



EXECUTIVE SUMMARY

Shortly after his election, Mayor Alvin Brown brought together a collective of Jacksonville's civic-minded professionals and community leaders to work on 18 Transition Policy Committees. The groups' charge was multifold. Committee members were to determine the state of city government while building awareness of its weaknesses and expounding upon its strengths.

Amid the mayoral changeover, the committees looked at issues including education, public safety, pension reform, city personnel and workforce development. What resulted is a batch of in-depth reports, which include over 300 recommendations, from the observations and opinions of people who know the city best. The recommendations are divided into three phases: those that can be achieved within the first 100 days of the new administration, those that can be achieved within the first year and those that are longer-term in nature.

The findings are extensive: Jacksonville needs to develop public-private partnerships to benefit education. Downtown revitalization is an avenue to stimulate job growth and improve the tax base. The city continues to face challenges particularly in reforming its pension system and funding its annual budgetary obligations. City Hall must work harder on intergovernmental relations with Tallahassee and Washington to obtain the state and federal funding Jacksonville deserves to provide the best and most meaningful programs for its citizens.

The Brown Administration already has implemented some recommendations, including naming a chief education officer and a job-creation team. As part of the transition process, the committee members have agreed to reassemble in six months to track progress of the new mayor on these issues of vast importance to Jacksonville's citizens.

August 8, 2011

Hon. Alvin Brown, Mayor
City of Jacksonville
117 West Duval Street/Suite 400
Jacksonville, FL 32202

Dear Mayor Brown:

I am pleased to have served your administration as Transition Staff Director, and it is an honor to present you with this compendium of reports and recommendations from your eighteen Transition Policy Committees. The co-chairs and members, as well as the volunteer staff of each committee all deserve high praise for the level of effort put into this important task.

Strategic Chairs of the Transition Team are Peter S. Rummell, Delores Barr Weaver, and Rev. Henry T. Rhim. Throughout the month-long transition process, each of the eighteen Transition Policy Committees reported regularly to the Strategic Chairs and received direction and support from Transition Co-Chairs Audrey Moran and State Senator Tony Hill.

The enclosed reports should serve as an indication of the widespread enthusiasm across our City for your Mayoralty. The work product represents the dedication and commitment of some 217 members of the Transition Policy Committees, from all walks of life and from all neighborhoods of Jacksonville. They were supplemented by approximately 125 subject area experts and committee staff. More than 110 meetings were conducted by the Transition Policy Committees since their formation on July 8, just one short month ago. Those meetings, coupled with additional time spent on research and data gathering, consumed approximately 3150 hours of effort, all on a voluntary basis. That is roughly the equivalent of 20 people working full-time for a month to develop the reports and recommendations.

Hon. Alvin Brown, Mayor

August 3, 2011

Page 2

Furthermore, virtually all of the Transition Policy Committees have expressed interest in serving your administration going forward, as a way for you to monitor progress on the various recommendations. It is particularly gratifying that so many Jacksonville citizens want to stay involved as you take our City to the next level.

Thank you once again for this special opportunity to serve you and the City of Jacksonville in achieving a smooth and strong transition to your administration.

Sincerely yours,

Donald A. Shea



RECOMMENDATION FORM
Presented to Mayor Brown on August 8, 2011

1. Committee: Boards and Commissions
Chairs: Charles A. Clarkson & Robert F. Spohrer
Members: Karen Landry, Bobby Martin, Clara McLaughlin, Doug Milne, Seth Pajcic, Eric Smith, Marcella Washington, Jim Winston

2. Recommendation(s):

The administration has either nomination or appointment responsibility to over 60 boards and commissions. Consequently, there are many areas to review and study for potential overlap and improved efficiencies. Below is a list of suggested changes of existing policies that may realize better use of staff, more efficient use of existing resources, expanded opportunity for volunteer service with increased production and involvement of appointed volunteers and better communication between the administration and the board and commission structure.

As all nominations and appointments are volunteer positions and administration support exists from current staff these potential changes have minimal budget impact.

General Recommendations

3. We strongly recommend that the city lead the development of a fiscal impact analysis approach that will have broad application across all agencies, boards, commissions and departments.

Recognizing the financial and economic impact of public decisions on taxpayers should be a fundamental goal. Therefore, it is critical that we increase efforts to fully understand fiscal impacts of decisions and make such goals a key part of the decision making and approval process.

Example: when the Planning Commission considers a subdivision or Jacksonville Economic Development Commission (JEDC) a new project, part of that approval process should include a quantitative projection of the potential fiscal impact on

police and fire, schools, utilities etc as well as an estimate of the impact on sales/real estate taxes, jobs and the local economy. Although we did not review all agencies and we understand that cost benefit discussions occur frequently we uncovered little to no rigorous focus on this basic issue. Tourist Development Council (TDC) has a "heads in beds" focus and JaxPort began regular discussions of "return on investment" four years ago.

4. Logically, the administration would lead and coordinate, in cooperation with City Council, a citywide process in establishing a consistent, disciplined and transparent process for developing a fiscal impact analysis process. Public review and discussion of cost/benefits for taxpayers should be a priority throughout the decision making process.

5. The city develops a website where all city data and analysis (such as the various fiscal impact projections) will be transparently available for public review and discussion. This would assist the goals of the Taxation Revenue & Utilization of Expenditures Commission (TRUE) and provide a transparent review of city of Jacksonville projects for all residents to evaluate.

Recommendations and suggestions for the administration, scheduling and staffing of boards and commissions

6. Advisory boards should meet quarterly or more often if necessary. This recommendation would ease the burden on administrative staff as well as being less burdensome on volunteer appointees. As an example, The Film and Television Advisory Board currently meets every two months and has found success with this schedule.

7. Advisory boards should submit an annual plan with the administration. This recommendation would assist the administration in aligning goals with future appointments as well as supporting the board with its yearly goals.

8. Advisory boards should have a sunset provision added to their respective Executive Order if a quantified goal cannot be established within the 2011-2012 fiscal year. This would clarify the mission of each advisory board as well as address potential updates and changes to each board's executive order or ordinance.

9. Advisory board chair and officers as well as terms of members coincide with the City of Jacksonville's fiscal calendar, 9/30-10/1. This should assist the administration in the appointment process as well as the budget process.

10. In order to create more transparency, community involvement and greater awareness, the administration should review the possibility of conducting as many board and commission meetings in a central, consistent location.

