

1 CITY OF JACKSONVILLE
2 CHARTER REVISION COMMISSION
3 MEETING

4 PROCEEDINGS

5
6 Held on Tuesday, June 30, 2009, commencing
7 at 4:00 p.m., City Hall, Council Chambers, 1st Floor,
8 117 West Duval Street, Jacksonville, Florida, before
9 Janice Lynn Carrico, Court Reporter and Notary Public in
10 and for the State of Florida at Large.

11 PRESENT:

12 WYMAN DUGGAN, Chairman.
13 MARY O'BRIEN, Vice Chair.
14 HONORABLE ED AUSTIN, Commission Member.
15 MARTHA BARRETT, Commission Member.
16 JIM CATLETT, Commission Member.
17 WILLIAM CATLIN, Commission Member.
18 TERESA EICHNER, Commission Member.
19 ROBERT FLOWERS, SR., Commission Member.
20 BEVERLY GARVIN, Commission Member.
21 MECHELLE HERRINGTON, Commission Member.
22 ALI KORMAN, Commission Member.
23 JEANNE MILLER, Commission Member.
24 GARY OLIVERAS, Commission Member.
25 CURTIS THOMPSON, Commission Member.
26 GEOFF YOUNGBLOOD, Commission Member.

27 ALSO PRESENT:

28 STEVEN ROHAN, General Counsel.
29 KIRK SHERMAN, Council Auditor.
30 RICK CAMPBELL, Research Assistant.
31 CAROL OWENS, Assistant Chief of Legislative
32 Services.
33 JESSICA STEPHENS, Legislative Assistant.

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

2 June 30, 2009

4:00 p.m.

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4 THE CHAIRMAN: Let me go ahead and call to order
5 this June 30th meeting of the Charter Revision
6 Commission, our inaugural meeting. I'd like to start
7 by asking everybody to turn your cell phones or pagers
8 to silent or off as a courtesy to others. And we'll
9 begin with the Pledge of Allegiance. Please join me.

10 [Pledge of Allegiance.]

11 THE CHAIRMAN: Thank you. I thought it would be
12 appropriate for us to begin with self-introductions,
13 just briefly, around the horseshoe for those members
14 of the public to get to know us a little better.

15 I'll start. My name is Wyman Duggan. And we'll
16 go to my right.

17 COMMISSIONER AUSTIN: Ed. Ed Austin.

18 COMMISSIONER BARRETT: My name is Martha Barrett,
19 Bank of America.

20 THE CHAIRMAN: Press the white mic there.

21 COMMISSIONER BARRETT: I'm sorry. My name is
22 Martha Barrett. I'm with Bank of America, and a
23 former School Board member.

24 COMMISSIONER CATLIN: My name is Billy Catlin.

25 COMMISSIONER HERRINGTON: Mechelle Herrington.

1 COMMISSIONER MILLER: Jeanne Miller, General
2 Counsel for Florida Community College at Jacksonville
3 for one more day, a few more hours, and tomorrow
4 Florida State College at Jacksonville.

5 COMMISSIONER YOUNGBLOOD: My name is Geoff
6 Youngblood.

7 COMMISSIONER CATLETT: Jim Catlett with Agency
8 Approval and Development.

9 COMMISSIONER EICHNER: Teresa Eichner, Access
10 Public Relations.

11 COMMISSIONER FLOWERS: Robert Flowers.

12 COMMISSIONER OLIVERAS: Gary Oliveras, school
13 resource officer with the Jacksonville Sheriff's
14 Office.

15 COMMISSIONER THOMPSON: I'm Curt Thompson. I'm
16 Curt Thompson again since my mic is operating.

17 THE CHAIRMAN: Thank you all.

18 A few housekeeping items, which would have been
19 smart to do before I asked you all to introduce
20 yourselves, is to tell you how the microphones work.
21 In order to speak you need to press the white M-I-C
22 button. When you do that, just so you know, the
23 cameras automatically switch to you. And then when
24 you're done, please, turn it off and then it will go
25 back to the speaker at the podium.

1 If you would like to speak, to question any of
2 our speakers, please, press the blue button that's
3 marked "rostrum." It will come up on my computer
4 screen in the queue and then I will recognize you in
5 turn, in order that you've pressed your button.

6 For the general public, if you'd like to speak to
7 the Commission today, please, fill out the blue
8 speaker cards down here at the podium and put them in
9 the basket. And the Staff will bring those to me and
10 we'll call you up in the order that you submit those
11 cards.

12 This is the beginning, for those of you who don't
13 know, of an eight-month process. We need to submit
14 our report to the City Council by the end of February,
15 starting -- the process runs from today, from our
16 first official meeting. As I have said before, it's
17 my intent, and I'm sure the Commission shares this --
18 this -- this thought, that we will work in a
19 transparent way and in the public interest to do this
20 important job that I know we all take very seriously.

21 It's my feeling that it would be appropriate to
22 begin this process by listening to the public to get
23 their thoughts and ideas on what is working in the
24 consolidated City of Jacksonville and what, perhaps,
25 could be improved. And that's why we're here today,

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1 to listen to you. And I know that we all look forward
2 to that.

3 A note to the commissioners, my intent a- -- as I
4 said, is to -- is to hear from the public and make
5 notes. If there are clarifications or follow-up
6 issues that you would like to pursue tonight, please,
7 feel free to do so, although it's not my intent to
8 really get into any in-depth discussion on any issues
9 tonight, but, instead, to listen to the public. And
10 anybody that we would like to invite back later based
11 on anything they tell us today, we will, of course, be
12 able to do that based on the speaker cards.

13 I've also arranged for there to be a court
14 reporter at each of our meetings to take down
15 everything that is said so in the event somebody is
16 late for a meeting or cannot make a meeting there will
17 be an accurate transcript for you to read rather than
18 try to listen to a -- to an audiotape or something of
19 that nature.

20 I know Vice Chair Mary O'Brien is on her way;
21 she's been held up in traffic in Orlando but is on the
22 way. And Commissioner Garvin is joining us now, as we
23 speak.

24 So with that, for the speakers, you will have
25 three minutes for your -- for your comments, although

1 I will not be as strict as public comment at City
2 Council. Please feel free to -- to con- -- continue
3 your comments if the -- if the light -- there's a
4 light tree here in front of the Staff. When it
5 goes -- when it turns red your three minutes are up;
6 please, feel free to finish your -- your thoughts or
7 comments because that's why we're here. But out of
8 courtesy to -- to any other speakers I would ask that
9 you limit your comments to no more than five minutes.

10 We will stay until everybody has had a chance
11 to speak. The meeting is scheduled to go until
12 six o'clock. And it may be that more people will come
13 in before six o'clock rolls around, but we'll stay
14 until everybody has a chance to speak.

15 I thought it would be appropriate for us to begin
16 this process of listening to the public by hearing
17 from JCCI, which I'm sure all of you are familiar
18 with, as an institution that, really, in -- in my
19 estimation is kind of the public tribune in -- in the
20 sense that it works very hard to look out for -- for
21 the public interest and the common good of the City of
22 Jacksonville and expends enormous resources in -- in
23 time and volunteer effort to study issues in depth.

24 So I've asked Skip Cramer, the executive director
25 of JCCI, to address us as our first speaker. I have

1 given him 30 minutes of time, which I know is a large
2 block of time, but I know that he is going to be
3 bringing to our attention important issues for us to
4 consider. And an outline of his remarks should be at
5 each of your places so that you can follow along as
6 well.

7 And with that, I turn it over to you, Skip.

8 [Audience member approaches the podium.]

9 MR. CRAMER: Thank you very much, Chairman
10 Duggan, I appreciate the opportunity.

11 Good afternoon, ladies and gentlemen. I'm Skip
12 Cramer, the executive director of Jacksonville
13 Community Council, Incorporated. I am joined here
14 today by the president elect of our board, Christine
15 Arab, sitting right here. And I will acknowledge that
16 although Ali Korman is not with us today she is a
17 member of our JCCI Board of Directors.

18 I am pleased to be able to share with you some
19 information from JCCI's recent studies that may be of
20 some use in your work in reviewing the City's Charter
21 and other special acts of the legislature affecting
22 Jacksonville. Many of you know JCCI. We're a
23 globally-recognized leader in community engagement.
24 We provide neutral convening and trusted research
25 functions necessary for citizens to come together and

1 examine tough issues in the community.

2 I have a PowerPoint presentation that really is
3 just to help those that are more visual than wanting
4 to listen to me.

5 This is our mission: It is, in fact, to engage
6 citizens to improve the quality of life not only in
7 northeast Florida but beyond. The Florida Times-Union
8 recognized us three years ago for the value of our
9 work in this editorial cartoon by Ed Gamble, and our
10 role is to pull back that curtain and take a hard look
11 at the real problems in our community and then to
12 provide workable solutions to those problems.

13 We're known for our two annual indicator
14 projects; the Quality of Life Progress Report and our
15 Race Relations Progress Report. The Quality of Life
16 Report is the gold standard for community quality of
17 life indicators not only in the United States but
18 internationally. The report, which was created by a
19 cadre of engaged community stewards right here in
20 Jacksonville in 1985, proved to be the first of its
21 kind in the nation and it has since been replicated in
22 more than a thousand communities worldwide as a method
23 of measuring progress towards a shared community
24 vision. It was created, in part, to answer the
25 question of whether our own community was making

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1 progress and to highlight successes as well as
2 shortfalls in achieving our shared goals.

3 The Race Relations Progress Report provides a
4 similar yardstick on issues of race and racial
5 disparities in our community. It was created in 2005
6 as a result of JCCI's ground-breaking study "Beyond
7 the Talk, Improving Race Relations." It, too,
8 represents pioneering work in the field of community
9 indicators.

