46:2, 46:3 exists [1] - 5:1 expand [4] - 18:11, 18:16, 19:14, 34:6 expands [1] - 41:7 expansion [3] - 30:15, 33:22, 34:2 expansions [1] - 39:16 expectation [1] - 19:14 expenditure [4] - 49:19, 51:2, 51:20, 52:9 expenditures [4] - 50:1, 50:20, 51:17, 52:6 expense [1] - 5:8 expenses [1] - 53:22 expensive [1] - 46:18 experience [1] - 21:24 experts [1] - 69:11 expressway [1] - 41:2 extending [1] - 39:19 extension [4] - 31:14, 33:18, 45:14, 46:5 extensions [5] - 26:24, 34:20, 34:21, 36:22, 39:22 extensive [1] - 20:15 extent [1] - 45:13</p>	<p>faster [1] - 48:7 favor [3] - 2:16, 15:20, 20:24 feasibility [1] - 17:25 February [7] - 49:1, 50:23, 73:18, 73:21, 73:24, 74:7, 74:13 federal [1] - 42:21 feedback [4] - 16:24, 20:17, 42:7, 43:11 feet [17] - 4:24, 4:25, 9:5, 9:7, 9:13, 9:15, 10:2, 10:8, 10:10, 10:16, 10:19, 10:20, 11:5, 11:19, 11:20, 13:12, 30:24 felt [1] - 70:10 few [1] - 63:24 field [1] - 69:18 figure [4] - 5:4, 35:3, 59:21, 71:19 file [1] - 57:7 files [1] - 56:19 final [5] - 7:11, 52:19, 52:21, 72:25, 73:1 Finance [1] - 48:13 financial [7] - 49:8, 54:11, 54:20, 55:3, 55:21, 56:8, 56:11 fine [2] - 9:23, 12:4 finish [1] - 48:4 finished [1] - 71:7 first [11] - 3:8, 33:16, 40:14, 41:16, 48:2, 49:16, 49:17, 54:2, 66:12, 66:25, 72:3 First [1] - 47:18 fiscal [4] - 51:15, 51:21, 52:12, 53:25 fit [2] - 69:23, 71:15 Five [2] - 21:3, 42:5 five [4] - 11:5, 27:8, 48:1, 77:5 five-story [1] - 48:1 fix [1] - 61:8 flanked [1] - 9:5 flexibility [5] - 26:17, 27:4, 42:23, 43:5, 43:9 flexible [4] - 19:11, 22:9, 22:14, 26:15 Floor [1] - 1:8 floor [3] - 48:2, 60:16, 66:12 floors [1] - 48:3 FLORIDA [1] - 78:3 Florida [5] - 1:8, 1:10, 23:8, 48:15, 78:7 florida [1] - 78:18 focus [1] - 42:4</p>
E				
<p>early [4] - 32:21, 43:13, 54:17, 62:18 easement [5] - 5:3, 9:6, 10:25, 12:7, 12:9 easier [4] - 35:1, 35:6, 46:1, 46:3 easiest [1] - 33:20 easily [1] - 61:8 East [1] - 63:12 east [1] - 43:8 east-west [1] - 43:8 easy [1] - 77:3 Easymile [1] - 29:16 eat [1] - 50:7 Economic [1] - 58:23 economy [1] - 59:11 Ed [1] - 1:7 edge [1] - 27:7 effect [1] - 3:14 effective [5] - 26:23, 33:5, 33:12, 36:24, 39:24 effectively [1] - 18:23 effectuate [1] - 3:7 effort [2] - 18:8, 20:15 eight [2] - 73:22, 75:2 either [15] - 9:5, 9:16, 13:12, 14:2, 14:14, 15:11, 21:1, 39:18, 39:24, 46:20, 57:11,</p>		<p>entering [1] - 42:3 entertain [1] - 57:12 entertainment [1] - 21:18 entire [1] - 35:22 entrenched [1] - 51:8 environmental [1] - 47:21 envision [2] - 30:21, 69:9 envisioned [2] - 69:1, 69:14 envisioning [1] - 31:12 equally [3] - 50:25, 52:9, 67:23 equivalent [2] - 7:7, 7:16 errors [1] - 8:14 especially [3] - 21:21, 27:2, 39:15 essence [1] - 64:18 essentially [3] - 4:13, 39:10, 59:4 estate [1] - 73:10 estimate [2] - 33:1, 37:16 estimates [3] - 17:13, 32:23, 33:14 et [3] - 17:14, 19:23,</p>	<p>ensured [1] - 8:13, 13:24 enter [1] - 27:1 entering [1] - 42:3 entertain [1] - 57:12 entertainment [1] - 21:18 entire [1] - 35:22 entrenched [1] - 51:8 environmental [1] - 47:21 envision [2] - 30:21, 69:9 envisioned [2] - 69:1, 69:14 envisioning [1] - 31:12 equally [3] - 50:25, 52:9, 67:23 equivalent [2] - 7:7, 7:16 errors [1] - 8:14 especially [3] - 21:21, 27:2, 39:15 essence [1] - 64:18 essentially [3] - 4:13, 39:10, 59:4 estate [1] - 73:10 estimate [2] - 33:1, 37:16 estimates [3] - 17:13, 32:23, 33:14 et [3] - 17:14, 19:23,</p>	<p>exists [1] - 5:1 expand [4] - 18:11, 18:16, 19:14, 34:6 expands [1] - 41:7 expansion [3] - 30:15, 33:22, 34:2 expansions [1] - 39:16 expectation [1] - 19:14 expenditure [4] - 49:19, 51:2, 51:20, 52:9 expenditures [4] - 50:1, 50:20, 51:17, 52:6 expense [1] - 5:8 expenses [1] - 53:22 expensive [1] - 46:18 experience [1] - 21:24 experts [1] - 69:11 expressway [1] - 41:2 extending [1] - 39:19 extension [4] - 31:14, 33:18, 45:14, 46:5 extensions [5] - 26:24, 34:20, 34:21, 36:22, 39:22 extensive [1] - 20:15 extent [1] - 45:13</p>
F				