11. For mayoral reappointment to a board or commission a member must have an attendance rate above 70% including subcommittee meetings. It is obviously at the discretion of the administration but this would set a standard for all boards and commissions as reappointments are evaluated. This is in addition to the requirement in Chapter 50 of the ordinance code that states 3 or more unexcused absences in a row from a board or commission shall result in that members seat becoming vacant and open for a new nomination. In addition, it is encouraged that phone participation be reviewed as an avenue to ease the scheduling burden of volunteer board and commission members.

12. The administration should study the feasibility of a dedicated 2-4 member staff from existing resources being allocated to provide administrative support for board and commission meetings. This would provide continuity for scheduling and noticing as well as an increase of information flow between the respective boards. It is hoped this would also alleviate staff time from other departments and divisions who currently support various boards and commissions.

13. The notice and publicity policy of scheduled board and commission meetings should be reviewed to insure maximum exposure to the residents of north Florida.

14. The mayor should annually meet with each board Chair and full board and at a regularly scheduled meeting of each board.

15. Many minority groups in north Florida face the same challenges and obstacles in society. We believe it would be beneficial if all minority communities received the same access to information and resources provided by the City of Jacksonville. It is recommended the administration review the feasibility of housing all minority advisory groups under one umbrella minority advisory board. The African American community should be included as part of this minority outreach.

16. Just as this review has been helpful in understanding the breadth and depth of the board and commission structure a detailed outside review and report every 3 or 4 years should be performed on the board and commission organization.

17. The Ethics Office is encouraged to review the current “conflict of interest” provisions for board and commission volunteers and ensure they are consistent with elected officials and employees of public office. We want to reinforce the importance

of rigorous review by the Ethics Office over all boards and commissions as each body and membership holds a piece of the public trust.

Recommendations and suggestions for specific Boards and Commissions

18. Health and Environmental representation with Planning Department

In order to facilitate better communication between affected parties, members of Health Planning Council, Health Facilities Authority and Environmental Protection Board should be included in Planning Commission meetings and related development group meetings: either of an existing board member having a standing invitation or directing staff to attend on behalf of the board.

19. Tourist Development Council & Cultural Council

Jacksonville benefits from its arts community drawing patrons from throughout north Florida. A busy cultural calendar not only attracts visitors but also enhances the stay of tourists. The Cultural Council and TDC should work in concert to encourage and support cultural events that draw visitors to Jacksonville. Either by encouraging increased applications to the TDC for grant monies by the Cultural Council and/or through better coordination with the convention calendar both groups would benefit from an enhanced relationship.

20. Independent Boards and Authorities

In order to create more transparency and community involvement, the administration should request each of the following Authorities hold at least one regular board meeting a year in the City Council Chambers of City Hall: Jacksonville Aviation Authority, Jacksonville Housing Authority, Jacksonville Transportation Authority, JEA, and Jacksonville Port Authority.

21. JEDC

Due to the importance of their work and the priority Mayor Brown has put on downtown development we feel a more in depth evaluation of the JEDC and its various roles deserves consideration within the first 100 days. We believe the current scope of duties and oversight of the JEDC is too broad and needs to be reduced. An emphasis on downtown development through a separate, dedicated authority is strongly encouraged to be considered by the administration. Additional to the findings and suggestions of other transition committees, the administration, City Council and private sector need to agree on 3-5 priorities annually in order to focus the objectives of the JEDC. The offices of JEDC should be located within City Hall, and the JEDC leadership located within the Mayor's Office.

22. Human Rights Commission

The administration should always be mindful of representative racial, ethnic and cultural inclusion and minority participation when making board and commission nominations. Advisory boards that represent minority groups should schedule regular meetings before the Human Rights Commission on issues that are affecting members of their community.

23. Disabled Services

A review of the relationship of the Disabled Services division and the Human Rights Commission will insure communications on issues facing local compliance of ADA regulations.

24. Sexual Assault Advisory Council and Victims Assistance Advisory Council

In a better utilization of staff the Sexual Assault Advisory Council should be reorganized as a committee of the Victim Assistance Advisory Council.

25. Joint Planning Council

Like the Joint Planning Council, the administration should identify areas where agencies and departments can collaborate on projects and development to ensure strong communication and greatest return on tax dollar investment.

Charles A. Clarkson, Date

Robert F. Spohrer, Date

Committee Co-Chairs

**City of Jacksonville Budget Transition Committee
Presented to Mayor Brown on August 8, 2011**

Overarching Issues

The City of Jacksonville (COJ) is facing an unprecedented financial crisis driven by the confluence of a “perfect storm” of numerous factors including:

1. The “Great Recession” significantly reducing:
 - a. Assessed value of real property comprising ~50% of COJ tax revenue;
 - b. Sales tax revenue passed through from the State of Florida.
2. Unsustainable growth of pension and health care obligations for COJ employees, particularly public safety employees, based on many factors including:
 - a. Extraordinary growth in the public safety budget (64% increase since FY03):
 - i. To reverse adverse crime rate statistics;
 - ii. Possible inappropriate use of urban statistics justifying increase in head count for the largest geographic “City” in the continental US.
 - b. Future effect of benefit changes not likely fully understood when approved many years earlier;
 - c. Unrealistic investment return assumptions;
 - d. Inability/failure to react in a timely and prudent manner to properly consider the above factors.
3. Planned and obligated capital expenditure requirements based on future growth expectations of both tax base and infrastructure requirements that have not occurred. Additionally, while funding sources were identified for capital expenditures, funding sources were not identified to cover staffing, operational, and maintenance requirements for the facilities.
4. Continued growth in certain aspects of City government.
5. Failure to achieve/maintain prudent financial reserves for subsequent downturns in the economy.

Mayor Elect Brown has clearly stated the long-term solution to the financial crises facing the COJ will be solved with effective job creation and economic growth increasing the tax base. However, he has also required that the COJ must first put its fiscal house in order by shrinking the size and scope of City government to live within the limits of its presently available resources without increasing taxes or fees. Further, the 2012 and subsequent budgets must reflect and facilitate his stated priorities of job creation, economic growth, public safety and education.

The Budget Transition Committee (the Committee) has reviewed the in-process results of the Peyton Administration’s 2012 budget (the Budget). The Committee has concluded that the Peyton Administration has, to date, conducted

a comprehensive and effective preliminary Budget analysis based upon the present Administration's priorities and objectives.

The Committee has also reviewed the results of the Budget Workshops conducted by the Peyton Administration (as summarized and analyzed by the JCCI) and interviewed various department heads to identify programs not considered critical to an effective City government, and additional opportunities for further budget cuts. The results of these steps are attached as Appendix "M".