10 Both these reports are used extensively by
11 businesses, government, educators, nonprofits, policy
12 makers, and they're also used by JCCI to identify
13 issues deserving further citizen discussion or study.
14 Such was the case with last year's study on infant
15 mortality, which rose to the top of JCCI's study list
16 as the direct result of unacceptable infant mortality
17 outcomes in our county and alarming disparities in
18 mortality by race.

19 JCCI is well known for its citizen-led studies.
20 We've conducted over 70 of them on a wide variety of
21 topics: Environment, education, race, City finance
22 three times, over the past 35 years. And our most
23 recent study is "Our Money, Our City: Financing
24 Jacksonville's Future."

25 During the study process this past year

1 participants go through a shared-learning process,
2 reaching consensus on the facts of the issue, and then
3 they develop conclusions based on those findings.
4 After those steps are complete committee members
5 develop recommendations, by consensus, based on the
6 findings and conclusions of the study. I tell you
7 this to emphasize that the recommendations are not
8 reached lightly or easily and they follow a six to
9 nine months of very, very hard work by very, very
10 diverse citizenry. And I can assure you that were
11 Chair J. F. Bryan here with our most recent study of
12 Financing Jacksonville's Future, he would tell you
13 that this was -- that his most recent study was about
14 the most diverse that -- that we have had in terms of
15 opinions that spanned the political and fiscal policy
16 spectrum.

17 The recommendations come from the citizen
18 participants. JCCI, itself, is neutral on issues --
19 on each of the issues until the committee determines
20 what the recommendations should be and then we support
21 their efforts, the citizens, to advocate for
22 successful implementation of the recommendations. The
23 vast majority of the recommendations from our studies
24 do not require revisions of the City Charter, but the
25 following represent the study recommendations that

1 could inform the work of the Charter Review
2 Commission.

3 2009 Our Money, Our City: Financing
4 Jacksonville's Future, the City finance study is the
5 third the JCCI's conducted on this topic since we
6 began our first study in 1990- -- in 1977. As most
7 people know, the study stated clearly that
8 Jacksonville is facing a financial crisis; deciding
9 how to manage the problems which brought us to this
10 point is particularly difficult because Jacksonville
11 has not clearly defined its core services of
12 government. Instead, it leaves the decision of the
13 role of government to the Mayor and the City Council.

14 Our study committee was divided on the proper
15 role of government and what that should be. Without a
16 shared vision for Jacksonville's future consensus on
17 community priorities and the leadership to follow
18 through, Jacksonville will not comprehensively resolve
19 its financial problems, I quote from the study.

20 As a result the study committee ha- -- had seven
21 recommendations; this is one of them that we thought
22 was relevant to your work: It is to develop a
23 long-term community vision for the City and define the
24 core functions of government. The study committee
25 envisioned an interactive process where the Mayor and

1 City Council would outline their vision for the City's
2 roles, responsibilities, and priorities for public
3 review and discussion on a continuing basis. Citizens
4 would be convened to discuss the role of government as
5 outlined by the Mayor and City Council and reach
6 consensus on community expectations for City services
7 and the willingness of citizens to pay for those
8 services.

9 On a periodic basis the City and the citizenry
10 would revisit the roles of government and the
11 expectations for services. Currently the City Charter
12 does not sufficiently describe core functions of
13 government, nor is the description in the Charter used
14 in any meaningful way to either limit the functions of
15 government or to hold government accountable for
16 fulfilling those functions that are described.

17 The second recommendation of the seven that are
18 in this study deals with the TRUE Commission, which is
19 for taxation, revenue utilization, and expenditures.
20 It was apparent from the study and in interviews with
21 executive and legislative branch representatives that
22 the TRUE Commission is not fulfilling the role that is
23 laid out for it in Chapter 57 of the Code. The
24 purpose of the commission is to improve the City's
25 long-range financial soundness, the planning,

1 budgeting and management, and to keep the public
2 better informed about important issues related to City
3 finance and budgeting. A functioning TRUE Commission
4 could aid in building public trust in government and
5 its role as the community's tax use overseer, and that
6 is sorely needed.

7 In -- excuse me here -- in 2005, JCCI completed
8 its River Dance study: Putting the River in River
9 City. In here we had a number of recommendations,
10 two, again, which we think may be worthy of the
11 Commission's attention. The first was a
12 recommendation that we have a riverfront zoning
13 overlay. The study recommended that the City Council
14 create an "all county" riverfront zoning overlay to
15 provide guidelines for waterfront development which
16 incorporates both criteria for public access and for
17 riverfront design.

18 The overlay would be administered by the Planning
19 Department in division of the committee with the
20 Waterways Commission acting as the County's
21 sub-regulatory and advisory board, much as the
22 Planning Commission currently does for other zonings.
23 And that's relevant to a second recommendation, very
24 closely related, and that is that the Waterways
25 Commission should be strengthened and its makeup

1 revised so that it can function as a sub-regulatory
2 board. We point out the need in the study to revise
3 the makeup of the commission so that it ca- -- it can
4 function in a sub-regulatory capacity to make changes
5 to the City's Ordinance Code. The commission should
6 include seats for the City's planning director and the
7 executive director of the Northeast Florida Regional
8 Council, again, in the opinion of the study
9 committee.

10 The next study that is relevant, perhaps, to this
11 Commission's work was our Spring 2002 Study: Making
12 Jacksonville a Clean City. We have a zero tolerance
13 litter law, Article 23, but no funding to accomplish
14 it. This is similar to an issue that came up with the
15 1985 Visual Pollution Study, the implementation which
16 Bill Brenton, known to many of you, spearheaded and
17 continues to -- to spearhead today; there needs to be
18 a way to ensure that ordinances are enforced and
19 adequately supported. This is particularly
20 troublesome from a community civic engagement
21 organization such as ours when the legislation to
22 implement came about through citizen advocacy and
23 referendum but then is essentially overridden by the
24 always-popular option of not appropriating the dollars
25 to support the initiative.

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1 Another study that is relevant is our 1988
2 Election Process Study. In this study the result --
3 there were some significant results for Jacksonville,
4 one was a unitary primary election. Term limits came
5 about as a result of this study and a number of other
6 changes. Two issues, however, remain outstanding that
7 are worth another look; without offering what the
8 right answer is but worth another look even though
9 it's been 20 years since the completion of this
10 study. One of those is looking at elected versus
11 appointed positions.

12 First, the study called on the Char- -- the
13 Charter Review Commission of that era 20 years ago to
14 examine those elective offices which serve primarily
15 administrative or quasi-judicial functions to see if
16 we would be better served if those were appointed
17 positions. The study did not, again, and JCCI does
18 not, take a position on any particular office, but it
19 does suggest that this is an issue that bears review.

20 Secondly, from the same study, was the staggering
21 of terms for City Council. When the 1988 study
22 recommended term limits for Council it also
23 recommended staggering those terms to avoid massive
24 turnovers all at once. While term limits were
25 approved this recommendation -- this part of the

1 recommendation has not been implemented. And
2 associated with that, but not specifically addressed
3 within that study, of course, is the issue of the
4 timing of our elections and the turnover that occurs
5 immediately before major budget decisions happen with
6 relatively inexperienced Council members.

7 This completes the list of specific items we
8 wanted to put before members of the Commission, those
9 that came directly from JCCI studies. We limited our
10 suggestions to those issues that most closely fall
11 within the purview and -- and control of local
12 government and this Commission. However, we note in
13 your Charter that you can also make recommendations
14 regarding, quote, special acts of legislature
15 affecting the consolidated City of Jacksonville.

16 Given that opening, that crack in the door, I'd
17 like to insert my foot and mention two areas of
18 concern, or, at least, of interest; first are issues
19 of erosion of home rule and unfunded mandates. The
20 City Finance Study raises serious concerns about the
21 encroachment on local autonomy and the impact of
22 unfunded mandates dictated by the state and federal
23 governments.

24 While the Florida Constitution prohibits the
25 state from imposing burdens on local governments

1 without sending along the revenues needed to -- for
2 local compliance, a two-thirds vote of the legislature
3 can override the funding requirement rendering it
4 effectively meaningless. Examples of unfunded or
5 under-funded state mandates include Medicaid costs,
6 juvenile justice programs, court facilities, health
7 departments, environmental and growth management
8 compliance requirements, and on and on the list
9 goes. Federal regulations impact us in areas of
10 environmental compliance, voter regulations, and
11 welfare issues, all of which add to the local burden.
12 Should the opportunity present itself we'd suggest the
13 Commission send a strong message on those issues.

14 A second area not directly tied to the City
15 Charter is regional cooperation and collaboration.
16 While your focus is very Jacksonville-centric, JCCI's
17 2000 study on Regional Cooperation speaks to the
18 increasing need to think and act regionally. Among
19 the issues addressed in that study was the need for an
20 expanded regional transportation authority which has
21 made some progress recently.

22 This came up again in the 2007 Air Quality Study
23 of JCCI when the committee concluded that northeast
24 Florida lacks regional planning that links land use,
25 zoning, transportation, and air quality issues.

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1 Failure to meet federal air quality standards will not
2 just be a serious Jacksonville problem it will most
3 assuredly be a regional problem in terms of both the
4 remediation and the federal pena- -- penalties
5 associated. Again, this is offered not with specific
6 recommendations for action but consideration as you
7 build your framework for the revision -- Charter
8 Revision Commission's review process.

9 The Commission's conclusions and final report can
10 serve as a catalyst for community action or -- or a
11 study even if its recommendations are nonbinding on
12 City Council. JCCI deeply appreciates the opportunity
13 to address the members of this Commission and we offer
14 our support as you continue in this very important
15 work.

16 This concludes my remarks and I'd be happy to
17 answer any questions.

18 Mr. Chairman.

19 THE CHAIRMAN: Thank you very much, Skip. I
20 appreciate you being our leadoff batter. Those were
21 very -- excuse me, very cogent comments.

22 Commissioners, is there any item of his
23 presentation that you would like to discuss at this
24 point to clarify any of his comments, get a little bit
25 more detail?