<p>fodder [1] - 59:23 folks [6] - 19:23, 20:13, 20:24, 21:3, 22:3, 38:25 follow [1] - 55:22 following [1] - 52:11 footers [1] - 47:24 Ford [1] - 28:3 foregoing [1] - 78:9 forgive [1] - 7:24 format [2] - 55:19, 56:12 forum [1] - 20:16 forward [13] - 18:9, 34:7, 42:20, 42:24, 42:25, 44:6, 44:14, 47:6, 48:20, 48:24, 52:1, 54:3, 59:18 four [8] - 17:12, 21:2, 26:9, 28:25, 30:22, 37:16, 37:17, 48:3 four-and-a-half [1] - 37:17 fourth [1] - 49:17 frame [1] - 76:11 framed [1] - 48:3 framing [1] - 48:5 freely [1] - 59:3 frequency [7] - 21:19, 21:23, 21:25, 22:5, 22:15, 22:19 front [4] - 10:21, 17:16, 27:7, 36:25 full [3] - 4:12, 48:24 full-blown [1] - 4:12 fully [2] - 18:22, 56:16 functional [2] - 7:7, 7:15 Fund [6] - 58:23, 59:14, 61:14, 61:20, 62:1 funded [1] - 61:22 funding [3] - 41:13, 42:22, 48:20 funds [6] - 50:14, 53:5, 54:9, 59:13, 69:20, 69:22 funny [1] - 32:18 future [6] - 17:4, 17:5, 26:12, 27:17, 34:1, 59:23 FY [1] - 49:12</p>	<p>General [7] - 1:22, 28:3, 59:13, 59:14, 61:14, 61:19, 62:1 general [1] - 24:2 generation [1] - 30:2 GIBBS [12] - 1:15, 5:15, 32:14, 57:17, 70:18, 70:21, 74:16, 75:9, 75:13, 76:15, 77:7, 77:11 Gibbs [3] - 5:13, 57:16, 70:17 global [1] - 72:11 goal [1] - 69:24 goals [1] - 69:25 Goldsbury's [2] - 8:13, 14:3 gondola [2] - 38:6, 38:23 gondolas [2] - 38:24, 39:1 Google [2] - 28:2, 28:18 gospel [1] - 33:10 government [1] - 48:11 grade [2] - 35:11, 46:17 Grant [3] - 51:20, 53:24, 71:14 grates [1] - 25:7 great [7] - 27:19, 44:1, 44:3, 49:5, 60:17, 65:15, 68:5 greatest [1] - 23:8 Grey [7] - 5:18, 18:5, 34:8, 57:22, 60:1, 65:15, 75:5 GREY [6] - 1:14, 2:12, 5:19, 34:9, 57:23, 60:3 Greyhound [1] - 67:1 ground [10] - 22:11, 25:6, 34:14, 34:20, 34:22, 34:25, 35:2, 39:19, 45:23, 46:14 ground-level [1] - 34:14 Group [1] - 18:4 group [1] - 18:6 growing [1] - 58:17 growth [1] - 60:15 guess [3] - 39:12, 45:1, 64:17 guide [1] - 24:15 guideway [4] - 24:18, 26:2, 26:5, 36:7 guy [1] - 73:14 GUY [1] - 1:21 Guy [1] - 5:12</p>	<p style="text-align: center;">H</p> <p>half [3] - 37:17, 48:14, 69:2 hand [5] - 30:23, 38:4, 45:6, 51:14 hanging [1] - 53:10 happy [2] - 5:9, 32:4 hard [1] - 40:2 harder [1] - 35:2 HARPER [5] - 1:17, 12:18, 13:17, 43:22, 65:8 Harper [2] - 13:16, 65:7 HARPER-WILLIAMS [5] - 1:17, 12:18, 13:17, 43:22, 65:8 Harper-Williams [2] - 13:16, 65:7 Hartley [1] - 47:16 hash [1] - 73:14 hate [1] - 51:6 header [2] - 6:24, 7:1 heading [1] - 32:3 Health [2] - 23:20, 69:6 hear [3] - 28:2, 65:16, 65:21 heard [4] - 6:12, 9:1, 20:19, 66:8 heart [1] - 66:16 Heathrow [1] - 28:13 heck [1] - 76:4 held [1] - 1:6 help [5] - 20:1, 55:12, 59:15, 60:18, 63:9 helpful [1] - 15:25 helping [1] - 65:19 helps [1] - 43:10 high [4] - 21:19, 21:23, 22:13, 22:15 high-frequency [1] - 21:19 higher [3] - 22:8, 22:18, 36:19 Hilton [3] - 52:18, 52:19, 52:21 history [1] - 69:17 hit [1] - 55:24 hitting [1] - 42:14 Hogan [1] - 1:8 holdup [1] - 48:21 Home [1] - 28:18 home [2] - 42:14, 64:9 homeless [2] - 67:20, 68:11 Hoover [2] - 47:13, 47:16</p>	<p>HOOVER [2] - 47:15, 49:4 hopefully [9] - 24:9, 30:3, 48:8, 48:25, 50:14, 50:23, 56:1, 70:1, 74:11 hoping [2] - 29:17, 48:4 hour [1] - 29:4 hours [2] - 20:21, 76:13 House [2] - 3:23, 4:11 Housing [2] - 48:13, 48:15 Hudson [2] - 40:15, 40:17 huge [2] - 22:1, 65:2 hundred [3] - 45:19, 52:9, 55:9 hypothetical [1] - 59:10</p> <p style="text-align: center;">I</p> <p>IBM [1] - 28:15 idea [5] - 31:17, 39:21, 59:6, 59:17, 65:15 ideally [1] - 65:19 identified [1] - 3:25 identify [1] - 24:4 II [1] - 3:20 III [1] - 3:20 impanelled [1] - 18:4 impede [1] - 61:10 important [6] - 8:3, 9:12, 16:2, 41:12, 58:3, 58:6 inaudible [2] - 12:1, 77:6 inaudible [1] - 47:25 inaudible)-type [1] - 25:14 incentive [1] - 45:10 incentivi [1] - 20:1 include [2] - 47:8, 47:11 included [3] - 18:5, 26:10, 31:15 includes [1] - 38:24 indicate [1] - 67:7 individual [2] - 30:14, 68:1 individuals [2] - 57:10, 75:3 inductive [2] - 25:12 industry [1] - 70:2 inefficient [1] - 46:17 inform [1] - 65:22 information [3] - 11:4, 56:22, 57:1</p>	<p>informational [1] - 51:4 informative [1] - 38:1 infrastructure [5] - 24:22, 31:8, 33:17, 33:19, 46:7 initial [1] - 42:4 innovative [1] - 28:20 input [1] - 46:24 inquire [1] - 59:12 insignificant [1] - 36:10 install [1] - 13:11 installation [1] - 8:25 instead [2] - 13:6, 13:24 instructs [1] - 4:14 intend [2] - 54:24, 56:11 intensive [1] - 18:8 interact [1] - 25:7 interest [5] - 20:18, 21:8, 22:24, 27:20, 68:17 interested [2] - 20:20, 55:6 interesting [2] - 20:25, 39:3 internally [1] - 73:8 intrusion [1] - 46:8 investigating [1] - 38:9 investing [1] - 28:4 Investment [2] - 2:5, 56:24 investment [2] - 21:11, 21:15 INVESTMENT [1] - 1:2 investments [1] - 64:16 involved [4] - 20:13, 20:14, 68:17, 70:12 issue [3] - 67:23, 68:15, 71:23 issued [1] - 7:10 issues [2] - 36:10, 65:20 ITE [1] - 4:15 Item [1] - 16:14 item [3] - 66:22, 75:18, 76:5 items [1] - 66:13 itself [4] - 5:25, 50:21, 53:1, 54:10</p> <p style="text-align: center;">J</p> <p>JACK [1] - 1:13 Jackson [7] - 44:10, 44:14, 44:17, 44:18,</p>
<p style="text-align: center;">G</p> <p>game [1] - 62:23 gap [1] - 57:1 garages [5] - 55:5, 55:25, 56:21, 60:23, 65:1</p>				

44:22, 46:23, 69:6
JACKSON [3] - 44:12, 44:20, 46:25
JACKSONVILLE [1] - 1:1
Jacksonville [4] - 1:8, 45:6, 48:13, 66:22
jail [1] - 69:9
JAMES [1] - 1:13
January [5] - 1:6, 2:2, 50:5, 51:6, 78:15
JEDC [1] - 57:18
Jim [2] - 66:6, 73:14
JIM [1] - 1:21
job [1] - 68:5
JOHN [1] - 1:22
joined [1] - 73:11
JTA [5] - 16:7, 16:9, 16:14, 38:11, 38:18
JU [1] - 64:6

K

KAREN [1] - 1:22
Karen [1] - 49:7
KAY [1] - 1:17
keep [8] - 18:11, 18:15, 28:11, 36:3, 36:5, 44:3, 61:18, 61:22
keeping [1] - 46:18
key [3] - 19:6, 24:13, 35:24
kick [2] - 73:7, 73:15
kind [30] - 16:18, 16:22, 17:9, 17:15, 17:24, 18:9, 24:1, 27:17, 28:17, 28:20, 29:16, 31:9, 31:17, 32:11, 34:13, 37:3, 37:7, 37:12, 37:18, 37:21, 45:1, 46:10, 49:9, 49:15, 51:9, 51:12, 51:25, 65:13, 71:2, 72:11
KLEMENT [2] - 1:21, 66:7
knowledge [1] - 45:4
knows [1] - 8:2