However, much work remains to be done in an extraordinarily short time frame. The Committee recommends that the Brown Administration continue the Budget process to conclusion with appropriate full-time staff in accordance with the following guidelines:

1. "Business as usual" is a prescription for failure. Creative thinking is the order of the day.
2. Structural budget issues must be resolved now through a collaborative effort with the City Council. The can cannot be kicked further down the road. To do so only exacerbates the problem and makes future solutions extraordinarily difficult, if not impossible.
3. Recurring expenses can only be paid with recurring revenue. Reserves/one-time revenue or temporary grant funding cannot be used to fund expenditures without identified future funding sources. Adequate reserves need to be built into the budget.
4. The overall size of City government must be reduced.
 - a. All departments, including functions managed by constitutional officers, must appropriately share in the sacrifices necessary to balance the budget. This is particularly true of public safety budgets since they presently comprise 50% of general fund expenditures yet have not participated materially in prior budget reductions.
 - b. We cannot effectively balance the budget solely on the backs of non-public safety departments. There is simply not enough ability to absorb that level of cuts without severely curtailing the provision of City services.
 - c. While there are priorities, there are no sacred cows that cannot be touched.
5. A balanced budget can only be achieved through significant reductions in full-time head count.
 - a. Reductions need to be initially focused on middle management and administrative overhead.
 - b. Technological advances no longer require or allow staffing based on a 20th century model.
 - c. Only after the above is accomplished should services or programs be considered for elimination/reduction.

- i. This concept is particularly applicable to public safety operations – cuts historically are presented as reductions in officers on the street or number of fire stations. Middle management and administrative overhead savings must occur first before front line positions are eliminated.
- 6. Current and future pension obligations are unsustainable and must be addressed immediately to insure the future fiscal health of the COJ.
 - a. The COJ's Chief Financial Officer has estimated the COJ contribution to the Police and Fire Pension Fund could rise from its current 49% of payroll (unsustainable even at that level) to as high as 65-70% of payroll as soon as FY13, only two budget years away. This is a significant driver of forecasted budget deficits of \$200MM by FY16.
 - i. Current proposals for pension reform do nothing:
 - 1. To impact these very near term budget deficits in an effective or timely manner.
 - 2. To resolve the \$1.6 Billion unfunded pension liability - perhaps our City's greatest financial challenge in many decades (up from \$200 million 10 years ago).
 - b. It is clear that more work is required to develop pension reforms that address these crucial issues. It would be a disservice to our City if taxpayers and employees conclude that needed pension reforms were completed with these reform proposals when so much difficult reform must still be done to insure the future financial security of the COJ.
- 7. We must improve the efficiency of the methods used to deliver required public services:
 - a. Many government services are best provided by public employees using conventional technologies, tools and methods. However, in cases where more cost effective, new technologies, and methods are available, government is slow and ineffective at using them. Too often, the lack of budget funding to invest in new technologies and systems results in substantial lost cost saving opportunities.
 - b. When budget funding exists for such cost saving investments, however, the risks of attempting to learn and apply new technologies and methods falls on the taxpayer. With properly designed and executed Public Private Partnerships (P3s), private sector capital can be applied for new and innovative work methods and systems with the financial risk of performance shifted from taxpayers to the private partners.
 - c. P3s must be an essential part of the strategy to improve the efficiency and therefore reduce the cost of Jacksonville's government services. P3s are the best approach to quickly

harness private sector capabilities for the public good and taxpayer savings.

- d. In addition, P3s provide public co-investment with job-creating, tax base enhancing private investments we require for the COJ's future growth. P3s can work when conventional local government practices do not. Leading cities across the US are successfully using P3s for these purposes and we must do so too to maintain local services without raising taxes or fees.
- e. The decision to privatize is inherently the function of the Administration. However, in appropriate circumstances, i.e. large-scale privatization, this should be a collaborative effort with the City Council and the Mayor's Office. However, once that determination is made, the actual procurement process should be executed by the Administration.

All the parties involved should be asked to share some part of the changes required in the future to restore our City's budget and pension system to a sound, sustainable condition.



Mayor-Elect Alvin Brown

Downtown Revitalization Transition Committee

Presented to Mayor Brown on August 8, 2011

"One of the things that I believe in is Downtown. I believe we should have a vibrant Downtown," Mayor-Elect Alvin Brown. Your committee strongly agrees.

"All great cities of the world have a nucleus, a center, a soul. A city simply cannot prosper economically or qualitatively without a vibrant, functioning downtown. A fun, energetic and productive center is vital to every successful region, including ours.

Downtown vitality has two dimensions. First, a vibrant city center delivers tangible economic benefits to the entire city – not just those living downtown. But beyond that, it is a symbol of community cohesion, partnership between the private and the public sectors, quality of life, local pride, external reputation, and community history."
(Northbank Redevelopment Task Force Final Report, 2011)

We believe that our recommendations will help accomplish these goals.

Included in this report is an Addendum that lists those individuals that made presentations before the committee as well as the written reference material that the committee considered in determining its recommendations.

The opportunity to work on the Downtown Revitalization Transition Committee has been an honor and a challenge. We thank Mayor Brown for his confidence in this committee and its membership. We look forward to future opportunities to work with Mayor Brown on issues that take Jacksonville to the "next level."

Dr. Chester Aikens, Co-Chair

Robert Rhodes, Co-Chair



Mayor-Elect Alvin Brown

Downtown Revitalization Transition Committee

Presented to Mayor Brown on August 8, 2011

1. Organization

- a. Establish an independent entity dedicated to and responsible for revitalizing downtown.
- b. The independent entity's name shall be the Downtown Community Empowerment Corporation (DCEC).
- c. Create an Advisory Board to the Downtown Community Empowerment Corporation whose membership shall include, but not be limited to, representatives of neighborhoods adjacent to downtown, i.e. Riverside Avondale Preservation, Preserve SOS, MANIA and San Marco Preservation.
- d. The entity's powers shall include the management of parking.
- e. The entity shall have authority to negotiate and approve redevelopment agreements and to use approved funding sources.
- f. The DCEC shall establish short-term, mid-term and long-term action plans for downtown.
- g. The responsibilities of the DCEC shall include, but not be limited to:
 1. Review and approve all downtown economic development incentive programs which shall be in concert with an updated Downtown Master Plan and the adopted Comprehensive Plan
 2. Focus planning and resources on the core, as defined by Downtown Vision Incorporated, and build critical mass around catalyst areas such as Hemming Plaza, the old and new courthouses, Laura Street corridor and trio of buildings and the Bay Street Entertainment District including support for small projects.
 3. Develop a collaborative and strategic marketing campaign for Downtown to make the case for Downtown revitalization and build awareness for current Downtown assets.
 4. The DCEC's powers shall include the management of special events.