1 Again, we're not going to get too deep into it,
2 but . . .

3 Commissioner Miller.

4 COMMISSIONER MILLER: Through the Chair, thank
5 you very much, Mr. Cramer, for the presentation and
6 the very direct and pointed recommendations. I have
7 two questions about two of the recommendations. And
8 I'll go in reverse order. The first question has to
9 do with the 1988 Local Election Process Study --

10 MR. CRAMER: Yes.

11 COMMISSIONER MILLER: -- and the recommendation
12 regarding appointing versus electing certain
13 administrative and quasi-judicial functions or
14 positions.

15 MR. CRAMER: Yes.

16 COMMISSIONER MILLER: Would you give an example
17 or examples that were considered or may be considered
18 administrative or quasi-judicial functions that might
19 be appropriate at least in terms of that -- that
20 committee's recommendation? And then --

21 MR. CRAMER: On --

22 COMMISSIONER MILLER: -- okay.

23 MR. CRAMER: -- speaking of the elected positions
24 that could be appointed, among those that -- that came
25 up were ones like the Property Appraiser's position,

1 Supervisor of Elections, but you really -- and I'm not
2 picking those out as targets by any stretch; it really
3 is going back and looking at the inventory of
4 constitutional officers and -- and considering what is
5 the most appropriate role. We've had conversations
6 and we've had a study topic recommended to look at
7 some other elected positions, but JCCI has no position
8 on it if we haven't completed a study on it.

9 COMMISSIONER MILLER: Through the Chairman, and
10 thank you, Mr. Cramer, on Page 2, at least of the
11 PowerPoint that I have, regarding the very first
12 recommendation from the most recent study regarding
13 the need to develop a long-term community vision for
14 the future of the city, and, as you've recommended,
15 define the core functions of government, recognizing
16 that our government is consolidated and has many
17 different functions due to its complexity, you -- you
18 mentioned that the committee was divided over the
19 appropriate -- what -- what are the appropriate or
20 core functions of government; would you share with the
21 Commission some of the viewpoints of the committee --
22 of -- of the committee, the study group on this as to
23 the possible functions of government or what might be
24 considered as core functions of government?

25 MR. CRAMER: Yes, ma'am. Thank you for that

1 question. We -- as I said, we -- we ran through
2 the -- the -- the polar opposites in terms of opinions
3 on this particular issue and we didn't find relief in
4 looking at the City Charter, Article 2, Section 2.04
5 where it's a laundry list, essentially, of possible
6 functions it -- they -- they say "shall be performed,"
7 but we did have the General Counsel's Office address
8 those issues and point out that there are no resources
9 associated with any of the things on the current
10 shopping list and no priorities given to them; they
11 are, in fact, alphabetical as best I can figure out in
12 looking at them as -- as they're -- they're listed.

13 But we had a -- a strong representation from
14 those that felt that the core function of government
15 was to protect its citizens and its citizens' rights,
16 period. That it -- in the concentric circle of public
17 safety infrastructure and the social services network
18 that we've sometimes seen described as the -- the
19 realm of City services the concentration was really on
20 the inner two circles and that anything beyond that,
21 arts, culture, welfare programs, education programs in
22 terms of City investment in them, not speaking to the
23 School Board were -- were not material or germane.

24 Very strict -- we really were in a
25 Jeffersonian/Hamiltonian sort of debate on -- on the

1 roles of -- of government. It was very basic and we
2 didn't find a life ring, if you will, that said, Okay,
3 here are -- here are the answers. We did find some
4 examples of cities, albeit relatively small ones, who
5 had defined specifically that these are the services
6 of -- of government. But this is an active
7 conversation.

8 On the other side of this, we -- we heard a very
9 informed and impassioned plea from those in the social
10 services area of the very high leveraging of City
11 dollars that gover- -- local government's role in
12 providing the safety net that we see at the local,
13 state, and national levels that the -- that these are
14 highly leveraged. They're high leveraged in the arts
15 area, we were informed. We also learned about the
16 multiples of leveraging for social service and welfare
17 programs, so that was the other side of the -- the
18 equation.

19 All of this, if we can keep in mind when the
20 study was launched the primary issue of focus tended
21 to be from a financial standpoint, a looming unfunded
22 liability associated with the City Pension Funds; that
23 was never eclipsed, but it was, certainly, balanced as
24 the study launched in October of last year with the
25 international financial collapse and a -- a great

1 deal, of course, of -- of community conversation about
2 funding priorities, so we never came up with a
3 satisfactory answer for what are those core services
4 of government. And, again, we -- we don't find that
5 the guidance in the -- in the City Charter is very
6 helpful in that it neither enumerates clearly what
7 those functions would be or provides any means of
8 measuring success in delivering those services of kind
9 of how much is enough.

10 And part of this, as we learned a bit in the
11 history of our consolidated government, was by design,
12 or, as we were told, to keep this very loose and open
13 and the idea of the strong Mayor, City Council form of
14 government that great latitude was given. I would
15 carry that argument a little bit further to say, well,
16 then that argues even more strongly for community
17 input in the priority building process every year,
18 something that is, if not a Charter issue, then at
19 least ought to be as a matter of ongoing public policy
20 that we -- we have full participation in -- by and in
21 the community as these priorities are being set under
22 this very loose structure that we have.

23 COMMISSIONER MILLER: Thank you.

24 THE CHAIRMAN: Commissioner Barrett.

25 COMMISSIONER BARRETT: Thank you, Mr. Chairman.

1 Through the Chair to Mr. Cramer, in that study, would
2 you -- I don't recall it, but would you tell us how
3 and who would appoint people like, for instance,
4 the -- you have mentioned Property Appraiser,
5 Supervisor of Elections, how would that go?

6 MR. CRAMER: Ms. Barrett, that was not addressed
7 as part of the study. It was, in fact -- and I'm
8 happy to -- to dig back a bit in my memories; it's
9 been a while since I read the '88 study. It really
10 was an analysis of the pros and cons of elected versus
11 appointed as we have had come up from time to time on
12 questions of school boards, elected or appointed, and
13 it was to put forth that we needed to have that --
14 that conversation. I don't believe the study made a
15 specific recommendation as to who would be the
16 appointing authority.

17 THE CHAIRMAN: Commissioner Korman.

18 COMMISSIONER KORMAN: I was hoping, Mr. Chair,
19 that maybe Mr. Cramer could provide us either with
20 copies of the study or how to get them, which I think
21 would answer a lot of the commissioners' questions and
22 they could read them thoroughly.

23 THE CHAIRMAN: I agree, and I was, actually,
24 going to ask that question; I'm sure, Mr. Cramer, you
25 could provide us with copies of any of your studies

1 that we --

2 MR. CRAMER: Yes. We are --

3 THE CHAIRMAN: -- would like to see.

4 MR. CRAMER: -- we are somewhat challenged in
5 that this study, literally, all printed copies were
6 gone within the first week, set a -- a new record for
7 JCCI. But we will arrange to have studies of -- or
8 copies of the City Finance Study, and, if it pleases
9 you, we can give you extracts of the other studies
10 that I have cited here, on the pertinent parts,
11 including response to Ms. Barrett's question on
12 further information on appointed versus elected and
13 who would -- who would do that. I can pull all those
14 pieces together. We're talking here about a total of
15 seven or eight different studies, of between twenty
16 and forty pages each.

17 THE CHAIRMAN: That would be great. Thank you
18 very much.

19 MR. CRAMER: Happy to do it.

20 THE CHAIRMAN: All right. Thank you very much,
21 Skip. I --

22 MR. CRAMER: Sure.

23 THE CHAIRMAN: -- appreciate it.

24 Let the record reflect that Commissioners Korman
25 and O'Brien -- Vice Chair O'Brien joined us very

1 shortly into Mr. Cramer's presentation. They've been
2 here for almost the entire time.

3 And I also would like to recognize Councilman
4 Yarborough and Councilman Crescimbeni, thank you for
5 coming.

6 Our -- our next speaker is Bobby Taylor.

7 [Audience member approaches the podium.]

8 THE CHAIRMAN: Good afternoon, Mr. Taylor.

9 MR. TAYLOR: Good afternoon, ladies and
10 gentlemen. My name is Bobby Taylor. I reside at
11 9441 Heckscher Drive. I am representing myself and I
12 am representing Florida Open Beaches Foundation,
13 Incorporated. I am also chairman of the North CPAC
14 and have in past been a candidate for City Council,
15 unsuccessfully obviously.

16 Having been intimately involved in the CPAC for
17 the last couple years as a Vice Chair and Chair this
18 year, zoning is a particular issue. We would like to
19 see a little more teeth in the zoning rules. It's too
20 easy to change them and the process has been expedited
21 to the point now where an application can go through
22 the process with -- under 30 days to where citizens
23 groups such as ours don't have an opportunity to
24 properly vet them and the community doesn't get proper
25 notice so they can get active, because that's usually

1 what turns over a unpopular action is the community
2 involvement.

3 I wrote down some recommendations that I think
4 are particularly pertinent. In my -- in my entering
5 into politics I took the time to get to know Mr. Lou
6 Ritter, who is an ex-mayor and a man that I admire
7 greatly for his service to this city and a couple
8 things that he mentioned to me, which I believe is the
9 independent authorities, there are too many of them,
10 in particular the JAA, which as constituted most
11 recently has shown a propensity to ignore the will of
12 the City Council and the constituents. I believe they
13 should be sun-setted and rolled back into the
14 Jacksonville Port Authority.

15 We need to -- the General Counsel, in the strong
16 Mayor arena, the General Counsel is appointed, as you
17 know, by the Mayor. We need an elected General
18 Counsel. We would give him some powers similar to
19 what the Supreme Court has to mediate, because what's
20 happened is all your inde- -- independent authorities
21 who are supposed to use the General Counsel as their
22 counsel have their own counsel and so we have counsel
23 and counsel and counsel, and the General Counsel
24 was -- was supposed to be the speaker for all of the
25 authorities, and they're not.