L

lack [4] - 14:12, 45:2, 45:4, 56:23
land [1] - 5:1
landscaping [5] - 9:5, 9:20, 10:2, 11:20, 13:12
lane [3] - 25:19, 31:5, 31:7

lane's [1] - 30:24
lanes [4] - 17:13, 25:8, 25:16, 30:23
language [2] - 7:7, 15:11
Large [1] - 1:10
large [3] - 53:9, 59:8, 70:8
large-scale [1] - 53:9
Las [2] - 29:14, 29:15
last [8] - 16:21, 29:21, 44:25, 48:10, 57:3, 63:7, 67:18, 68:6
lastly [1] - 31:16
late [3] - 42:1, 54:17, 75:12
LaVilla [5] - 47:7, 47:9, 47:18, 50:10, 66:24
lawyers [1] - 5:3
lay [1] - 51:16
leadership [1] - 66:16
leads [1] - 72:17
leaning [1] - 34:14
least [3] - 42:20, 69:10, 69:13
leaving [1] - 3:14
left [4] - 3:17, 51:9, 51:14, 66:19
left-hand [1] - 51:14
length [1] - 55:13
less [8] - 7:17, 36:21, 36:22, 36:23, 37:10, 37:11, 37:23, 58:24
letting [1] - 16:17
level [16] - 22:11, 23:16, 25:6, 26:16, 27:10, 27:12, 29:9, 32:22, 34:14, 34:20, 34:22, 34:25, 35:2, 42:23, 45:24
leverage [3] - 71:12, 72:3, 72:4
lighter [1] - 46:6
limit [1] - 24:19
limits [1] - 24:17
limo [1] - 25:18
line [2] - 10:22, 36:7
lines [1] - 36:8
list [1] - 21:2
litigation [1] - 48:22
live [4] - 14:19, 14:23, 19:5, 40:25
LLC [1] - 2:22
loading [1] - 41:2
loan [3] - 48:12, 58:15
Local [1] - 28:15
local [1] - 48:11
located [1] - 12:10

Lofts [2] - 47:7, 47:18
lofts [1] - 47:9
logically [1] - 55:22
long-range [1] - 17:14
look [25] - 4:15, 4:21, 6:2, 18:24, 19:16, 23:18, 25:20, 27:8, 28:8, 30:17, 30:19, 36:6, 37:4, 37:9, 37:12, 40:12, 42:11, 42:15, 44:5, 53:2, 58:7, 67:3, 73:21, 74:12, 76:10
looked [15] - 18:2, 19:20, 23:14, 23:22, 24:12, 24:22, 25:21, 25:25, 26:2, 26:6, 33:4, 36:12, 38:12, 39:7, 55:2
looking [13] - 17:6, 17:20, 20:14, 29:20, 30:5, 30:13, 30:18, 39:9, 46:15, 59:18, 60:6, 61:4, 74:6
looks [2] - 31:1, 73:25
loop [5] - 21:22, 23:23, 31:20, 31:21, 57:8
LORI [1] - 1:20
lose [1] - 22:11
losing [4] - 71:12, 72:2, 72:4
Louisville [1] - 25:11
lower [1] - 25:17

M

M.D [2] - 23:18, 34:25
ma'am [2] - 10:11, 11:3
magnitude [1] - 37:22
mail [1] - 67:10
maintain [1] - 17:25
Manager [1] - 1:21
managing [2] - 56:17, 57:7
manual [1] - 4:15
map [1] - 23:2
MARC [1] - 1:16
March [7] - 48:4, 48:20, 49:1, 54:17, 70:19, 70:20, 74:8
march [1] - 70:22
Marco [7] - 21:8, 23:19, 34:23, 40:6, 41:17, 43:2, 46:9
market [1] - 64:19
Market [1] - 21:4
Maryland [1] - 28:15
master [2] - 4:14,

66:24
match [2] - 48:11, 62:24
materials [1] - 5:6
matter [3] - 40:5, 56:23, 69:11
mean [9] - 9:25, 32:17, 39:25, 41:5, 42:5, 58:14, 60:9, 62:13, 63:15
means [1] - 51:7
mechanically [1] - 56:6
mechanics [1] - 62:3
MEEKS [1] - 1:13
Meeks [11] - 12:16, 43:19, 49:10, 54:19, 58:5, 64:21, 67:17, 68:5, 68:19, 70:13, 72:17
Meeks' [1] - 65:21
meet [4] - 8:12, 13:19, 56:1, 72:22
MEETING [1] - 1:3
meeting [19] - 2:5, 17:1, 44:25, 48:10, 54:25, 55:1, 66:11, 66:12, 68:5, 73:19, 73:25, 74:8, 74:9, 74:13, 75:6, 75:16, 76:3, 77:13, 77:17
meetings [8] - 48:10, 67:12, 68:25, 69:3, 72:24, 73:4, 73:5, 76:12
member [1] - 67:8
MEMBER [93] - 2:12, 2:13, 5:15, 5:17, 5:19, 5:21, 6:1, 6:5, 6:10, 6:18, 6:20, 6:22, 7:13, 7:19, 7:23, 8:10, 8:15, 8:19, 9:11, 9:15, 9:19, 9:23, 10:7, 10:10, 10:12, 10:15, 10:23, 11:1, 11:4, 12:13, 12:15, 12:18, 12:23, 13:2, 13:5, 13:10, 13:14, 13:17, 15:2, 15:4, 32:14, 33:25, 34:9, 34:11, 35:12, 35:15, 35:18, 35:21, 36:11, 36:15, 37:25, 39:6, 39:12, 40:9, 40:13, 40:17, 40:24, 41:9, 41:21, 43:12, 43:15, 43:18, 43:22, 57:17, 57:21, 57:23, 57:25, 58:11, 58:13, 59:1, 60:3,

61:24, 62:6, 63:15, 63:18, 63:22, 64:17, 65:8, 65:12, 70:18, 70:21, 71:1, 74:16, 74:19, 74:20, 74:23, 75:9, 75:13, 75:15, 76:15, 77:2, 77:7, 77:11
Member [8] - 1:14, 1:14, 1:15, 1:15, 1:16, 1:16, 1:17, 14:16
members [4] - 38:5, 57:14, 66:19, 76:20
MEMBERS [8] - 1:12, 2:15, 2:18, 2:20, 15:17, 15:21, 15:23, 70:15
Mental [1] - 69:5
mentioned [1] - 20:12
met [5] - 14:19, 14:23, 19:19, 19:20, 25:20
Miami [5] - 21:21, 23:23, 25:1, 26:1, 38:9
Michigan [1] - 29:13
middle [2] - 21:23, 29:14
midlife [1] - 17:22
might [7] - 6:1, 7:10, 22:16, 31:11, 45:19, 46:13, 75:19
mile [1] - 23:3
miles [1] - 29:3
million [18] - 21:12, 37:17, 37:19, 37:20, 49:13, 51:16, 53:6, 53:21, 55:25, 58:24, 60:24, 61:3, 61:5, 61:7, 61:8, 63:12, 63:13, 65:1
mind [5] - 19:18, 28:11, 43:7, 61:18, 61:22
minimize [1] - 31:8
minimum [1] - 61:5
minute [1] - 61:13
minutes [8] - 2:6, 2:7, 2:8, 2:9, 2:10, 2:17, 20:7, 44:15
missed [1] - 44:18
mobility [1] - 19:7
modernize [2] - 18:11, 18:15
modifications [2] - 24:20, 26:5
modified [1] - 26:1
modify [2] - 24:18, 36:7
money [10] - 50:18,