2. Funding

- a. Establish a dedicated funding source for the Downtown Community Empowerment Corporation.
- b. Require that funds (TIF, Parking, Event Revenue, etc.) that are collected in downtown be allocated to the downtown district.
- c. Designate all Ad Valorem taxes that are collected in the downtown district, for a five-year period, be used exclusively for downtown revitalization.
- d. Support extending Business Improvement District funding and consider applying the current funding source to residential property and to extending Business Improvement District boundaries.
- e. Fund the Historic Trust Fund at an adequate level. The fund shall be used to purchase or for grants or loans to readapt critical and unrestored historic buildings in the core.
- f. The city should pay their fair share of Business Improvement District funding.

3. Convention Center

- a. Create a public/private partnership to create a Convention Center in the downtown district.
- b. Encourage and facilitate complementary retail, restaurant and entertainment facilities to support convention attendees, residents and downtown employees.
 1. Prioritize the establishment of locally owned businesses to foster organic growth and continue to develop a product that is unique to Jacksonville.
- c. Support the Tourism Investment District legislation as a J-Bill for approval by the state legislature next session.
- d. Designate the convention center development as a project for near-term planning and mid-term execution with integration to create street vibrancy and retail development.
- e. Conduct an update to the CSL study to best determine the location, size and cost of the facility.

4. Encourage the Mayor and Jacksonville Transportation Authority to explore building a narrow gauge rail system (ground level) connecting the current City Convention Center, future Multi-Modal Center, with the Landing and then the Everbank field.

5. Clean and Safe

- a. Create walking police patrols, and other community policing practices, in the downtown district.
- b. Establish a day-time Resource Center to serve the homeless.
- c. Streets, as well as buildings, must be kept clean and eye-appealing.
- d. Empty and/or abandoned buildings should be kept in an acceptable condition through the enforcement of current building codes.

6. Housing

- a. Encourage Workforce and medium-density housing through Residential Reuse, tax abatements and codified public policy.
- b. Encourage workforce housing in neighborhoods surrounding downtown for support staff of present and future downtown business.
- c. Coordinate with JTA to provide transportation for downtown support staff living in neighborhoods surrounding downtown.

7. Projects

- a. The committee strongly encourages the Mayor and the DCEC to focus on projects currently in the pipeline. The committee heard from the following projects that serve as examples:
 1. Center for Innovation
 2. Genesis Group
 3. Renovation of the Haydon Burns Library
 4. Laura Street Trio

8. Community Support

- a. Make the revitalization of Downtown Jacksonville the Administration's priority that is fully supported by the Mayor's Office.
- b. The Mayor and the DCEC should regularly report the progress of downtown revitalization to demonstrate that downtown is an asset that will benefit all citizens and businesses of Jacksonville. Such report should include data on the quality and quantity of revitalization and an established metric to measure progress.
- c. Convene a Mayor's Downtown Summit, within the first six months of the new administration, to promote the Downtown Revitalization Initiative.
- d. Follow-up the Summit with a continuing public dialogue between the Mayor's Office and city residents concerning downtown revitalization.

Downtown Revitalization Transition Committee
Addendum of Presentations and Reference Material

June 14 – June 30, 2011

<u>Subject</u>	<u>Source</u>
A Downtown Resident's Point of View	Dorothy Merrick
Audrey Moran: Downtown Development	Audrey Moran Campaign
Center for Innovation	Derek Naidoo
Convention Center	Bill Prescott, Visit Jacksonville
Convention Center Update	Visit Jacksonville
Downtown Action Plan	Ron Barton, JEDC
Downtown Development Projects, 2011	Downtown Vision
Downtown Enhancement Plan	Transform Jax
Downtown Vision Annual Report	Terrie Lorince, Downtown Vision
Fostering a Vibrant 24-Hour Downtown	Ad Hoc Developers Group
Florida Theater	Devlin Mann
Genesis Group	
Homeless	Wight Greger
Main Library's Role in Revitalization	Barbara Gubbin, Director – Library
Moving Downtown Forward	Downtown Vision
NAIOP Press Release	Taylor Mueller
Project – Mid: The Library	William Cesery, Jr.
Project – Large: Laura St. Trio	Steve Atkins
Project – Small: Five Points Theater	Jack Shad
Lessons Learned Over Last Three Years	Ron Barton, JEDC
State of Downtown Jacksonville, 2010	Downtown Vision/JEDC
State of Downtown Office Market	Oliver Barakat
Turning the Corner	Downtown Vision
The Urban Arts Initiative of Jacksonville	Visit Jacksonville, Cultural Council



MAYOR-ELECT BROWN– RECOMMENDATION FORM

1. **Committee:** Economic Development
2. **Presented to Mayor Brown on August 8, 2011**
3. **Recommendation(s):**
 - The Mayor should capitalize on existing programs that help small businesses and fund these programs. A small business summit, a retooled JSEB program and a stronger, Mayoral-level advocate for small business are also needed.
4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community:**

It is a widely known fact that small businesses are the main driver of job creation in any community. Providing procurement assistance, creating a Small Business Summit and monitoring entrepreneurial indicators are just a few of the steps that can be taken by the new administration to involve the economic health of Jacksonville. The Mayor should convene a Small Business Summit that will provide a participatory process for all small businesses, resource organizations (i.e. SBDC) ethnic chambers of commerce, business groups, business colleges and educational institutions, and lenders and entrepreneurs. There should be a facilitated panel discussion on doing business with and within the City of Jacksonville, as well as, an inventory developed of the types of businesses and resources partners (city, state and national) in Jacksonville. Data collection and research on the health of small business is necessary to monitor progress in supporting small businesses. Additionally, creating an inventory of all small businesses and resource organizations in Jacksonville is important so the administration and small business experts.

A long-term goal of the administration should be to make Jacksonville an entrepreneurial city. This can be accomplished by creating and promoting a business infrastructure that allows Jacksonville to be the producer of its own innovation. One method may be to add entrepreneurial development as a function of JEDC. Small business development and entrepreneurial development are not synonymous as many of our local resources have made them. It is not as easy as changing your name or using key words. Those dedicated to small

business development do not always make the best champions for entrepreneurial development.