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1 And last but not least, this Commission should be
2 empowered to bring its recommendations directly to the
3 voters of the City of Jacksonville. The last time we
4 have been asked voluntarily for our opinion was the
5 Better Jacksonville Plan and we supported it
6 wholeheartedly. I still support the intent of it. It
7 got derailed a lot by politics. A lot of the roadwork
8 got interfered with by the City Council to where you
9 have some interchanges were improved for tar- --
10 transportation and some weren't.

11 Thank you for your time.

12 THE CHAIRMAN: Thank you, Mr. Taylor.

13 The next speaker is Dr. Benjamin Hamilton.

14 Dr. Hamilton.

15 [Audience member approaches the podium.]

16 DR. HAMILTON: Good afternoon. My name is
17 Dr. Benjamin Hamilton. I'm here representing the
18 First Coast Coalition for Community Development and
19 myself as an individual citizen.

20 And I have a couple of issues that I'm concerned
21 about; one is the Ethics Commission, and I would ask
22 that the Ethics Commission can be able to make
23 recommendations to the City Council, but it lacks --
24 you know, it lacks authority and scope to be
25 effective, it could be in keeping local government

1 entities on -- on their -- their -- their toes and in
2 line. Even tougher ethics rules are subject to the
3 Council's approval and the commission does not reach
4 to the independent authorities, so we're asking that
5 the Ethics Commission have more -- more teeth in -- in
6 whatever they do to hold people accountable.

7 Also, a Police Review Board to advise the
8 Sheriff, not to tell the Sheriff what to do but to
9 advise the Sheriff with regard to citizen complaints
10 and departmental investigations thereof and with
11 regard to departmental policies pertaining to the use
12 of force and police conduct toward the citizenry.
13 City residency should required. People that were --
14 on this board should be citizens of Duval County, not
15 someone out of here.

16 But these are the things that I am concerned
17 about and I would hope that the -- the coun- -- the
18 panel will consider.

19 THE CHAIRMAN: Thank you, Dr. Hamilton.

20 Again, Commissioners, our -- just as a reminder,
21 if you want to ask a follow-up question to any of our
22 speakers, just press the blue button in front of you.

23 Stanley Scott.

24 [Audience member approaches the podium.]

25 MR. SCOTT: Stanley Scott, I guess

1 8734 Darlington Drive. The -- first, I'd like to see
2 the elimination of all at-large seats a part -- become
3 part of the Charter, because I don't see any -- any
4 need for the at-large seats. I -- I think it's a
5 misrepresentation of the community itself, especially
6 when you have 19 members. I think that each City
7 Council should represent a district and that should be
8 it, no at-large seats, eliminate that.

9 As far as City contract, I'm not for the -- the
10 race bias contracts. I believe they should be a
11 community preference, and what I mean by that, if
12 the -- if the City contract is in certain area of town
13 they must have so many people from that area in --
14 working on that contract; as far as a jobs opportunity
15 it would definitely make -- make a difference here,
16 and then we can move forward here instead of being
17 stuck for many years in the same position, but it
18 should be community preference as far as the jobs. A
19 contractor cannot -- 60 percent of the people on the
20 contract there, unless -- 60 percent should be people
21 from the community. If they are not able to find that
22 60 percent then they get them from anywhere in the
23 city.

24 Second, all City employees should live in
25 Jacksonville before they get a job because you're

1 taking tax-based money out of the city in -- in --
2 into other counties. That's -- that's very
3 important. When it come to City vehicles, I think at
4 this point here with the economy the way it is people
5 should drive they own personal car after work. I
6 don't think they should have the opportunity to ride
7 around on free gas and enjoy the taxpayers' money.

8 But number one with me -- my number one
9 preference is the at-large seats due to the number of
10 members that you have on the Council, by the
11 representation in the City we'll be able to get more
12 things done in the City and it won't be political
13 based. I think a little more equality will be in that
14 situation.

15 Thank you. Have a good night.

16 THE CHAIRMAN: Thank you, Mr. Scott.

17 Conrad Markle.

18 [Audience member approaches the podium.]

19 MR. MARKLE: Good afternoon. I'm -- my name is
20 Conrad Markle. I have a business at 1146 Romney
21 Street in Arlington. I was raised in -- at 860 Cedar
22 Bay Road where I still have property that belonged to
23 my family.

24 What I came here to speak on -- oh, I'm -- I'm on
25 the board of the Concerned Taxpayers of Duval County,

1 by the way, which I refer to jokingly as the
2 ever-gray- -- ever-groaning old fuddy-duddies worrying
3 about or try- -- trying to keep things straight as far
4 as the direction of expenditures by the City.

5 But my own personal reason for being here today,
6 I've been on the JCCI Finance Study Committee that
7 Mr. Cramer was talking about a while ago and I got on
8 the -- in -- into these things because I have watched
9 my family suffer some grievous losses as far as I'm
10 concerned at the hands of a bureaucracy that I
11 consider to be out of control that everyone seems to
12 cover for in city government and it's called the
13 "Department of Code Enforcement."

14 My father was born in this town to immigrant
15 parents who owned a self-contained boardinghouse over
16 by the old Seaboard shops and graduated from Lee High
17 School and worked very hard all his life and pursued
18 the American dream and bought -- bought too much
19 property probably because that was like money in the
20 bank, paid too much taxes, but his final days he was a
21 Jeffersonian Democrat in his heart and he believed
22 that as long as he was a steward of his land and paid
23 his taxes like he should that no matter what kind of
24 threatening posture the quidnooks [phonetic] or the
25 busybodies might decide to stir up, I think in this --

1 in his case it was primarily Realtors and developers
2 in the -- in the area, at any rate I ended up spending
3 four years and over \$50,000 and they came in with
4 their -- with a -- mercenary contractors and stripped
5 everything off the property, including my mother's
6 shrubbery. They demolished all of his licensed back
7 yard -- he had a -- he had a -- a game bird farm,
8 shipped birds all over the world.

9 They destroyed his walk-around parrot pens and
10 bird fly-aways and everything and then bulldozed the
11 Coi pond, which was his pride and joy. But this is an
12 acre and a half of wooded property out on a rur- -- in
13 a rural area on the Northside, and what I couldn't
14 figure out was I had the -- the Council people
15 involved in it and what seems to be a common thread
16 that turned up in the JCCI study is everybody seemed
17 to hit a brick wall at a certain point with a
18 particular person or office in this town that seems to
19 have inordinate power and that is the General
20 Counsel's Office, but my -- I -- I know I need to
21 finish.

22 I -- I -- I would implore you to take apart
23 Chapter 91 and go through it chapter by chapter and
24 see what a study in contradiction and paradox,
25 oxymoron that entire -- it's all catch 22s and -- and

1 it's like the -- in the -- in the UCMJ in the military
2 they have what they call "Article 134," it's like when
3 everything else fails there's going to be something
4 that's going to get you before you -- before you get
5 through with Chapter 91. In alignment with that is --
6 is the Code Chapter 518 which seems to be a little
7 better put together.

8 But at any rate I just wanted to come and have my
9 say about this, and ask you to, please, look at
10 Chapter 91 since that's part of your purview.

11 Thank you.

12 THE CHAIRMAN: Thank you, Mr. Markle.
13 James Minion.

14 [Audience member approaches the podium.]

15 MR. MINION: Thank you, Mr. Commiss- --
16 Mr. Chair and the Commissioners. My name is Jim
17 Minion of 2525 Forbes Street. And I just wanted to
18 extend to you as a citizen of Jacksonville my thanks
19 for your service to this Commission.

20 This is a historic moment in the development of
21 our city. You know, there have been people who looked
22 forward to a Charter Review Commission for many years
23 now and you're fulfilling that -- that wish and hope
24 for many people and I thank you for that.

25 And as -- as we've heard from Mr. Cramer, if the

1 issues de- -- developed and -- and studied by the JCCI
2 over the past 30 years will become -- will sort of
3 frame the work you will have to do, there is,
4 obviously, some very large and very far-reaching
5 issues you will have to decide upon or choose not to
6 decide upon.

7 And for the record I wanted to mention that I am
8 serving on the Duval County Elections Advisory Panel,
9 which was established under Chapter 59, and I just --
10 I've noticed that a lot of the speakers, and, of
11 course, Mr. Cramer touched on elections issues, and I
12 understand the -- again, the large and far-reaching
13 issues you'll be dealing with; I wanted to extend to
14 you the service of the Elections Panel to aid in any
15 study or any discovery or any opinions, pardon me, or
16 recommendations that your commission might need to
17 further advance your work on -- on elections if those
18 become issues. You have about eight months to do your
19 work, as the Chair would say, so if there's anything
20 that the Elections Advisory Panel can do to facilitate
21 that -- that work we'd be proud to do so.

22 And, again, I thank the Commission and I
23 appreciate your service.

24 THE CHAIRMAN: Thank you, Mr. Minion, and thank
25 you for that offer.

1 MR. MINION: Sure.

2 THE CHAIRMAN: Justin Spiller.

3 [Audience member approaches the podium.]

4 THE CHAIRMAN: Welcome, Mr. Spiller.

5 MR. SPILLER: Thank you, Chairman and
6 Commissioners. I'll be very brief. I would just
7 suggest to the Commission that you-all take a look at
8 the Office of General Counsel; specifically, the
9 Charter is -- allows for a legislative counsel that
10 would serve as counsel for the City Council. And I
11 think there's been issues, specifically, in this past
12 year that have deemed that potentially appropriate.
13 Whether that's through the structure of the General
14 Counsel that there was some issues or the personality
15 of the current General Counsel's Office, I think that
16 it's something that the Commission should take a hard
17 look at, as the Charter already provides that there
18 may be an Office of Legislative Counsel where there
19 are issues that, clearly, there is a side of the City
20 administration and a side potentially of the City
21 Council and to help make that a more transparent role
22 of the General Counsel's Office for the community and
23 our citizens.