<p>53:15, 53:16, 60:12, 61:14, 61:16, 62:7, 62:20, 63:8 monopolize [1] - 62:13 monorail [1] - 36:4 monster [1] - 45:21 month [7] - 16:21, 50:23, 52:7, 54:21, 54:22, 54:23, 76:7 months [3] - 18:14, 51:7, 65:24 MOODY [9] - 1:16, 12:13, 15:2, 33:25, 40:24, 58:11, 64:17, 74:19, 75:15 Moody [1] - 40:22 moody [2] - 12:12, 58:10 morning [3] - 74:17, 74:23, 75:8 most [6] - 20:24, 26:15, 26:22, 33:21, 55:6, 59:18 motion [5] - 2:10, 14:24, 15:4, 15:7, 15:18 Motors [2] - 28:3, 28:15 mounds [1] - 47:20 move [6] - 19:3, 42:20, 42:24, 48:20, 54:3, 63:10 moved [4] - 2:6, 2:12, 14:25, 75:20 movers [1] - 39:5 moving [6] - 8:21, 17:7, 48:23, 66:5, 73:5, 76:6 MR [96] - 2:25, 3:1, 6:24, 7:3, 7:14, 7:22, 8:9, 8:12, 8:18, 9:4, 9:14, 9:18, 10:3, 10:9, 10:11, 10:14, 10:19, 10:24, 11:3, 11:16, 11:23, 11:25, 12:2, 12:6, 14:3, 14:8, 14:13, 14:16, 15:14, 16:9, 16:16, 32:17, 34:3, 34:16, 35:14, 35:17, 35:19, 35:23, 36:13, 36:17, 37:11, 38:20, 39:7, 39:20, 40:11, 40:16, 40:18, 41:20, 42:2, 43:14, 43:16, 43:25, 44:7, 44:12, 44:20, 46:25, 47:5, 47:9, 47:15, 49:4, 49:7, 50:16, 50:17, 52:16,</p>	<p>52:19, 52:21, 56:16, 57:19, 58:25, 59:24, 60:1, 60:20, 60:22, 62:5, 62:12, 63:3, 63:17, 63:21, 64:2, 66:3, 66:7, 67:17, 70:24, 73:7, 73:13, 73:17, 74:18, 75:2, 75:11, 75:14, 75:17, 75:22, 75:25, 76:16, 77:9, 77:12 multi [1] - 26:19 multi-vehicle [1] - 26:19 multifamily [2] - 3:19, 4:9 multiple [1] - 26:19 multiuse [4] - 8:25, 9:2, 9:25, 13:11</p>	<p>29:24 never [1] - 61:25 new [12] - 25:25, 30:11, 31:24, 31:25, 33:17, 35:19, 36:19, 37:17, 54:7, 70:16, 70:23, 73:18 New [1] - 38:8 Newby [1] - 68:11 news [2] - 16:19, 52:11 next [14] - 27:8, 30:6, 35:25, 52:7, 53:18, 54:22, 54:23, 55:1, 55:15, 56:2, 63:23, 64:3, 66:24, 74:9 nice [4] - 41:7, 67:4, 68:16, 76:19 night [1] - 44:25 nine [3] - 73:22, 76:19, 76:25 nobody [1] - 57:5 nontraditional [1] - 32:20 noon [1] - 76:14 normally [2] - 49:24, 76:13 North [2] - 1:7, 53:16 north [1] - 35:4 Northbank [12] - 24:1, 43:8, 51:10, 53:20, 54:9, 58:14, 58:20, 59:5, 59:15, 59:20, 60:9, 62:3 Notary [1] - 1:9 note [2] - 51:18, 51:23 notes [2] - 46:15, 78:11 nothing [4] - 12:18, 43:22, 51:1, 60:25 notice [2] - 53:25, 54:8 notion [1] - 69:13 number [8] - 3:5, 21:1, 33:9, 38:7, 53:4, 55:6, 61:7 numbers [3] - 55:4, 55:23, 65:1</p>	<p>Occupancy [8] - 6:11, 7:15, 8:20, 13:4, 13:8, 13:25, 14:7, 15:12 occupancy [1] - 11:9 occupy [1] - 19:5 October [1] - 48:6 OF [4] - 1:1, 78:1, 78:3, 78:4 office [4] - 4:5, 4:16, 8:13, 61:9 Office [1] - 1:22 officer [1] - 57:15 Officer [2] - 1:19, 47:3 offices [1] - 41:1 official [2] - 14:9, 14:21 oftentimes [1] - 70:9 old [5] - 35:16, 67:15, 67:16, 70:14, 71:2 Oliver [2] - 44:2, 60:4 OLIVER [1] - 1:14 Olli [1] - 28:14 on-demand [1] - 22:24 once [3] - 41:3, 58:22, 61:19 One [2] - 52:6, 77:8 one [47] - 3:23, 4:1, 4:23, 8:2, 8:16, 17:15, 17:24, 19:4, 20:3, 21:1, 21:10, 21:20, 24:12, 25:23, 26:9, 26:22, 28:22, 29:16, 29:21, 29:22, 30:16, 31:4, 35:8, 37:21, 38:21, 41:9, 42:18, 42:24, 44:23, 45:15, 45:18, 51:13, 52:18, 53:9, 54:6, 57:11, 59:9, 66:14, 69:8, 69:10, 69:25, 72:8, 73:15, 73:17, 74:14, 75:24, 76:5 one's [1] - 59:2 one-of-a-kind [1] - 17:24 ongoing [1] - 36:22 online [1] - 54:5 open [1] - 2:4 operate [3] - 22:18, 26:15, 34:19 operating [5] - 26:19, 36:21, 51:16, 52:6, 53:22 operational [2] - 26:17, 30:13 opine [1] - 44:5 opinion [1] - 19:22 opportunities [2] - 30:15, 39:17</p>	<p>opportunity [10] - 16:22, 24:7, 27:6, 43:3, 44:5, 54:18, 60:8, 71:22, 73:2, 73:3 opposed [4] - 2:19, 14:7, 15:22, 39:18 option [3] - 26:23, 36:18, 36:24 options [8] - 19:17, 24:12, 25:10, 25:21, 25:23, 26:9, 33:3 order [3] - 4:13, 4:23, 37:22 ordinance [1] - 10:6 organization [2] - 43:17, 64:11 oriented [1] - 45:7 Orlando [1] - 25:18 Osborn [1] - 66:25 otherwise [1] - 48:23 outreach [1] - 19:22 outside [2] - 23:8, 23:13 overall [1] - 23:21 overhaul [1] - 18:1 overhauled [1] - 17:23 overhead [3] - 25:15, 34:12, 34:17 oversight [1] - 57:18 overview [2] - 16:23, 47:7 owe [1] - 56:13 own [2] - 41:23, 41:24 owners [4] - 24:6, 56:4, 56:20, 56:25 ownership [1] - 24:8</p>
N				
<p>nailed [1] - 73:24 name [3] - 31:22, 31:25, 47:23 Navia [1] - 29:11 near [3] - 27:17, 62:11, 66:25 necessarily [4] - 7:9, 18:22, 32:7, 38:23 need [35] - 16:5, 22:4, 23:16, 23:17, 23:18, 24:11, 25:4, 26:25, 31:9, 32:24, 34:5, 34:6, 35:8, 37:5, 37:8, 37:22, 42:15, 45:9, 52:23, 52:24, 53:12, 55:15, 59:19, 62:8, 63:5, 63:22, 64:2, 64:13, 65:24, 68:8, 68:12, 68:18, 68:24, 75:1 needed [6] - 17:23, 19:24, 46:7, 56:21, 59:19, 62:16 needs [6] - 18:21, 19:2, 20:9, 61:21, 65:4, 65:5 negotiate [2] - 62:20, 62:25 negotiated [1] - 59:9 negotiating [2] - 50:12, 53:10 negotiations [1] - 61:12 negotiator [1] - 61:13 neighborhoods [5] - 22:10, 23:6, 23:8, 27:2, 40:1 Netherlands [1] -</p>	P			
<p>50:16, 50:17, 52:16,</p>	<p>o'clock [2] - 75:11, 76:15 obvious [1] - 58:14 obviously [5] - 24:4, 24:23, 30:7, 36:19, 42:2 occasionally [1] - 72:25 occasions [1] - 76:24</p>			<p>p.m [4] - 1:7, 2:2, 66:11, 77:20 packages [1] - 67:10 PADGETT [11] - 1:16, 5:17, 34:11, 35:12, 35:15, 35:18, 35:21, 36:11, 36:15, 57:21, 74:20 Padgett [4] - 5:16, 34:10, 57:20, 75:3 page [3] - 6:17, 6:21, 44:4 Page [8] - 5:23, 5:24, 6:8, 6:23, 6:25, 7:24, 12:21 Pages [1] - 3:25 paid [2] - 51:22, 57:5 palate [1] - 5:7 panic [1] - 53:13 paper [1] - 3:5</p>