The following actions need to occur:

- Actualization of the underutilized Small Business Development Initiative incentives within the approved Public Investment Policy
- Create a position that reports directly to the Mayor that is responsible for being a small business advocate
- Reevaluate the JSEB program by performing a disparity/impact study
- Convene a Small business Summit and produce an annual report to track process

5. Organizations or agencies that will implement and coordinate program:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville
- Enterprise Florida
- UNF Small Business Development Center
- SBA
- Department of Commerce

6. Budget:

Total program cost:

Small Business Development Initiative – \$1,000,000
Create a Small Business Development Position – \$100,000
Improve JSEB – \$250,000
Convene Small Business Summit- \$25,000

Amount of capital investment: none

Initial operating investment: see above

Annual budget for maintaining recommendations with annual percentage of increase anticipated: Approximately \$1.4 million with increases as necessary to keep up with demand for programs

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- Corporate sponsorships can be used to finance the Small Business Summit, as well as, entrance and meal fees, A trade fair may be included to promote businesses and generate revenue to cover the Summit costs.
- Other sources TBD

7. Recommendation implementation timeline:

Short-term (within the next year), the administration can enhance JEDC Small Business Development Initiative, increase Public Information from JEDC to support small business, explore incentives for volume “small business” exporters in Jacksonville, create a program to expand purchases of non-local people, provide procurement assistance, and coordinate a Small Business Summit. Long-Term (over the next three years and beyond) the administration should work to make Jacksonville an entrepreneurial city and promote community entrepreneurship.

8. Stakeholders of recommendation:

- Every business in Jacksonville seeking assistance with expansion or retention.
- The community’s job seekers and unemployed
- Taxpayers of Jacksonville who will benefit from business growth through a diversification of the tax base

9. Partner organizations for implementation:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville
- Enterprise Florida
- UNF Small Business Development Center
- SBA

10. Timeframe for implementation (short-term, long-term):

Short-term (within the next year), the administration can enhance JEDC Small Business Development Initiative, increase Public Information from JEDC to support small business, explore incentives for volume “small business” exporters in Jacksonville, create a program to expand purchases of non-local people, provide procurement assistance, and coordinate a Small Business Summit. Long-Term (over the next three years and beyond) the administration should work to make Jacksonville an entrepreneurial city and promote community entrepreneurship.

Committee Chair

Date



MAYOR-ELECT BROWN– RECOMMENDATION FORM

1. **Committee:** Economic Development

2. **Presented to Mayor Brown on August 8, 2011**

3. **Recommendation(s):**
 - Streamline the processes associated with approving incentives to make Jacksonville more competitive

4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community:**

In helping develop larger groups of jobs for medium to larger companies, the assistance that the city provides is very important. The greatest challenge is the process of completing these approvals is the longest in the state of Florida, if not in the nation. The streamlining of this process could be one of the hallmarks of the Brown administration that makes Jacksonville far friendlier to job growth and makes Jacksonville much more competitive. Structuring the public investment policy such that much of the standardized approaches, such as the Qualified Targeted Industry (QTI), should not be required to go through city council if it meets the criteria established for providing these incentives is an example of how Jacksonville can become more competitive. For those processes that involve more direct action or a variation from the norm, the city council could easily evaluate and make a decision with two regular meetings of city council rather than three or more that currently is required in our system. Other communities throughout Florida such as the City of Lakeland and Pinellas County do not require three readings for approval of a QTI – they only require one. The goal for the administration is to match or beat other counties in Florida and mirror Governor Scott's new design for Enterprise Florida, Inc (EFI) and the Office of Tourism Trade and Economic Development (OTTED) approval times.

In addition, the Committee recommends the following process changes:

- Request that OTTED reconsider its position that it will not accept JEDC resolutions for incentives that it has been given authority by the City Council to approve.
- Have City Council reconsider the level at which JEDC projects seeking incentives must be taken to City Council and raise the threshold amount from \$50,000 to \$150,000.

5. Organizations or agencies that will implement and coordinate program:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville

6. Budget:

Total program cost: No fiscal impact

Amount of capital investment: No fiscal impact

Initial operating investment: No fiscal impact

Annual budget for maintaining recommendations with annual percentage of increase anticipated: No fiscal impact

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. Recommendation implementation timeline:

The City's process for approving incentives should be evaluated and modified to address the issues outlined in this recommendation within the next year.

8. Stakeholders of recommendation:

- Companies seeking incentives to expand and invest in Jacksonville

9. Partner organizations for implementation:

- Cornerstone Regional Development Partnership

- Jacksonville Economic Development Commission
- City of Jacksonville

10. Timeframe for implementation (short-term, long-term):

This is a short-term recommendation. The City's incentive policy should be evaluated and modified to address the issues outlined in this recommendation within the next year.

Committee Chair

Date



MAYOR-ELECT BROWN– RECOMMENDATION FORM

1. **Committee:** Economic Development

2. **Presented to Mayor Brown on August 8, 2011**

3. **Recommendation(s):** Neighborhood Based Economic Development
 - The Mayor should appoint a person within the city that will implement the Neighborhood Action Plans. The Neighborhood Action Plans should be their sole focus.
 - Take any necessary action to ensure that the Empowerment Zone program is extended in Jacksonville beyond its current expiration date of December 31, 2011. This program benefits businesses that are located within the boundaries and encourages the employment of residents within the boundaries. It is a critical neighborhood based economic development tool.
 - Support and sustain tools, such as the Northwest Jacksonville Economic Development Fund, that can be used by communities that have completed and approved neighborhood action plans. Encourage staff from the Planning and Housing & Neighborhoods Depts to work closely with community based partners to implement the economic development goals and objectives already laid out.
 - Encourage the dedication of more Community Development Block Grant (CDBG) Funding provided by HUD to go to Economic Development activities within the Neighborhood Action Plan areas.

4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community:**

A goal of the neighborhood economic development will be to have all communities share in the benefits of commercial enterprises. Having jobs and services in the communities where people live. The urban core of Jacksonville has not had much opportunity to share in these things. However, many communities have the benefit of having neighborhood action plans, complete with sections detailing their desire for economic development. Supporting neighborhood based economic development will go a long way in ensuring that all facets of the community share in the Mayor’s goal to bring jobs to the City. To that end, there are a few things that the Mayor can do:

- Take any necessary action to ensure that the Empowerment Zone program is extended in Jacksonville beyond its current expiration date of December 31, 2011. This program benefits businesses that are located within the boundaries and encourages the employment of residents within the boundaries. It is a critical neighborhood based economic development tool.
- Support and sustain tools, such as the Northwest Jacksonville Economic Development Fund, that can be used by communities that have completed and approved neighborhood action plans. Encourage staff from the Planning and Housing & Neighborhoods Depts to work closely with community based organizations to implement the economic development goals and objectives already laid out.
- Encourage the dedication of more Community Development Block Grant (CDBG) Funding provided by HUD to go to Economic Development activities within the Neighborhood Action Plan areas.