24 Thank you.

25 THE CHAIRMAN: Thank you, Mr. Spiller.

1 Henry Thomas.

2 [Audience member approaches the podium.]

3 MR. THOMAS: Thank you very much. Henry Thomas
4 and I live at 6977 Salamanca. The first issue I
5 wanted to raise is one that you've looked at before
6 and it relates to the election issues, the --
7 revisiting the staggered terms issue on Council and
8 the local elections being in the fall rather than the
9 spring. I know you've looked at it, but I would urge
10 the -- the Commission to revisit and to think about it
11 a second time.

12 The second issue I wanted to bring is
13 consolidation. Our consolidation philosophy begins
14 with the idea of a very strong Mayor. I believe that
15 the -- both the Sheriff and the Superintendent should
16 report to the Mayor; that would create a strong -- a
17 very strong Mayor and I think that would be in the
18 interest of our city and our citizenry.

19 The third issue, I would urge the establishment
20 of a Green Zone Commission. The City of San Diego has
21 moved in this way very dramatically. I think we can
22 do this through the Charter. We should have a green
23 zone and a commission overseeing that zone. If we
24 build it green businesses will come and a green zone,
25 I think, would benefit our city, benefit our economy,

1 and it would be a -- a diversified business sector.

2 When we began talking about incentives for
3 development we tried to place as much of that on the
4 Northside as we could. I think this green zone should
5 be located near the Port and should be on the north
6 side of the river.

7 I -- several people have mentioned the Police
8 Review Board and the Ethics Commission; I think those
9 are important issues that the Commission should also
10 investigate.

11 Thank you very much.

12 THE CHAIRMAN: Mr. Thomas?

13 MR. THOMAS: Yes.

14 THE CHAIRMAN: I'd like to follow up on your
15 comment about a Green Zone --

16 MR. THOMAS: Okay.

17 THE CHAIRMAN: -- a Green Zone Commission, I
18 believe is how you articulated it; could you explain
19 that in a little bit more detail?

20 MR. THOMAS: It's very clear that our future is a
21 future that will be dependent on moving away from
22 fossil and moving toward other energy sources. The
23 standard theory of economic development is that you
24 want to build a cluster of businesses in a location
25 where they feed off one another, share ideas with one

1 another, and that those businesses will develop faster
2 if they're organized in that way. I think that we
3 should develop a cluster of businesses in such a zone
4 and that it should be located near the Port.

5 THE CHAIRMAN: Would that be similar perhaps to
6 a -- the Research Triangle in North Carolina; is that
7 what you have in mind in terms of --

8 MR. THOMAS: That is a -- that -- that's a
9 similar idea. That's a much older idea and it wasn't
10 as focused on a particular sector, but it -- it would
11 be a -- a clustering of businesses that were concerned
12 with -- with the environment. You would have -- you
13 would have businesses that were interested in
14 bio-fuels; you would have interest -- businesses that
15 were interested in -- in turning sun to energy; you
16 would have businesses interested in turning wind to
17 energy, et cetera, et cetera.

18 THE CHAIRMAN: I see. That's very interesting.
19 Commissioner O'Brien, you had --

20 COMMISSIONER O'BRIEN: You did it.

21 THE CHAIRMAN: -- okay. Thank you very much.

22 MR. THOMAS: Okay.

23 THE CHAIRMAN: Willie Fred Williams.

24 [Audience member approaches the podium.]

25 MR. WILLIAMS: I'm Willie Fred Williams. I'm a

1 member of the First Coast Coalition and also a pastor
2 in -- in this community. I'd like to first say thank
3 you for the opportunity and greet the chairman and all
4 of the affiliates.

5 I have very -- a couple of quick questions that I
6 or suggestions that I would like to enter in today as
7 a citizen. Some of people that came ahead of me said
8 some of the things that I wanted to share, but there
9 were some that we didn't get a chance to share or to
10 say; one was too many people benefit from Duval County
11 leaks of -- of their neighborhood and communi- --
12 the -- the neighboring counties benefit from us, and
13 what I mean by that is too much of our work force does
14 not live in Duval County.

15 On occasions the benefit of JEA operations have
16 gone to St. Johns County rather than to Duval County.
17 If the JEA was a privately-owned utility it would pay
18 taxes to the City and to public schools now. The
19 schools receive nothing though they make substantial
20 payments in the utility bills. This shortchanges the
21 City.

22 The other one that I wanted to leave was that --
23 consolidation and I think Mr. Thomas touched on that,
24 was that the Sheriff should -- according to the
25 original Charter there was not a Sheriff, it was an

1 appointed position and we now have a -- a Sheriff
2 that -- that's paying an elected official, and being
3 an elected official, seemingly to me that he would
4 want to hear what the people that has elected him
5 would like to do rather than dictate to us his own
6 expertise and ideas.

7 We've not been given an opportunity to have a
8 review board. Other cities have been given an
9 opportunity; we have not even been given an
10 opportunity. The same thing holds even with voting;
11 most civilized countries when you're born you receive
12 a birth certificate and some form of a Social Security
13 card and also a voting card. So those are just some
14 of the issues I would like to drop that I think should
15 be answered.

16 And I thank you for the opportunity to speak.

17 THE CHAIRMAN: Thank you, Mr. Williams.

18 Amy Crane.

19 [Audience member approaches the podium.]

20 THE CHAIRMAN: Welcome, Ms. Crane.

21 MS. CRANE: Thank you, Mr. Chair, and thank you,
22 Commission. I'm Amy Crane and I am the deputy
23 director of the Cultural Council of Greater
24 Jacksonville. And you may or may not know that the
25 Cultural Council is charged with administering the

1 public dollars that go to arts and cultural
2 organizations throughout the City of Jacksonville.
3 Last year that appropriation was \$3 million and it was
4 an investment well made. And we're very proud of the
5 work that we do on behalf of the City of Jacksonville
6 as I'm sure that you will also be proud with what
7 you're charged to do.

8 You have the vision in front of you. We're
9 looking to you for that vision and leadership to be
10 able to identify the areas in which we can improve
11 through governance the way that our City operates.
12 And so I guess I'm hopeful just as a plain old citizen
13 that you'll be looking at things like economic
14 development and crime and prevention and -- and safety
15 and also perhaps education. And so -- but I'd like
16 you to consider, too, that the cultural community also
17 intersects all of those areas and that is, actually,
18 part of the message that I wanted to carry to you
19 today as in the form of a suggestion that you consider
20 that perhaps in -- like in economic development, I
21 think that we would all agree that one of our primary
22 concerns is creating high-wage jobs, retaining
23 high-wage jobs here in Jacksonville.

24 Recently, community leaders, including Greg Smith
25 from Bank of America, have said to us that one of the

1 leading factors that a corporation considers when
2 relocating to an area is a vibrant cultural community
3 as well as education. Also, in terms of economic
4 development we need to consider the fact that downtown
5 truly is our heartbeat and the heartbeat of our
6 downtown here in Jacksonville truly is its cultural
7 institutions; coming to mind is the Jacksonville
8 Symphony, the Florida Theatre, the Museum of
9 Contemporary Art, all of these are very special assets
10 that bring residents enjoyment downtown, but not only
11 residents, they're, actually, draws for cultural
12 tourists as well. The Cummer Museum of Art and
13 Gardens and also the Museum of Science and History are
14 the two leading attractions at Visit Jacksonville
15 sites as things that draw tourists to our area.

16 In crime prevention I wanted to mention the fact
17 that long before there was a Jacksonville Journey our
18 cultural organizations were in front of the -- in
19 front in leading programs for at-risk youth; two that
20 come to mind, City Kids Art Factory out in Durkeyville
21 at the corner of 8th and Myrtle and Stage Aurora
22 Theatre Company on the Northside. In fact, Stage
23 Aurora is, actually, joined with the Children's
24 Commission in creating opportunities to fulfill
25 Jacksonville Journey initiatives right now.

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1 But, further, I think that in terms of the
2 cultural community we're perhaps most passionate about
3 education. 339,000 students had educational
4 opportunities through our cultural partners last year
5 and from those 339,000 students we created access to
6 the public -- general public. 688,000 people attended
7 events. 230,000 of those tickets were provided for
8 free. And so the reason why I bring this to your
9 attention, and I'll close now, is just that access,
10 economic development, education, these are all things
11 that we're very passionate about. We hope that you
12 will consider the cultural community as part of your
13 dialogue.

14 Thank you.

15 THE CHAIRMAN: Ms. Crane, I -- I have a
16 follow-up. It's my understanding that currently
17 there's -- there is some funding source, and I know
18 you can give me the details, that -- in the Ordinance
19 Code, I believe it's tied to a building permit, that
20 the Cultural Council, I believe, gets some percentage
21 of money from, some small percentage?

22 MS. CRANE: That's, actually, the Art in Public
23 Places Program. Three quarters of one percent of
24 every new construction project, a public construction
25 project, is set aside for Art in Public Places either

1 for that location or another location of very high
2 impact in the city. The Art in Public Places Program
3 is, actually, governed through a separate ordinance of
4 City funding and the Cultural Council is responsible
5 for administering that program on behalf of the City
6 of Jacksonville.

7 THE CHAIRMAN: Is that a model that you think
8 could work at a -- on a broader level, not just for
9 Art in Public Places but for the activities you've
10 just articulated?

11 MS. CRANE: You -- as a -- as a separate -- as a
12 set aside, I think this Commission would be charged
13 with being very creative and very thoughtful about the
14 source of that type of dedicated revenue source
15 because other communities around bas- -- not only just
16 Florida but around the country do follow a similar
17 model, although their revenues sour- -- the -- the --
18 the basis for those debi- -- dedicated sources are
19 very different; some of them are from tax -- taxes,
20 some of them are from bed tax, others are from other
21 kinds of dedicated revenue sources from funding
22 streams from an independent authority, et cetera.
23 But, again, it's something that would -- research is
24 available. There are a lot of good models out there
25 to -- to look at.