<p>Paragraph [2] - 7:25, 8:4 paragraph [2] - 8:24, 40:14 park [2] - 19:4, 41:5 Park [2] - 29:23, 31:3 parkers [1] - 19:3 parking [7] - 18:21, 50:24, 55:5, 55:25, 60:6, 65:1, 65:18 PAROLA [24] - 1:21, 3:1, 6:24, 7:3, 7:14, 7:22, 8:9, 8:12, 8:18, 9:4, 9:14, 9:18, 10:3, 10:9, 10:11, 10:14, 10:19, 10:24, 11:3, 14:3, 14:8, 14:13, 14:16, 15:14 Parola [4] - 2:25, 11:18, 13:18, 13:23 part [7] - 10:5, 19:7, 35:25, 40:3, 66:19, 73:3, 76:2 participant [1] - 18:7 participate [1] - 67:8 particular [10] - 49:22, 51:24, 62:19, 68:4, 68:15, 69:18, 73:20, 74:5, 74:10, 77:12 parties [2] - 48:22, 68:13 partner [2] - 19:21, 43:3 parts [1] - 17:25 party [3] - 55:7, 55:11, 56:4 passed [2] - 46:20, 49:8 passionate [1] - 44:24 past [5] - 17:22, 18:14, 38:15, 56:18, 71:3 path [11] - 3:22, 9:2, 9:5, 9:10, 9:16, 9:21, 9:25, 11:8, 12:8, 13:11, 18:9 patients [1] - 70:4 patio [2] - 11:5, 11:20 patios [1] - 11:22 patterns [1] - 41:23 pay [1] - 60:18 paying [2] - 54:1, 55:4 payment [9] - 52:20, 52:22, 54:2, 54:6, 55:19, 57:4, 58:5, 63:8, 63:13 peak [2] - 22:21 pedestrian [1] - 31:20 pedestrians [1] - 31:18 peer [1] - 19:20</p>	<p>pencil [1] - 3:4 pending [15] - 8:2, 19:3, 19:5, 20:6, 20:19, 28:8, 38:16, 39:5, 45:1, 45:18, 69:8, 69:11, 70:1, 70:11, 73:23 per [3] - 10:5, 45:20, 56:9 perhaps [1] - 70:6 peripheral [2] - 18:20, 19:3 permit [1] - 7:11 perpetuity [1] - 5:3 person [2] - 69:5, 69:16 personal [1] - 28:6 perspective [3] - 72:12, 72:19, 77:1 phase [3] - 35:25, 66:24, 67:1 Phase [5] - 3:10, 3:15, 3:19, 3:20, 4:9 phases [1] - 35:9 phasing [2] - 32:25, 52:8 Philadelphia [1] - 38:10 phone [1] - 69:2 physical [1] - 7:17 piece [2] - 62:25, 68:4 piggyback [1] - 60:4 pike [1] - 62:8 place [3] - 14:15, 27:18, 27:19 places [6] - 26:25, 31:10, 39:9, 39:23, 40:12, 46:9 plan [4] - 17:14, 19:19, 41:24, 66:24 planned [2] - 38:4, 48:19 plans [1] - 42:7 platform [1] - 36:8 platoon [1] - 26:21 play [3] - 52:22, 62:24, 68:3 pleased [1] - 70:8 plentiful [1] - 63:24 plenty [1] - 61:20 plug [1] - 61:21 plugged [2] - 68:18, 68:19 pod [2] - 45:18, 45:20 podium [5] - 11:12, 16:12, 44:17, 47:13, 48:4 pods [3] - 45:16, 45:19, 46:3</p>	<p>point [10] - 8:3, 22:24, 29:1, 35:7, 41:25, 58:13, 62:22, 68:12, 75:23 point-to-point [1] - 22:24 Points [2] - 21:3, 42:5 policy [2] - 17:17, 18:10 political [2] - 59:18, 64:24 poll [1] - 66:3 pool [1] - 3:10 pops [1] - 76:2 popular [1] - 69:22 portions [2] - 5:7, 66:8 position [4] - 42:19, 42:24, 71:12, 72:2 possible [1] - 24:18 possibly [1] - 77:7 potential [3] - 36:12, 45:4, 59:23 pots [1] - 60:12 pouring [1] - 47:24 power [2] - 25:6, 25:12 powered [1] - 25:13 practical [4] - 34:24, 39:8, 39:24, 40:5 prefer [2] - 73:9, 75:8 preference [1] - 41:22 preferred [1] - 17:4 present [2] - 16:17, 75:2 PRESENT [2] - 1:12, 1:18 Presentation [1] - 16:15 Presentations [1] - 16:14 President [1] - 1:20 pretty [3] - 23:16, 32:7, 36:16 previous [1] - 3:16 previously [1] - 3:2 price [1] - 45:20 primary [1] - 71:17 Prime [1] - 66:25 printing [1] - 28:19 priority [1] - 43:7 problem [4] - 9:8, 11:17, 45:13, 57:18 proceed [3] - 30:8, 31:12, 33:12 proceeded [1] - 19:18 proceedings [2] - 77:19, 78:9 Proceedings [1] - 1:6 process [10] - 17:20,</p>	<p>32:24, 33:11, 33:23, 48:25, 51:8, 53:1, 57:4, 63:4, 73:10 produced [1] - 28:14 professional [1] - 50:2 Professional [3] - 50:7, 78:7, 78:18 program [8] - 17:7, 18:13, 31:22, 31:25, 32:21, 52:15, 52:16, 63:9 Program [1] - 30:10 programs [1] - 42:22 progress [1] - 49:6 project [18] - 3:3, 3:13, 17:6, 17:11, 32:19, 32:20, 32:22, 33:5, 51:25, 53:9, 54:7, 59:9, 59:10, 66:9, 67:4, 71:6, 73:20, 74:10 projecting [1] - 53:5 projections [1] - 52:1 projects [9] - 17:8, 30:3, 42:20, 53:8, 60:8, 60:14, 61:20, 62:9, 64:8 proper [1] - 7:20 property [2] - 10:21, 24:6 proposed [1] - 51:23 proposing [1] - 34:11 provided [2] - 51:5, 66:17 providers [2] - 68:1, 68:6 providing [3] - 12:7, 54:3, 70:3 PRT [2] - 26:3, 26:10 Prudential [1] - 4:24 Public [1] - 1:9 public [13] - 5:1, 9:10, 12:7, 15:16, 19:22, 20:16, 24:8, 47:12, 68:3, 68:4, 68:24, 69:10, 77:15 public-type [1] - 68:24 purchased [1] - 34:1 purposes [2] - 20:9, 51:5 pursue [2] - 4:4, 26:12 purview [1] - 10:5 push [1] - 62:17 pushback [1] - 70:10 put [11] - 3:4, 17:14, 25:23, 35:19, 46:3, 48:15, 51:19, 52:5, 52:23, 53:7, 60:15 puts [2] - 3:9, 71:11 putting [5] - 25:25,</p>	<p>26:3, 36:19, 71:24, 72:1</p> <p style="text-align: center;">Q</p> <p>quarter [8] - 23:3, 49:16, 49:17, 49:18, 49:21, 49:23 quarter-mile [1] - 23:3 questioned [1] - 18:1 questions [8] - 5:10, 5:14, 5:17, 5:22, 16:23, 32:5, 55:12, 57:15 quick [4] - 41:9, 47:7, 47:17, 65:12 quickly [2] - 27:23, 48:6 quite [1] - 44:24 quorum [1] - 76:20</p> <p style="text-align: center;">R</p> <p>radius [1] - 23:4 railroad [1] - 11:15 ran [1] - 55:18 range [3] - 17:14, 33:7, 37:3 rapid [1] - 28:6 rate [1] - 55:2 re [2] - 30:21, 31:12 re-envision [1] - 30:21 re-envisioning [1] - 31:12 reach [2] - 23:13, 40:1 reached [1] - 20:12 reaching [1] - 17:22 read [2] - 6:24, 16:19 ready [2] - 51:6, 76:5 real [6] - 23:14, 40:18, 58:19, 61:12, 65:12, 73:9 realizes [1] - 68:24 reallocated [1] - 62:2 really [4] - 9:9, 17:16, 17:20, 18:16, 19:10, 21:6, 21:23, 22:4, 24:5, 24:16, 25:22, 26:10, 27:14, 28:20, 29:6, 30:23, 30:24, 32:23, 33:3, 33:10, 35:8, 36:3, 37:4, 37:5, 38:3, 39:8, 40:7, 41:4, 41:6, 51:9, 57:3, 58:7, 58:16, 60:13, 61:1, 63:5, 65:24, 70:10, 71:22, 72:4, 76:19 