The inclusion of these goals show the importance of neighborhood based economic development in supporting and sustaining small businesses which can create jobs in the communities that are more distressed than others. These communities often require more tools in order for economic development activities to take place.

5. Organizations or agencies that will implement and coordinate program:

- Jacksonville Economic Development Commission
- Housing & Neighborhoods Department
- Planning Department

6. Budget:

Total program cost: Undetermined at this time. Re-allocation of staff resources

Amount of capital investment: No fiscal impact

Initial operating investment: No fiscal impact

Annual budget for maintaining recommendations with annual percentage of increase anticipated: Undetermined at this time

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Northwest Jacksonville Economic Development Fund (approximately \$5.9 Million remaining)

Community Development Block Grant Funding (approximately \$6.1 Million)

7. **Recommendation implementation timeline:**
The recommendations can be implemented within the next fiscal year.

8. **Stakeholders of recommendation:**
 - Neighborhood Action Plan areas
 - Small businesses located within the Neighborhood Action Plan areas, the Empowerment Zone and the Northwest Jacksonville Economic Development Fund boundaries

9. **Partner organizations for implementation:**
 - Jacksonville Economic Development Commission
 - UNF Small Business Development Center
 - City of Jacksonville
 - Small business advocacy groups

10. **Timeframe for implementation (short-term, long-term):**
This is a short-term recommendation.

Committee Chair

Date



MAYOR-ELECT BROWN– RECOMMENDATION FORM

1. **Committee:** Economic Development
2. **Presented to Mayor Brown on August 8, 2011**
3. **Recommendation(s):**
 - Mayor Brown should play a key role working with other local, state and federal leaders (Governor, congressional delegation, etc.) to overcome technical restraints and find financial resources to solve the Mile Point problem and dredge the channel.
4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community:**

JAXPORT is the largest economic driver in Jacksonville. According to a 2009 study conducted by Martin and Associates, in Jacksonville alone nearly 23,000 people are employed in jobs directly relying on the port. An additional 43,000 positions are related to cargo activity in JAXPORT; these are jobs within the region's manufacturing, retail, wholesale and distribution industries. The average annual salary for jobs generated by JAXPORT activities is \$43,980. Cargo activity in Jacksonville generates nearly \$19 billion in economic activity annually, including \$1.8 billion dollars in wages and salaries to those working in jobs dependent on activity at the port. JAXPORT's marine facilities provide significant economic benefits to Northeast Florida through direct employment, sales and tax revenue, and through local firms that engage in international trade and travel.

The administration is in a position where it can rally support for JAXPORT and leverage Mayor Brown's federal political connections to find solutions to the technical and financial challenges faced by JAXPORT. The administration should direct economic developers to speak with existing small to medium size port tenants in order to drop barriers to hiring and growth in the near-term in Jacksonville. Also, representatives should speak with existing larger port users to understand their needs. It is important to note that not all tenants are on JAXPORT property, many have their own terminals. Local barriers to hiring and growth should be eliminated in the near term in Jacksonville

The term “Mile Point” refers to a point on the St. Johns River a mile from the Atlantic Ocean where the Intracoastal Waterway intersects with the St. Johns River. While the St. Johns River at this point runs east to west, the Intracoastal runs north to south. However, the Intracoastal’s northern and southern connections to the St. Johns River are not aligned. The misalignment causes a navigational hazard, which during low tide can cause a whirlpool effect and increase a ship’s chances of becoming grounded. This problem limits the useable time of the channel for large cargo carrying ships every day to two, four-hour periods during high tide. This limitation is unacceptable and costs shippers money as they wait in the Atlantic for the channel to be passable. JAXPORT has been working with the Army Corps of Engineers (ACOE) on a study of the situation and potential solutions.

The ACOE studied the Mile Point problem and is determining, along with JAXPORT, the best way to fix the problem. This project was included in the President’s 2011 budget and is substantially funded. The expected completion date of phase one of the Mile Point fix is early 2012. The administration should be sure to ask the ACOE to utilize local labor for the Mile Point project, as well as, any other projects in Jacksonville.

“Dredge the port to 50 feet” has been a battle cry of the business community for some time now. With the announcement of the Panama Canal expansion in 2006, JAXPORT began to position itself to compete for increased cargo flows. Once the canal is expanded, larger ships (called Post-Panamax ships) will be able to traverse the shipping lane and access East Coast ports more efficiently. The key issue for JAXPORT is that its shipping lane is not deep enough to accommodate the largest of these Post-Panamax ships or even a fully-loaded mid-size container ship. The Panama Canal expansion is expected to be finished in 2014 or 2015. In addition to the opportunities provided by larger ships using the Panama Canal, there are other factors that are converging to make East Coast ports more attractive to industry. West Coast ports are close to their operating capacity, West Coast rail is often congested, and recent dock worker strikes have tarnished the reputations of ports on the West Coast. In addition, cargo entering on the West Coast must be moved by truck or rail to East Coast destinations, which incurs more costs. This cargo movement over land will only become more expensive to businesses as fuel costs continue to rise. East Coast destinations such as Florida and the Southeast region are rapidly growing, important consumer markets. This increases the desirability of JAXPORT – but only if the channel is deep enough to accommodate the larger ships.

There is neither an identified nor secured source of funding for the estimated \$600 million that it will take to complete the dredging of the channel. An environmental study and an economic impact study are in process by the Army Corps of Engineers (ACOE) to determine the viability of deepening the channel. The results are expected in 2012 and will likely make the case for dredging to 50 feet. The U.S. Congress has banned all earmarks for projects, which means that any matching federal funds must be allocated within the President’s budget. Because of ACOE regulations, they cannot allow a dredging project to begin until federal funds are committed (however small) to the project. This means that without Congressional authorization (an earmark) allowing the ACOE to proceed, it will be difficult to begin the project even if Jacksonville and the state found a way to fund the project without federal help. A solution to this problem is to have the President authorize the funding in his budget.

If JAXPORT is to reach its full potential, it will need even greater support from the city. Being an aggressive champion for funding improvements will be an important job of the incoming mayor. Overcoming navigational challenges and the lack of depth in the channel are issues that impact all of Jacksonville. It will take a team approach with committed city involvement to find solutions. The city must be a player for JAXPORT to be successful.