1 THE CHAIRMAN: Commissioner Austin.

2 COMMISSIONER AUSTIN: Yes. I -- I couldn't agree
3 with you more about the -- the value of the arts and
4 the arts community and what you're doing for the
5 community economic development, but do you get any
6 money from the State?

7 MS. CRANE: We do. In fact, our community
8 collectively had just this past year about \$3 million
9 come. Again, those -- those dollars that are
10 leveraged from our City funding, actually, help us
11 access other funding, whether it's from the National
12 Endowment for the Arts, which, actually, we're
13 recipients of dollars from the NEA or the State of
14 Florida, so, yes, a -- a good number of our
15 organizations do receive state funding; however, I
16 will say that I know that you're aware of the fact
17 that the State decreases just this year alone for the
18 Division of Cultural Affairs will truly hurt our --
19 our local cultural institutions. We'll all see a real
20 big impact from that.

21 COMMISSIONER AUSTIN: I'm going to ask you a
22 question that I should know the answer to: Is there
23 anything specific in our Charter about the arts
24 community, about your -- the work you do, do you
25 know?

1 MS. CRANE: Well, forgive me for not knowing the
2 answer to that question. I'll tell you that the --
3 that the two -- the ordinance that governs the -- the
4 disbursement of public dollars for arts and cultural
5 programming is Ordinance 126, I believe, and then the
6 one that governs -- oh, I'm sorry, 126 was the Art in
7 Public Places and 118 is the Cultural Services Grant
8 Program.

9 COMMISSIONER AUSTIN: Thank you.

10 THE CHAIRMAN: Mr. Rohan, do you have any insight
11 in -- into that question from -- from Commissioner
12 Austin as to what sources of authority in the Charter
13 or the Ordinance Code address cultural issues?

14 MR. ROHAN: Presently, the Charter doesn't
15 address it; it's done by ordinance by the City
16 Council, so it can be set up in any number of ways.
17 It can go through the -- the grant process or it can
18 be done through separate appropriation.

19 THE CHAIRMAN: Thank you.

20 Thank you, Ms. Crane.

21 MS. CRANE: Thanks.

22 THE CHAIRMAN: Ed Iacobucci.

23 [Audience member approaches the podium.]

24 MR. IACOBUCCI: Hi, my name is Ed Iacobucci. I
25 live at 40- -- 7744 Normandy Boulevard and I'm

1 representing myself.

2 I wanted to strongly suggest that you take a look
3 at the School Board and maybe think about making it an
4 appointed School Board, a voluntary basis, and maybe
5 that would help the current situation. People would
6 probably be more inclined to do what's right for the
7 kids instead of looking towards what the next
8 election's going to be or their next -- you know, what
9 they're going to run for next.

10 I started teaching and I've watched it steadily
11 go downhill. I was in this Duval County school system
12 for 16 years and we ran a high school starting out
13 with no security guards and just two deans doing
14 discipline to where we -- when I left we had two cops
15 on duty, usually a couple of patrol cars out front
16 hauling them away by the, you know, carload and six
17 security guards patrolling the -- the school. I
18 finally gave it up and -- after there were six gun
19 incidents, and which I was personally involved in
20 two.

21 And I also would suggest that you think about
22 maybe having a -- a school superintendent that made no
23 more than the highest paid teacher; maybe that way
24 that they would -- he would have an idea of what the
25 stresses are on the teaching staff and would be more

1 inclined to be more empathetic to what a teacher goes
2 through on a daily basis.

3 I want to thank you all for volunteering your
4 time as I know this is going to be a long and arduous
5 and thankless task. And the other suggestion that I
6 would have is that you look into making the term
7 limits maybe up to 12 years, because I don't really
8 think a person gets a chance to settle into the job
9 very well before he's turned out of office; if he had
10 more time in office he might be able to do a more
11 workmanlike job.

12 Thank you very much.

13 THE CHAIRMAN: Mr. -- Mr. Iacobucci, we have
14 several commissioners who would like to ask you a
15 question. First Commissioner Oliveras.

16 MR. IACOBUCCI: I'm sort of hard of hearing so
17 you're going to have to really speak up.

18 THE CHAIRMAN: Okay.

19 COMMISSIONER OLIVERAS: Thank you, Mr. Chairman.

20 Mr. Iacobucci, could you in reference to
21 appointed School Board members versus elected School
22 Board members, could you give me some specifics as to
23 why you think that would make the -- the position a
24 better position --

25 MR. IACOBUCCI: Well --

1 COMMISSIONER OLIVERAS: -- or would make them
2 more effective?

3 MR. IACOBUCCI: -- first off, an appointed School
4 Board person would be appointed, my personal opinion,
5 maybe by the City Councilman for their district and
6 they would be closer and more representative of the
7 community that they were appointed from and that would
8 give you more representation on the School Board, and
9 then, you know, they would have more -- if they were
10 volunteer instead of being paid a salary then they
11 would, obviously, want to be doing the job instead of
12 just showing up for two School Board meetings a month
13 and collecting a fat check; \$40,000 for two da- -- two
14 meetings a month seems like a pretty good part-time
15 job to me. I was -- I've been there in the -- I was
16 in the school system for 16 years and I never,
17 actually, ever saw a School Board member at my school.

18 COMMISSIONER OLIVERAS: Thank you.

19 THE CHAIRMAN: Hold on, Mr. Iacobucci, one more.
20 Mr. Iacobucci, hold on, sorry.

21 Commissioner Austin.

22 COMMISSIONER AUSTIN: Oh, I -- I'm sorry, I just
23 wanted to ask the lawyer a question. Can I do that
24 through you?

25 THE CHAIRMAN: Yes.

1 COMMISSIONER AUSTIN: Okay.

2 THE CHAIRMAN: I have a question for you.

3 COMMISSIONER AUSTIN: Steve, what -- what does it
4 take if -- if this subject were to -- to be considered
5 what does it take -- how do you amend -- is it within
6 the power of -- of the Council and the legislature or
7 does it take a vote of the public to change -- change
8 this system?

9 MR. ROHAN: Well, the Chairman has -- has asked
10 me to start preparing to respond; I'm not quite ready
11 to do it this meeting, but, certainly, before your
12 next meeting we'll have a -- a demonstration of just
13 how the Charter can be amended and how some of these
14 institutions can be changed. It's done generally
15 either by the -- by the Council, by referendum, and --
16 and always by the legislature has the power, and --
17 and the Charter makes it very clear that there are
18 certain pow- -- certain matters that the Council can't
19 address and there's certain matters that the public
20 can't address through referendum, so what we'll do is
21 we'll lay this out completely for you and let you know
22 which things can be done by the legislature and which
23 can be done by the public.

24 COMMISSIONER AUSTIN: Thank you.

25 THE CHAIRMAN: Mr. Iacobucci, I wanted to make

1 sure I understand exactly what you're suggesting. Are
2 you suggesting an appointed and unpaid School Board?

3 MR. IACOBUCCI: I'm sorry?

4 THE CHAIRMAN: Are you suggesting an appointed
5 and unpaid School Board?

6 MR. IACOBUCCI: Correct.

7 THE CHAIRMAN: Thank you.

8 MR. IACOBUCCI: I worked for the Department of
9 Juvenile Justice after I left the School Board for a
10 number of years and I traveled the state and I
11 encountered volunteer school boards in -- in some of
12 the school boards that I worked with and they were
13 unpaid.

14 THE CHAIRMAN: Mr. Iacobucci, Commissioner
15 Barrett has a question.

16 COMMISSIONER BARRETT: Yes. Mr. Iacobucci, I
17 was -- you mentioned how are the School Board members
18 supposed to be -- who appoints them, the City Council,
19 is that what you mentioned?

20 MR. IACOBUCCI: That was just my suggestion.

21 COMMISSIONER BARRETT: Okay.

22 THE CHAIRMAN: Thank you.

23 I have no other speaker cards. If -- again, if
24 you've come in late, if you'd like to speak, you can
25 fill out a blue speaker card down here at the front or

1 since there's nobody in line come right up to the
2 podium and you can fill one out after you speak.

3 [Audience member approaches podium.]

4 MR. KLEPPER: Good afternoon. My name is Brian
5 Klepper. I'm a -- I'm a health care consultant and
6 I -- I was born in Jacksonville. I live in
7 Jacksonville. I gave a talk to Leadership Florida. I
8 led -- led Health Day this year and Mr. Duggan
9 contacted me afterwards and asked me to make a brief
10 presentation to you about what I spoke about.

11 There is a new trend in the way that health care
12 is being delivered to employer groups. It's -- it's
13 referred to, generally, as on-site or near-site
14 clinics and it puts together a very comprehensive
15 primary care structure for employees and their
16 families that has high incentives associated with it.
17 So it has -- it has free visits for the employees and
18 their dependents. It has free drugs for them. It has
19 free -- free labs for them. You still have your
20 health plan, but it puts together this very
21 comprehensive, very 21st century structure at the
22 front end.

23 The results across companies who do this run from
24 15 to 35 percent decrease in cost for your health plan
25 simply because you're putting all the structures in

1 place that are -- that are appropriate. Your doctors
2 are following evidence-based, scientifically-based
3 guidelines that they're -- that they're -- they're
4 being assisted through -- through the computer.
5 They're -- they're using on-site health management
6 from a nurse who's there all the time to attack the
7 chronic diseases that are 70 percent of all of the
8 money in health plans and so on. There is a lot of
9 things that -- that they're doing that are innovative
10 and the correct way to go about it.