reason [2] - 26:14, 63:6</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>receive [1] - 7:10 receiving [1] - 67:6 recently [1] - 76:23 recognize [1] - 71:16 recommendation [2] - 26:11, 30:9 recommendations [1] - 16:20 recommending [1] - 4:2 reconciliation [1] - 66:18 reconfigure [1] - 37:6 record [1] - 78:10 Redevelopment [2] - 1:20, 1:21 referenced [1] - 6:6 referencing [1] - 10:20 referring [1] - 11:6 reflect [2] - 5:6, 9:7 reflected [2] - 14:5, 20:22 regard [3] - 8:14, 54:13, 54:19 regards [7] - 54:15, 56:25, 62:14, 62:24, 67:20, 67:21, 68:2 Regional [1] - 66:23 regular [1] - 73:24 related [3] - 55:7, 55:11, 56:4 relevancy [1] - 64:14 reliability [3] - 22:7, 22:8, 22:11 relocation [1] - 67:1 remaining [2] - 3:12, 3:18 remember [6] - 10:18, 48:1, 48:9, 56:7, 64:6, 72:24 remote [1] - 27:14 removing [1] - 26:2 rep [1] - 77:8 Repair [1] - 30:10 repayment [1] - 52:17 report [6] - 6:7, 16:7, 47:3, 54:12, 56:14, 78:9 REPORTER [1] - 78:1 Reporter [2] - 78:8, 78:18 reports [1] - 16:20 represent [2] - 7:16, 7:17 request [1] - 47:12 requested [2] - 56:18, 56:22 require [2] - 10:1, 26:4 required [1] - 56:9</p>	<p>requires [2] - 10:6, 15:13 rescinds [1] - 3:9 residences [3] - 45:7, 45:9, 45:11 residential [1] - 21:17 resistance [1] - 46:12 resistant [1] - 26:25 Resolution [3] - 2:21, 3:25, 6:25 resolution [7] - 3:8, 3:16, 5:23, 5:24, 6:4, 6:19, 74:14 Resource [1] - 69:6 resources [1] - 59:22 respond [2] - 22:15, 61:24 response [5] - 2:15, 2:20, 15:17, 15:23, 70:15 rest [1] - 4:21 restrictive [1] - 60:11 restricts [1] - 60:13 resubmitted [1] - 48:17 result [1] - 18:10 retail [1] - 21:18 rethink [1] - 30:25 retrofit [2] - 35:22, 46:4 REV [3] - 51:20, 53:23, 71:14 revenue [2] - 58:21, 65:18 revenues [3] - 51:23, 53:21, 60:6 Review [1] - 10:4 revitalizing [2] - 69:24, 70:7 RFA [1] - 48:23 RFP [1] - 50:3 ridership [1] - 42:13 right-hand [1] - 30:23 right-of-way [2] - 34:6, 46:1 right-of-ways [1] - 34:1 Rights [1] - 2:23 rights [10] - 3:10, 3:12, 3:15, 3:17, 3:18, 4:4, 4:7, 8:5, 71:6, 71:14 rigid [1] - 19:12 River [3] - 3:23, 4:11, 40:17 river [3] - 4:7, 23:25, 31:17 Riverplace [1] - 50:9 Riverside [9] - 21:4, 21:6, 23:17, 30:19, 35:1, 41:16, 50:16,</p>	<p>50:17, 53:23 Riverwalk [8] - 4:24, 4:25, 5:5, 5:8, 10:17, 10:24, 11:19, 12:9 Rivium [2] - 29:23, 31:3 Road [1] - 47:16 road [6] - 17:12, 30:17, 30:18, 33:13, 50:9, 50:17 Rochelle [1] - 44:22 rocket [2] - 46:19, 59:20 role [2] - 18:17, 68:4 rolled [3] - 53:19, 53:23, 54:7 RON [1] - 1:16 roughly [1] - 53:21 round [1] - 64:25 rowing [2] - 68:13 rules [1] - 60:13 run [2] - 42:14, 64:9 running [1] - 29:24 runs [1] - 37:18 Ryan [3] - 47:6, 47:14, 47:16</p>	<p>53:3, 53:20, 55:23, 58:15, 60:17, 66:1, 68:16 seeing [2] - 22:23, 41:24 seem [3] - 72:8, 72:9, 76:21 self [1] - 23:16 self-evident [1] - 23:16 sense [3] - 17:9, 31:2, 33:21 sensitive [1] - 22:9 sensitivities [2] - 64:24, 65:3 separate [1] - 25:18 separated [1] - 25:8 September [4] - 50:14, 50:18, 52:24, 52:25 series [1] - 17:7 serve [3] - 18:20, 18:23, 20:9 service [3] - 21:19, 29:25, 60:24 services [3] - 50:2, 50:24, 70:2 Services [1] - 50:7 serving [1] - 19:2 set [3] - 26:8, 26:20, 75:6 setting [4] - 22:1, 27:15, 27:16, 29:7 settle [1] - 62:3 seven [2] - 75:3, 75:5 several [2] - 56:8, 69:9 SF [1] - 51:13 shape [1] - 20:1 share [8] - 17:2, 27:22, 29:21, 30:16, 38:13, 40:9, 54:20, 54:22 sharing [1] - 43:17 shed [1] - 23:4 sheet [2] - 53:18, 65:2 shipyard [1] - 70:19 Short [1] - 69:7 shorter [1] - 22:2 show [2] - 28:11, 31:16 shows [2] - 20:7, 23:2 side [8] - 4:6, 6:3, 9:6, 9:16, 9:22, 11:15, 13:12, 51:20 sidings [1] - 31:7 sign [2] - 2:19, 15:22 significant [3] - 37:1, 59:7, 62:10 significantly [1] - 62:11 similar [2] - 25:23,</p>	<p>30:4 simple [2] - 72:23, 73:4 simply [4] - 4:15, 23:7, 23:9, 39:21 single [6] - 26:18, 28:22, 28:23, 31:5, 31:7, 55:6 singles [1] - 64:11 sit [1] - 64:8 sits [1] - 24:16 situated [1] - 27:6 situations [1] - 71:5 six [2] - 17:13, 20:5 Skyway [19] - 16:8, 16:9, 16:14, 17:5, 18:4, 18:12, 18:17, 18:19, 21:12, 28:22, 31:14, 31:21, 31:25, 39:19, 41:2, 44:9, 44:24, 46:2, 46:3 slow [3] - 29:6, 49:25, 50:19 small [2] - 28:9, 28:10 smaller [9] - 22:17, 28:7, 28:21, 29:2, 29:19, 37:21, 45:16, 46:1, 46:6 so-called [1] - 55:7 someone [2] - 44:16, 57:6 sometimes [3] - 6:10, 6:12, 72:8 somewhere [2] - 52:23, 75:10 soon [3] - 30:4, 32:14, 76:22 soon-to-be [1] - 76:22 sooner [1] - 42:2 sorry [7] - 12:2, 44:13, 44:19, 47:10, 50:10, 53:17, 70:16 Sorry [1] - 70:22 sort [11] - 17:2, 23:12, 25:22, 26:20, 31:24, 32:21, 32:25, 33:20, 42:13, 69:17 sound [1] - 43:13 sounds [3] - 34:14, 41:13, 43:12 source [1] - 58:21 south [1] - 34:22 Southbank [8] - 2:22, 3:19, 5:8, 24:1, 40:25, 43:1, 53:17, 59:7 Southside [2] - 51:10, 51:13 spans [1] - 46:8 speaker [1] - 44:9</p>
S				
<p>San [7] - 21:8, 23:19, 34:23, 40:6, 41:17, 43:2, 46:9 satisfied [1] - 13:3 satisfy [1] - 14:11 saw [9] - 21:3, 21:10, 21:22, 23:1, 23:23, 42:6, 66:9, 66:15 SAWYER [1] - 1:22 say-so [1] - 61:15 scale [1] - 53:9 schedule [3] - 55:19, 58:6, 66:2 science [1] - 46:20 scientist [1] - 59:21 scope [1] - 50:24 scrapping [2] - 39:11, 39:13 scrivener [1] - 8:13 second [6] - 2:13, 15:1, 15:2, 15:19, 49:16, 66:22 secondhand [1] - 3:11 sections [1] - 6:16 see [28] - 2:9, 19:25, 20:22, 23:5, 23:11, 24:14, 24:15, 25:1, 25:9, 25:17, 27:5, 29:4, 39:4, 40:4, 44:10, 48:8, 49:5, 49:24, 51:14, 52:8,</p>				