5. Organizations or agencies that will implement and coordinate program:

- JAXPORT
- City of Jacksonville
- Army Corps of Engineers
- Cornerstone Regional Development Partnership

6. Budget:

Total program cost: \$640 million (\$40 million for Mile Point; \$600 million for dredging)

Amount of capital investment: \$640 million (\$40 million for Mile Point; \$600 million for dredging)

Initial operating investment: N/A

Annual budget for maintaining recommendations with annual percentage of increase anticipated: TBD

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- Congressional Appropriations
- State Infrastructure Appropriations
- Private Sector Financing
- Possible alternatives such as HUD Sec. 108 and New Markets Tax Credits

7. Recommendation implementation timeline:

In the next two years, the correction to Mile Point should remain on track and economic developers should begin to reach out to current JAXPORT tenants and private terminal operators to understand the challenges to growth. Over the next five years, the channel must be dredged to 50 feet and the Mayor will be a very important champion for this cause.

8. Stakeholders of recommendation:

- Business dependent on JAXPORT
- The community's job seekers and unemployed
- Taxpayers of Jacksonville who will benefit from business growth through a diversification of the tax base
- Local companies and workers performing the work needed to fix Mile Point, dredge the channel and other work needed at JAXPORT

9. Partner organizations for implementation:

- JAXPORT
- City of Jacksonville
- Army Corps of Engineers
- Cornerstone Regional Development Partnership
- Governor's Office
- President of the United States
- Congressional Delegation

10. Timeframe for implementation (short-term, long-term):

In the short-term, the correction to Mile Point should remain on track and economic developers should begin to reach out to current JAXPORT tenants and private terminal operators to understand the challenges to growth. In the long-term, the channel must be dredged to 50 feet and the Mayor will be a very important champion for this cause.

Committee Chair

Date



MAYOR-ELECT BROWN- RECOMMENDATION FORM

1. **Committee:** Economic Development
2. **Presented to Mayor Brown on August 8, 2011**
3. **Recommendation(s):**
 - Improve the current incentives and create new incentives to make Jacksonville more competitive
4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations' roles or partnerships; measurable outcomes to be achieved; benefits to community:**

In order to address the ever-changing needs of businesses, the city's investment policy should be re-evaluated to determine if there are changes that can be made to make Jacksonville even more competitive. The Public Investment Policy should be a tool to incentivize business growth that is appealing to policy makers. The following are among the most critical changes that should be considered.

- Develop more creative public-private partnership structures with companies looking to invest large amounts of capital in new facilities.
- Create a local closing fund to help the city win more projects.
- Create an incentive for companies that are increasing their importing or exporting through JAXPORT
- Create more aggressive incentives for targeted industries to locate downtown.
- Eliminate self-imposed restrictions on using state Enterprise Zone and Brownfield incentives in downtown.
- Create incentives for retailers to locate downtown.

- Develop a revolving loan program and/or grant program for façade improvements downtown.
- Encourage the rehabilitation of buildings through a permit assistance program that will reduce 50% of the permit cost for the rehabilitation of empty and/or dilapidated commercial buildings.

The public investment policy and strategy (in effect, our total tool kit) should be reviewed in the process of the transition in order to focus on those things that create the most jobs in the shortest period of time and help Jacksonville return to full employment. Also, other changes in the ease of use of the Enterprise Zone and Brownfields in line with the state statutes would be helpful.

Jacksonville suffers from some of the highest electricity rates in the state and southeast which raise the cost of doing business for manufacturers. Local government can assist manufacturers who's electric rates, including taxes, make them uncompetitive. The rates in Jacksonville are estimated to be 50 percent higher than all other 11 southeastern states. JEA's new discounted rate for manufacturers is key to a more aggressive approach to grow this sector of business in Jacksonville. Mayor Brown should explore the elimination, for a period of time, or a reduction or ceiling for manufacturing customers, regarding the 10 percent local option public service tax paid to the JEA. The 10 percent is paid on the base charge and not on the fuel charge. This will have a negligible effect on tax revenue with a substantial up-tick in competitiveness for this targeted business group.

5. Organizations or agencies that will implement and coordinate program:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville
- JEA

6. Budget:

Total program cost: Undetermined at this time

Amount of capital investment: No fiscal impact

Initial operating investment: No fiscal impact

Annual budget for maintaining recommendations with annual percentage of increase anticipated: Undetermined at this time

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source: N/A

7. Recommendation implementation timeline:

The City's incentive policy should be evaluated and modified to address the issued outlined in this recommendation within the next year.

8. Stakeholders of recommendation:

- Companies seeking incentives to expand and invest in Jacksonville
- Manufacturers unable to expand due to high electricity rates

9. Partner organizations for implementation:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville
- JEA

10. Timeframe for implementation (short-term, long-term):

This is a short-term recommendation. The City's incentive policy should be evaluated and modified to address the issued outlined in this recommendation within the next year.

Committee Chair

Date



MAYOR-ELECT BROWN- RECOMMENDATION FORM

1. **Committee:** Economic Development
2. **Presented to Mayor Brown on August 8, 2011**
3. **Recommendation(s):**
 - The Mayor should take full advantage of the Cecil aviation and aerospace assets by working with the state on incentives to recruit new industry globally and help local companies expand, to create good jobs for local residents.
4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community:**

Since day one, the vision for Cecil Commerce Center (Cecil) has been to be a major job center and economic driver for our community. Success at Cecil will be achieved once buildings are developed and businesses are attracted to the property, thereby creating jobs for our community and tax revenue for the city. According to a 2006 study of Cecil commissioned by the Jacksonville Regional Chamber of Commerce, by 2030 Cecil Commerce Center will contribute \$3.9 billion in annual economic activity to the local economy and \$7.9 billion in annual economic activity to the Northeast Florida regional economy. In addition, the study estimated that Cecil will have approximately 30,300 employees and an additional 39,400 jobs supported by indirect and induced spending regionally (Cecil Commerce Center Economic Impact Analysis, Fishkind and Associates, 2006).

The Jacksonville Aviation Authority (JAA) is one of the two major land owners at Cecil. Their efforts focus on development of aviation and aerospace related industries both on the flight line and adjacent to it. JAA's Cecil Field July 2010 Strategic Plan identifies three Tiers of strategy to pursue for the airport at Cecil: 1. existing business growth 2. attraction of new business 3. developing Logistics Hub at Cecil in the long term. The JAA needs Mayor Brown and Governor Scott's personal assistance to meet with existing tenants and prospects; this personal involvement is key to prospecting. Cecil Field needs local coordinated support to obtain federal and state financing, particularly with FDOT. Current tenants are continually poached by competitors (i.e. AL, MS, NC, SC). Specific incentives for the aviation industry

need to be developed to help current tenants expand and to attract new tenants. The newly developed state incentives to support aerospace and aviation industries around approved “Spaceports” (such as Cecil Field) should be utilized in the attraction of new companies to Cecil Field. Mayor Brown can call a Summit of existing Cecil Field Airport tenants to discuss how they can grow their businesses here in Jacksonville and what can Jacksonville do to keep them here.