11 This is a time of severe economic crisis and
12 all -- all local governments are strapped. It makes a
13 lot of sense for this time. By way of full
14 disclosure, I advise a lot of large organizations
15 around the company -- the country. I also advise -- I
16 also advise the White House. But I also have a --
17 have a ownership stake in a -- in a clinic company
18 called We Care out of -- out of Lake Mary, Florida,
19 so -- so I am not dis- -- disinterested in -- on this,
20 but it is a -- it is a model that makes a lot of
21 sense.

22 The School Board -- the Duval County School Board
23 is looking at this now. I understand that St. Johns
24 County just decided to do one for its employees, so
25 it -- it's just an idea that is worth considering.

1 THE CHAIRMAN: Mr. Klepper, just to -- just to
2 clarify, this concept is scalable to the City?

3 MR. KLEPPER: Yes. This -- the concept works
4 down as low as employers who are about 250 or -- or
5 even fewer if they collaborate. It works up to
6 100,000 or 200,000 employees. About two-thirds of all
7 of the Fortune 500 companies have said that they will
8 have a clinic in like this by the end of 2010, but
9 it's catching on like wildfire among -- among midsize
10 companies across the country.

11 THE CHAIRMAN: And, again, you save -- you are
12 able to effect cost savings even though you are still
13 paying for the insurance plan?

14 MR. KLEPPER: Yeah. And -- and the reason for
15 that is that such a large part of -- of health care
16 cost is inappropriate services. It's -- it's -- it's
17 two sides. It has to do with -- with managing the
18 life-style behaviors that produce so much -- so much
19 cost and also managing the downstream, the downstream
20 costs in specialty services in an inpatient care where
21 there's, typically, so much waste.

22 THE CHAIRMAN: Commissioner Catlett.

23 COMMISSIONER CATLETT: I haven't been exposed to
24 this before, but how does this differ from an HMO?

25 MR. KLEPPER: Oh, in a lot of ways. An HMO is a

1 network of -- of doctors and hospitals and other
2 things that are all operating independently, and,
3 frankly, without a lot of -- a lot of oversight. You
4 have access to them; there are negotiated rates with
5 them, but over the last few years the managed care
6 industry has -- has stepped back and not done very
7 much oversight in what would be called "medical
8 management."

9 In this environment there is a -- there's --
10 there's a set rate per employee which really means per
11 family per month so the company that's providing this
12 management service has no financial incentive to
13 provide more care or less care; they're just
14 providing -- they're being -- they're -- they're going
15 to be paid to deliver the right care and they don't
16 have a dog -- they don't have a dog in the fight to
17 make more money at the expense of the employer.
18 It's -- it's just not there. They're there to do two
19 things: To produce better quality care for -- for the
20 patient and to -- and -- and to be a fiduciary for the
21 guy paying the bill. This is not just my company,
22 this is all of -- pretty much all of the -- all of the
23 companies that are in this space behave like this.

24 THE CHAIRMAN: Mr. Catlin.

25 COMMISSIONER CATLIN: Mr. Klepper, what is the

1 largest organization or company in the State of
2 Florida currently using this system right now?

3 MR. KLEPPER: Disney.

4 COMMISSIONER CATLIN: (Nods head.)

5 MR. KLEPPER: I think.

6 COMMISSIONER CATLIN: Okay.

7 MR. KLEPPER: Har- -- Harris also, I think, is --
8 is using it. I think they -- they just let a -- let
9 a -- a -- they let a contract for seven new clinics, I
10 believe.

11 COMMISSIONER CATLIN: Thank you.

12 THE CHAIRMAN: Commissioner Oliveras.

13 COMMISSIONER OLIVERAS: Thank you, Mr. Chairman.

14 Mr. Klepper, how does this model affect referrals
15 for specialized services and for retirees from a
16 company or City employees and out-of-network coverage,
17 say you're on vacation someplace and get sick or
18 injured?

19 MR. KLEPPER: It wou- -- it -- it probably
20 wouldn't affect the out-of-network coverage unless
21 what happens is that -- is that these clinics are very
22 effective at becoming what is now called in the
23 industry "a medical home," a place where the -- where
24 the patient can always turn and -- and -- and the
25 doctor is always thinking about them, whether they're

1 in front of the doctor or not.

2 But -- but the -- one of the -- one of the key
3 elements of this model, and it's universal across the
4 industry, is that one of the -- one of the more
5 harebrained things that managed care did over the last
6 25 years -- and I -- I -- I played a role in that,
7 we -- we can pin this on me -- was -- was we -- we
8 designated primary care physicians as gatekeepers, put
9 them into an untenable position where they could
10 either hold on to the patient or they could refer
11 them, but if they referred them they lost
12 communication on what happened with the patient and
13 the medical specialist in the -- in the way that the
14 reimbursement system is set up has a perverse
15 financial incentive to do as much unnecessary care to
16 that patient as possible. They get paid by the
17 procedure so they'd do a lot of unnecessary
18 procedures.

19 When one of our docs makes a referral, about
20 eight percent of all of our patients get referred
21 during the course of a year to a specialist, he calls
22 up the specialist and he says, I'm going to send
23 Mrs. Jones to you, I'd like to do -- I'd like you to
24 do a workup on her, do not do anything significant to
25 my patient until we talk, we're going to decide

1 together what happens to my patient, and when the
2 specialist picks himself up off the floor because he
3 hasn't heard this for 25 years he's more than happy to
4 accommodate and what we see is that in the claims data
5 the -- the unnecessary utilization drops because now
6 the specialist knows that there is a trained expert,
7 the primary care physician, who is now watching and
8 knows -- knows what's going on. It's a sentinel
9 effect. So it's -- it's a very effective system.

10 It -- interestingly, if you -- if you tell this
11 to an 85- or 90-year-old primary care physician,
12 they'll say, Sure, that's the way it used to be.

13 COMMISSIONER OLIVERAS: And what about the -- the
14 coverage for retirees?

15 MR. KLEPPER: The coverage for retirees would
16 hold as well. If you establish this as a -- as a
17 medical home you still have your cov- -- your health
18 plan coverage for your employees and your retirees,
19 they could still go, but if you are self-insured for
20 your employees or for your retirees then the savings
21 that accrue from -- from this better method accrue
22 back to you rather than accruing to the insurance
23 company.

24 COMMISSIONER OLIVERAS: Thank you.

25 THE CHAIRMAN: Commissioner Austin.

1 COMMISSIONER AUSTIN: Do you know whether or not
2 there's authority with -- currently -- currently
3 authority exists for the local government or whether
4 we have to have a change in the law to --

5 MR. KLEPPER: No. You would not require a change
6 in the law. There are lots of local governments that
7 are doing this, not only in Florida but around the
8 country. I -- I'm putting in a clinic right now into
9 Toms River, New Jersey for the School Board in the --
10 in the county and the -- and the township. I've got
11 other ones that are in -- that are in Indiana, so this
12 is not esoteric in any way and it would be easy to
13 accomplish.

14 Thank you very much.

15 THE CHAIRMAN: Mr. -- Mr. Klepper, one more,
16 what's the status of your negotiations or discussions
17 with the School Board about this concept?

18 MR. KLEPPER: They're in the middle of the
19 action. They have a -- they have a consultant out of
20 Orlando, a Mr. Robinson, from a company called
21 "Robinson Bush," and they are -- I think they're
22 evaluating things. I think that Mr. Radcliffe who was
23 with the School Board was -- was responsible for that
24 and then he had the -- the bad manners to take a -- a
25 high-level job somewhere else, so it's been -- it's

1 been a little put off.

2 THE CHAIRMAN: Thank you very much.

3 MR. KLEPPER: Thank you very much. Good luck
4 with this effort. This is very important. Thank you.

5 THE CHAIRMAN: Thank you.

6 I have no more speakers. Is there anybody here
7 who would like to speak?

8 AUDIENCE MEMBERS: (No response.)

9 THE CHAIRMAN: Okay. Thank you.

10 At this point I'd like to open up to the
11 Commission, essentially, any item you'd like to
12 discuss. I suggest that we address the scheduling
13 issue. As you know, all of you should have received
14 notice of our meeting dates, which was really an
15 effort on my part to start scheduling the next few
16 meetings so we can coordinate with those speakers and
17 get on their calendars, but I have had two
18 commissioners contact me to say that Tuesdays in the
19 morning, essentially, are -- are non-starters.

20 And, of course, I recognize we're all busy. We
21 all have other -- other commitments. That's kind of a
22 self-selection criteria for applying for this job.

23 But, nevertheless, I -- I do want to be sensitive to
24 people's needs and -- and careers so I'm open at this
25 point to alternatives to the Tuesday morning, 9 to 12

1 time slot.

2 COMMISSIONER O'BRIEN: If there is an
3 alternative -- if there is an alternative, I do
4 believe mornings are a little bit more refreshing for
5 all of us in terms of where our brains are for that
6 day. I know I can offer an alternative of Monday or
7 Friday or Tuesday still works for me, but I would
8 prefer for it not to be the middle of the week for
9 those who do have travel schedules as part of their
10 business.

11 THE CHAIRMAN: Commissioner Miller.

12 COMMISSIONER MILLER: Through the Chairman, thank
13 you for the opportunity to comment on it. It would
14 appear that all of the meetings are scheduled on
15 Tuesday mornings; I have a standing obligation
16 professionally as a member of the President's Cabinet
17 and I am unable to make any meetings on Tuesday
18 mornings, so I would not be able to continue
19 participation on the Commission so that I can keep my
20 job. So I would, respectfully, request that we move
21 it to another date, another day: Mondays, Thursdays,
22 Fridays. Another day, if it's during the morning,
23 that -- that's fine, but Tuesdays are -- are,
24 unfortunately, not possible for me.

25 THE CHAIRMAN: I understand. One of the

1 considerations that I had when I picked Tuesday
2 mornings was I guess an assumption on my part that
3 people didn't want to meet -- didn't want to start
4 their week on a Monday morning by spending three hours
5 doing this before they go in to the office and then
6 they're behind; am I wrong in thinking that? Would
7 Monday mornings work better?