<p>speed [1] - 29:10 spend [5] - 49:25, 50:13, 50:18, 60:12 spending [1] - 49:21 spent [1] - 21:12 spite [1] - 49:1 splitting [1] - 21:5 sports [6] - 20:24, 21:1, 21:6, 23:17, 24:2, 42:5 Springfield [6] - 21:8, 23:19, 35:5, 40:6, 42:11, 43:2 stabilizes [1] - 58:18 staff [6] - 6:7, 6:11, 8:7, 9:7, 58:2, 72:14 stakeholders [1] - 19:21 standard [1] - 17:10 standards [1] - 50:3 standpoint [6] - 18:10, 19:11, 31:20, 33:2, 51:3, 73:19 stands [1] - 31:22 start [14] - 19:13, 33:8, 39:15, 44:16, 49:25, 50:19, 51:24, 52:8, 54:1, 63:22, 64:2, 65:25, 75:12, 76:11 started [5] - 12:24, 17:19, 29:24, 47:24, 77:4 starting [5] - 5:13, 5:23, 48:25, 51:21, 64:1 State [3] - 1:9, 30:10, 63:7 state [2] - 9:1, 42:21 STATE [1] - 78:3 statement [1] - 60:10 statements [5] - 54:20, 55:3, 55:21, 56:8, 56:12 States [1] - 29:17 station [1] - 36:8 stations [2] - 25:13, 45:11 stay [1] - 45:17 stenographic [1] - 78:11 stenographically [1] - 78:9 step [1] - 44:14 steps [3] - 17:5, 30:6, 56:3 still [9] - 3:17, 10:21, 12:21, 27:11, 37:10, 37:23, 48:6, 50:11, 64:19 story [1] - 48:1</p>	<p>strategy [5] - 19:4, 19:8, 50:11, 61:23, 68:2 street [3] - 26:16, 50:3, 50:22 Street [6] - 1:8, 30:20, 30:22, 31:10, 35:3, 44:22 streetcar [1] - 25:15 striking [1] - 59:14 strong [1] - 21:8 structural [1] - 37:8 structure [3] - 19:15, 24:14, 27:1 stuck [1] - 19:12 study [2] - 4:12, 50:24 stuff [2] - 37:7, 46:9 subject [5] - 52:2, 65:3, 65:5, 69:11, 69:14 substantial [2] - 26:4, 55:4 successful [2] - 48:14, 64:10 sufficient [1] - 37:7 suited [1] - 65:19 supplementing [1] - 39:14 support [4] - 19:4, 19:5, 19:10, 46:7 surplus [1] - 59:8 survey [1] - 20:16 surveys [2] - 19:23, 41:16 system [35] - 17:3, 18:23, 19:12, 19:19, 20:3, 20:4, 20:8, 20:10, 20:23, 21:10, 21:22, 22:6, 22:7, 22:14, 23:1, 23:10, 23:13, 23:21, 24:10, 24:24, 25:3, 25:14, 25:18, 26:3, 26:13, 30:15, 36:21, 39:11, 39:13, 39:14, 40:2, 40:8, 41:8, 45:5, 67:3 systems [2] - 18:25, 19:20</p>	<p>tech [1] - 38:22 technology [12] - 17:4, 18:2, 26:7, 26:12, 27:18, 28:12, 28:19, 29:19, 30:12, 38:25, 39:4, 39:5 ten [2] - 20:5, 27:8 term [6] - 7:11, 7:16, 7:20, 8:11, 14:1, 14:2 terminate [1] - 62:18 terms [12] - 4:7, 13:21, 16:20, 20:17, 25:2, 51:2, 51:19, 53:8, 54:2, 56:9, 69:22, 73:18 Tesla [1] - 28:2 THE [106] - 2:4, 2:14, 2:16, 2:19, 2:21, 5:12, 5:16, 5:18, 5:20, 5:24, 6:3, 6:9, 6:14, 6:19, 6:21, 7:2, 9:21, 10:18, 11:5, 11:13, 11:21, 11:24, 12:1, 12:4, 12:11, 12:14, 12:16, 12:17, 12:19, 12:25, 13:3, 13:9, 13:13, 13:16, 14:6, 14:10, 14:14, 14:24, 14:25, 15:1, 15:3, 15:6, 15:8, 15:10, 15:15, 15:18, 15:22, 15:24, 16:11, 16:13, 32:10, 33:24, 34:8, 34:10, 37:10, 37:24, 40:21, 43:19, 43:20, 43:23, 44:1, 44:8, 44:13, 44:18, 46:23, 47:1, 47:8, 47:11, 47:14, 49:3, 49:5, 54:23, 57:14, 57:20, 57:22, 57:24, 58:9, 58:12, 59:25, 60:21, 63:1, 64:20, 64:22, 65:6, 65:10, 66:5, 67:14, 68:16, 68:20, 70:13, 70:16, 70:20, 70:22, 70:25, 72:20, 73:12, 73:16, 74:12, 74:22, 74:25, 75:19, 75:23, 76:17, 76:18, 77:4, 77:14 themes [1] - 21:7 themselves [1] - 36:20 they've [4] - 30:2, 56:21, 61:20, 67:4 thinking [7] - 39:13, 39:14, 43:6, 53:13, 63:19, 63:23, 72:16 third [2] - 30:2, 49:16</p>	<p>third-generation [1] - 30:2 Thoburn [1] - 16:12 THOBURN [23] - 16:16, 32:17, 34:3, 34:16, 35:14, 35:17, 35:19, 35:23, 36:13, 36:17, 37:11, 38:20, 39:7, 39:20, 40:11, 40:16, 40:18, 41:20, 42:2, 43:14, 43:16, 43:25, 44:7 thousand [3] - 4:19, 52:9, 55:10 three [11] - 6:15, 6:16, 25:22, 44:15, 45:18, 45:19, 54:16, 61:3, 63:23, 76:13, 76:22 throw [2] - 59:22, 72:6 throwing [2] - 33:9, 59:16 TID [1] - 51:10 tie [2] - 33:17, 65:14 TIF [4] - 51:11, 53:20, 62:16, 62:18 TIFs [4] - 53:19, 54:13, 54:16, 57:11 timelines [1] - 32:23 timer [1] - 44:16 timing [6] - 32:17, 32:18, 72:1, 72:21, 72:23, 73:6 today [14] - 9:1, 17:10, 20:4, 23:3, 24:14, 27:8, 31:21, 37:15, 38:2, 38:5, 39:11, 41:10, 51:3, 65:4 together [4] - 22:20, 53:19, 59:11, 71:15 TOM [1] - 1:20 Tom [1] - 8:12 tomorrow [1] - 66:11 tons [1] - 47:22 took [2] - 47:22, 66:16 top [2] - 49:9, 51:14 topic [3] - 38:12, 67:20, 71:21 total [2] - 49:13, 53:21 totality [1] - 37:13 touched [1] - 20:12 tough [2] - 74:1, 76:1 toward [1] - 34:14 towards [1] - 63:10 town [1] - 75:10 townhome [1] - 11:22 track [2] - 34:24, 35:6 traditional [2] - 25:14, 42:21 traffic [2] - 4:12, 25:7 train [6] - 20:6, 26:20,</p>	<p>28:23, 28:24, 34:12, 34:23 trains [1] - 20:5 transactions [3] - 55:8, 55:11, 56:4 transcript [2] - 16:4, 78:10 transit [10] - 23:5, 25:19, 27:24, 28:6, 31:18, 31:20, 38:6, 39:18, 45:5, 45:7 transit-oriented [1] - 45:7 transition [5] - 30:11, 30:14, 31:24, 34:17, 35:4 Transportation [1] - 66:23 transportation [4] - 20:14, 23:10, 34:15, 67:3 trend [1] - 49:25 tried [3] - 14:20, 46:13, 63:7 triples [1] - 64:11 trips [2] - 4:15, 22:2 Tropia [3] - 1:9, 78:7, 78:18 true [2] - 28:10, 78:10 trust [1] - 77:13 Trust [1] - 58:23 try [8] - 16:25, 51:25, 62:20, 62:25, 66:1, 73:23, 76:4, 76:10 trying [5] - 9:9, 62:18, 64:5, 64:6, 71:19 tune [1] - 55:24 turn [2] - 6:21, 68:22 turned [1] - 56:7 two [23] - 17:19, 20:5, 20:6, 21:7, 28:23, 28:24, 41:17, 45:19, 47:18, 48:10, 48:18, 51:5, 51:7, 53:19, 54:15, 54:16, 55:10, 56:3, 58:24, 66:13, 69:3, 69:11, 76:3 two-car [4] - 20:5, 20:6, 28:23, 28:24 type [4] - 20:8, 25:25, 64:8, 68:24 types [1] - 18:25 typical [1] - 17:11 typically [1] - 23:4</p>
T		U		
<p>table [2] - 52:7, 74:10 tabled [2] - 73:20, 74:15 tack [1] - 72:16 takeaway [1] - 21:20 talks [4] - 6:5, 8:24, 38:6, 40:14 target [1] - 48:6</p>	<p>table [2] - 52:7, 74:10 tabled [2] - 73:20, 74:15 tack [1] - 72:16 takeaway [1] - 21:20 talks [4] - 6:5, 8:24, 38:6, 40:14 target [1] - 48:6</p>	<p>table [2] - 52:7, 74:10 tabled [2] - 73:20, 74:15 tack [1] - 72:16 takeaway [1] - 21:20 talks [4] - 6:5, 8:24, 38:6, 40:14 target [1] - 48:6</p>	<p>table [2] - 52:7, 74:10 tabled [2] - 73:20, 74:15 tack [1] - 72:16 takeaway [1] - 21:20 talks [4] - 6:5, 8:24, 38:6, 40:14 target [1] - 48:6</p>	