8 COMMISSIONER KORMAN: Mr. Chair, a lot of
9 companies, including myself, we have all of our
10 meetings on Monday, it's an all-day affair, and I
11 just -- I mean, I -- I need my job, too.

12 THE CHAIRMAN: How about Friday mornings? Going
13 once?

14 COMMISSIONER BARRETT: No. Mr. Chair, I have a
15 standing Friday that I have to attend at -- at the
16 bank on Friday mornings from 10 to 12, so you
17 know . . .

18 THE CHAIRMAN: Oh, I'm sorry. Friday afternoon?

19 COMMISSION MEMBER: Why don't we start at seven?

20 THE CHAIRMAN: Well, the --

21 (Inaudible comments.)

22 COMMISSION MEMBER: Oh.

23 THE CHAIRMAN: -- well, not only that, but
24 this --

25 COMMISSIONER MILLER: Some of us have children,

1 sorry.

2 COMMISSIONER CATLETT: Why not Thursday?

3 THE CHAIRMAN: -- Wednesday? Does anybody have a
4 problem with Wednesday?

5 COMMISSIONER YOUNGBLOOD: Morning.

6 THE CHAIRMAN: Commissioner Eichner.

7 COMMISSIONER EICHNER: Just as a suggestion
8 through the Chair, could we stagger some of them
9 instead of picking a day of the week? That way it is
10 more convenient for some of us who can't make a
11 Monday. I'm happy with any of the days, but just for
12 those who can't make it, you know, on a Monday morning
13 or on a Friday morning, could we stagger them
14 throughout the week and pick different days so that
15 everybody can participate?

16 COMMISSIONER CATLETT: How about Thursday?

17 THE CHAIRMAN: Just a -- a response to that, we
18 do have a court reporter. We'll have a court reporter
19 at all of our meetings taking a transcript of
20 everything that is said for those who for whatever
21 reason can't make one -- a meeting or -- or come late
22 to a meeting so I do want the commissioners to be
23 aware of that.

24 Commissioner Youngblood.

25 COMMISSIONER YOUNGBLOOD: Midmorning should be

1 best, I believe, just based on travel arrangements for
2 everyone coming from all parts of the city here versus
3 your seven o'clock, eight o'clock hour or your five,
4 six o'clock rush hour. Days are fine but midmorning
5 may be best. Yes? No?

6 THE CHAIRMAN: Commissioner Catlett, what -- did
7 you suggest Thursday?

8 COMMISSIONER CATLETT: Thursday is fine. Anybody
9 can't come Thursday? I think Thursday wins.

10 THE CHAIRMAN: Thursday mornings, 9 to 12?

11 COMMISSIONER CATLIN: I second the motion.

12 THE CHAIRMAN: All in favor?

13 COMMISSION MEMBERS: Aye.

14 THE CHAIRMAN: Thank you very much. Thursdays,
15 9 to 12, it is. Now, frequency, it's my intention to
16 meet as a committee of the whole rather than to break
17 up in subcommittees as we do our work. I think any
18 issue that we -- that we think is important enough to
19 address is important enough for all of us to address.
20 And it's my experience that when you break up into
21 subcommittees, there's -- there -- this is not --
22 certainly, not intended to cast any aspersions on any
23 of you, but there can be a tendency to -- to engage in
24 parochialism where each subcommittee feels like their
25 issue is more important or should take pride of place,

1 and so in order to avoid stovepiping in that respect
2 we're going to meet on every -- as a committee of the
3 whole on every issue and on every meeting.

4 Having said that, given the fact that the clock
5 started today and we're on an eight-month schedule, I
6 think we should meet every two months at least until
7 we -- excuse me, every two weeks and at least until we
8 get a sense of we know what our issues are and we're
9 on top of them; if at that point we feel like we can
10 start meeting less frequently, I'm, certainly, open to
11 that. I'm not at all about having meetings just for
12 the sake of having meetings.

13 So I know that if we're meeting Thursday, 9 to
14 12, that will not interfere with Planning Commission
15 which meets on the second and fourth Thursdays at
16 1 o'clock, so I would propose that we would meet the
17 second and fourth Thursdays, which are, essentially,
18 our City Council meeting weeks for those of you who
19 keep track by that schedule.

20 Rick, does that work for Council staff?

21 MR. CAMPBELL: (Nods head.)

22 [Mr. Campbell conferring with Ms. Owens.]

23 THE CHAIRMAN: We'd -- no, we don't have to meet
24 here. We could meet in the --

25 [Mr. Campbell conferring with the Chair.]

1 THE CHAIRMAN: Okay. Sure. Right. And I'll
2 work with you and Jeff to put together a schedule next
3 week so that everybody can go ahead and get these days
4 on their calendar now.

5 Yes, I'm sorry, Commissioner Barrett.

6 COMMISSIONER BARRETT: Well, Mr. Chairman, you
7 know, you sent out a copy so wouldn't we just go from
8 that Tuesday to Thursday?

9 THE CHAIRMAN: I would want to confirm with
10 Council staff first for the reasons Mr. Campbell just
11 articulated, but I -- I'd -- I would assume that's a
12 reasonable assumption, but you never know how the
13 calendar works.

14 Thank you.

15 Yes. The next two meetings -- my intention for
16 the next two meetings is to have -- to continue our --
17 our listening tour, if you will, by hearing from the
18 independent authorities: The Mayor's office, the
19 School Board, and the constitutional officers. And
20 with these revised dates I'm going to be sending out
21 letters of invitation to them so that they can
22 coordinate their calendars as well.

23 I think it's appropriate for us to hear not only
24 from the public but from the constituent parts of the
25 consolidated government and get their perspectives on

1 how well they think the Charter addresses the current
2 dynamics and working relationships and areas that
3 might be -- properly be reviewed. So this is,
4 obviously, advance notice to them and those letters
5 will be going out, hopefully, in the next two days.

6 Commissioner Barrett.

7 COMMISSIONER BARRETT: Mr. Chair, should we
8 assume then -- but the first meeting is -- since it
9 was the 14th, will it be the 16th, so we can put it on
10 the calendar?

11 THE CHAIRMAN: Yes.

12 COMMISSIONER BARRETT: All right. Thank you.

13 COMMISSIONER AUSTIN: Nine o'clock?

14 THE CHAIRMAN: Yes, 9 to 12. I -- I'm going
15 ahead and -- Thursday, the 16th. I think three hours
16 is a reasonable block of time, at least to begin
17 with. We have lots of -- even if we gave each of the
18 independent authorities and constitutional officers
19 only 15 minutes to address us it would still take two
20 full meetings to get through just those branches of
21 government.

22 After we have heard from all of those entities
23 and we'll have heard from the public, then I think
24 it's appropriate for us to -- to decide what issues we
25 want to look at in depth, and at that point we can

1 have a better sense of the time that it will take and
2 who we want to hear from, and, certainly, anybody
3 we've heard from today we can bring back if you'd
4 like, and I'm sure that this Commission, as -- as
5 diverse and well placed throughout the community as it
6 is, is going to have lots of ideas of people who we
7 could benefit from hearing from.

8 Are there any other issues that any commissioners
9 would like to address?

10 Commissioner Youngblood.

11 COMMISSIONER YOUNGBLOOD: I'd like to request
12 that upon opening with the Pledge of Allegiance if we
13 could also open in prayer and ask the -- the Lord for
14 His guidance and the wisdom that we need to make the
15 decisions for our city. And if there's not someone
16 that would be willing to volunteer to do that, I would
17 be happy to do that.

18 THE CHAIRMAN: Would any of the other
19 commissioners have any discussion on that?

20 COMMISSIONER KORMAN: As -- as long as it's
21 non-religious I'm okay with it; if it's religious I
22 cannot participate and I will ask, especially in the
23 City government, that we don't bring religion at -- of
24 any kind into our meetings.

25 THE CHAIRMAN: Commissioner Korman, are you

1 saying non-denominational or --

2 COMMISSIONER KORMAN: (Nods head.)

3 THE CHAIRMAN: -- okay.

4 Does anybody object to that qualification?

5 COMMISSIONER YOUNGBLOOD: Non-denominational's
6 fine, just the Creator of the universe, our Lord and
7 Savior Jesus Christ, that's fine, yeah.

8 THE CHAIRMAN: Well, I -- I think, Commissioner
9 Youngblood, that -- that would kind of constitute
10 denominational.

11 COMMISSIONER YOUNGBLOOD: Okay. If you choose to
12 say that. I just -- I see it as a -- you know, it's
13 not a debate that we have for religion, but the "in
14 God" that we entrust on our money, our currency, and
15 our fine city, I'd like to invoke His -- His authority
16 and His wisdom for us. That's it.

17 THE CHAIRMAN: Why don't we begin with a moment
18 of silence?

19 COMMISSIONER MILLER: Second.

20 THE CHAIRMAN: Any discussion?

21 COMMISSION MEMBERS: (No response.)

22 THE CHAIRMAN: All in favor?

23 COMMISSION MEMBERS: Aye.

24 THE CHAIRMAN: All opposed?

25 COMMISSION MEMBERS: (No response.)

1 THE CHAIRMAN: Thank you.

2 Any other matters?

3 COMMISSION MEMBERS: (No response.)

4 THE CHAIRMAN: All right. This meeting is
5 adjourned. Thank you.

6 [The above proceedings are concluded at
7 5:35 p.m.]

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C E R T I F I C A T E

STATE OF FLORIDA:
COUNTY OF DUVAL :

I, Janice Lynn Carrico, certify that I was authorized to and did stenographically report the foregoing proceedings and that the transcript is a true and complete record of my stenographic and audiotaped notes.

Dated this 13th day of July, 2009.

Janice Lynn Carrico