<p>ultimate [1] - 32:1 ultraconservative [1] - 61:6 unallocated [3] - 53:4, 54:9, 59:13 under [4] - 16:14, 26:3, 49:22, 50:13 understood [1] - 13:23 UNDERWOOD [1] - 1:22 unique [2] - 27:5, 43:3 United [1] - 29:17 units [5] - 3:2, 3:9, 3:14, 3:19, 10:22 University [1] - 29:13 unless [1] - 24:17 unnoticed [1] - 68:8 unobtrusively [1] - 46:11 unused [2] - 4:7, 8:4 unveil [1] - 30:4 up [21] - 4:3, 16:13, 20:7, 23:19, 23:24, 26:11, 35:4, 36:7, 36:8, 36:25, 45:19, 46:12, 48:6, 50:7, 50:20, 54:22, 68:1, 72:12, 75:20, 76:2, 76:6 Update [1] - 16:15 update [4] - 16:18, 47:17, 48:9, 66:6 upper [1] - 25:10 urban [2] - 22:1, 23:10 Urban [1] - 31:23 utilize [2] - 24:9, 34:5 utilized [3] - 21:11, 30:25, 38:7</p>	<p>18:3, 19:16, 22:17, 22:18, 24:20, 26:18, 26:19, 27:25, 28:4, 31:6, 33:17, 34:18, 36:20, 37:13, 46:2, 46:14 vendors [2] - 25:20, 38:21 Ventures [3] - 2:22, 51:19, 66:14 versus [2] - 21:25, 37:18 Vestcor [2] - 47:6, 64:5 VICE [8] - 12:17, 14:25, 15:8, 43:20, 54:23, 64:22, 68:20, 76:18 Vice [2] - 1:13, 49:9 videos [1] - 29:5 view [1] - 43:17 virtually [1] - 26:21 vision [3] - 17:3, 19:2, 19:10 visit [1] - 29:18 visual [1] - 30:16 volunteered [1] - 67:19 votes [1] - 21:5</p>	<p>weeds [1] - 63:16 week [3] - 74:1, 74:5, 77:16 weekends [1] - 20:21 weeks [1] - 76:3 weigh [2] - 41:22, 42:1 well-situated [1] - 27:6 well-utilized [1] - 30:25 west [1] - 43:8 wheel [2] - 27:12, 27:13 whereas [2] - 3:15, 6:15 whole [1] - 45:24 wide [2] - 30:23, 30:24 widen [1] - 17:12 WILLIAMS [5] - 1:17, 12:18, 13:17, 43:22, 65:8 Williams [2] - 13:16, 65:7 wind [1] - 46:11 wish [1] - 3:22 wonder [2] - 38:18, 71:10 wondering [1] - 59:6 words [1] - 5:4 workload [1] - 74:6 works [1] - 69:5 workshop [6] - 65:16, 66:2, 71:20, 72:17, 73:9, 73:10 workshops [1] - 69:10 worms [1] - 45:25 worthiness [1] - 36:2 wow [1] - 32:10 write [1] - 14:4</p>
V	W	Y
<p>valid [1] - 14:17 various [1] - 68:6 Vegas [2] - 29:14, 29:15 vehicle [32] - 17:24, 21:14, 24:11, 24:16, 24:17, 25:21, 25:22, 25:23, 25:25, 26:1, 26:6, 26:19, 27:18, 28:7, 28:8, 28:16, 28:22, 28:23, 29:3, 29:11, 29:22, 29:25, 30:2, 30:11, 35:19, 36:5, 36:9, 36:20, 37:15, 37:17, 37:20, 46:6 vehicle's [1] - 29:5 vehicles [18] - 17:21,</p>	<p>wait [3] - 64:9, 76:9, 77:15 waiting [1] - 77:16 walk [2] - 14:18, 23:4 walk-shed [1] - 23:4 wall [1] - 36:2 WALLACE [38] - 1:19, 2:25, 16:9, 47:5, 47:9, 49:7, 50:17, 52:16, 52:21, 56:16, 57:19, 58:25, 59:24, 60:1, 60:20, 60:22, 62:5, 62:12, 63:3, 63:17, 63:21, 64:2, 66:3, 67:17, 70:24, 73:7, 73:13, 73:17, 74:18, 75:2, 75:11, 75:14, 75:17, 75:22, 75:25, 76:16, 77:9, 77:12 Wallace [6] - 2:24, 16:6, 18:7, 47:4, 58:1, 59:25 Wallace's [1] - 66:18 walls [1] - 37:6 Watson [1] - 28:16 ways [1] - 34:1 Wednesday [1] - 1:6</p>	<p>y'all [1] - 48:10 year [12] - 50:14, 50:21, 51:15, 51:21, 51:24, 52:12, 53:25, 58:17, 63:7, 64:3 years [8] - 17:19, 27:9, 55:10, 56:8, 59:12, 63:23, 63:25, 76:22 yesterday [2] - 49:10, 55:17 York [1] - 38:8</p>
Z		
		<p>zero [2] - 3:14, 25:10 Zone [1] - 69:7</p>