The City of Jacksonville, through its agent the Jacksonville Economic Development Commission, works to attract new businesses and high wage jobs to the portion of Cecil Commerce Center under its purview (mainly the land area north of Normandy Blvd.) The JAA and JEDC have in place a memorandum of understanding to ensure that there is not competition between the two agencies. Additionally, the two teams meet formally on a monthly basis and staff communicates weekly or daily as needed. Even though the JEDC has partnered with Hillwood to help develop Cecil, it is still responsible for working on economic development deals for the city. In order to compete with other markets in the southeastern U.S., the city will need to continue offering unique economic incentive packages to prospective companies.

5. Organizations or agencies that will implement and coordinate program:

- Jacksonville Aviation Authority
- City of Jacksonville/Jacksonville Economic Development Commission
- Cornerstone Regional Development Partnership

6. Budget:

Total program cost: TBD

Amount of capital investment: TBD

Initial operating investment: TBD

Annual budget for maintaining recommendations with annual percentage of increase anticipated: TBD

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

- Economic Development Administration Grants
- Federal Aviation Authority Grants
- Recently approved state incentives to attract aviation and aerospace companies

7. Recommendation implementation timeline:

In this year and beyond, both the JAA and JEDC should be focused on recruiting new industries to Cecil and assisting with the growth of existing industries. Over the next five

years, they should be focused on creating a global logistics hub through international commerce.

8. Stakeholders of recommendation:

- Cecil Commerce Center/Cecil Field tenants
- The community's job seekers and unemployed
- Taxpayers of Jacksonville who will benefit from business growth through a diversification of the tax base
- New domestic and international companies, as well as existing businesses, looking to expand

9. Partner organizations for implementation:

- Jacksonville Aviation Authority
- City of Jacksonville/Jacksonville Economic Development Commission
- Cornerstone Regional Development Partnership
- Governor's Office
- Enterprise Florida

10. Timeframe for implementation (short-term, long-term):

In the short-term, both the JAA and JEDC should be focused on recruiting new industries to Cecil and assisting with the growth of existing industries. In the long-term, they should be focused on creating a global logistics hub.

Committee Chair

Date



MAYOR-ELECT BROWN– RECOMMENDATION FORM

1. **Committee:** Economic Development
2. **Presented to Mayor Brown on August 8, 2011**
3. **Recommendation(s):**
 - Make Business Recruitment and Retention (job creation, retention and development) the number one goal of any economic development strategy
4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community:**
 - Job creation involves three primary areas of job growth that our new mayor will need to approach:
 - a. Business expansion and development from existing medium to larger companies where most jobs are likely to be created in the short term.
 - b. Business recruitment which focuses on new opportunities for our city from both national and international locations. Jacksonville has seen a good deal of success in this area. The city of Jacksonville has partnered very effectively with Cornerstone and supported our efforts to market the area to find new business opportunities and the Committee hopes that this will be continued in order to develop the greatest number of high wage jobs possible.
 - c. Small and entrepreneurial business development: In the long term, more jobs will likely come from the small business arena for the community as a whole. At the same time, it is very difficult to significantly influence job creation in this sector because we have such a diverse group of small businesses and they tend to add people one at a time. The strategy should address opportunities to be helpful without creating a large bureaucracy or high risk associated with how that assistance is structured.

5. Organizations or agencies that will implement and coordinate program:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville
- Enterprise Florida
- UNF Small Business Development Center
- SBA

6. Budget:

Total program cost:

Approximately \$4,000,000 (This number and the numbers that follow in this section represent the current level of funding. The Committee feels strongly that this represents a critical investment in our community and the every effort should be made to keep or increase these amounts.)

Amount of capital investment:

None

Initial operating investment:

\$300,000 grant from the City to Cornerstone

\$98,400 grant from the City to the UNF SBDC

\$3,500,000 JEDC Business Development operating budget

Annual budget for maintaining recommendations with annual percentage of increase anticipated:

Approximately \$4,000,000 – The Committee supports increasing this investment as the budget situation allows.

Known local, state, federal, non-federal funding opportunities (cash and in-kind), by source:

Federal Economic Development Administration grants

7. Recommendation implementation timeline:

The administration can immediately continue the relationships with Cornerstone, UNF SBDC, Enterprise Florida and the SBA as they engage in business recruitment and expansion activities. Within the first six months, the relationships should be augmented through increased funding and more aggressive outreach to new and existing companies. After that period, the success of each entity should be evaluated and, if they are successful in growing companies in Jacksonville, their funding should be increased.

8. Stakeholders of recommendation:

- Every business in Jacksonville seeking assistance with expansion or retention.
- The community's job seekers and unemployed

- Taxpayers of Jacksonville who will benefit from business growth through a diversification of the tax base

9. Partner organizations for implementation:

- Cornerstone Regional Development Partnership
- Jacksonville Economic Development Commission
- City of Jacksonville
- Enterprise Florida
- UNF Small Business Development Center
- SBA

10. Timeframe for implementation (short-term, long-term):

This recommendation can be implemented immediately.

Committee Chair

Date



MAYOR-ELECT BROWN– RECOMMENDATION FORM

1. **Committee:** Economic Development
2. **Presented to Mayor Brown on August 8, 2011**
3. **Recommendation(s):**
 - Improve Access to Capital for Businesses
4. **Brief Description (describe the recommendation, issues it will address and why it deserves implementation – e.g. program activity; need addressed; who and how many served; number of jobs created or sustained; other organizations’ roles or partnerships; measurable outcomes to be achieved; benefits to community:**

The adverse effects of the global recession have been universally felt by all sectors of our economy, and have been particularly damming for small and second stage businesses; struggling collectively to wait out the recession while contending with vastly diminished revenues, tighter lending conditions, the increased costs of doing business, and limited access to needed sources of capital to promote innovation, jobs growth, and investment. When profits suffer these companies are forced to lay off employees and put development plans on the hold.

For financial institutions, the recession has been marked by an extraordinarily large number of business loan delinquencies and defaults, especially among smaller regional and community financial institutions; subjecting them to increased oversight and regulation, the necessity to increase their reserves against future loan losses and be much more circumspect in the underwriting of new loans. The result has been a reduction in the supply of funds available for lending to both small and large business alike, and an adverse and very direct impact on the nation’s organic capacity to produce jobs.

Nearly 35 percent of jobs in the small business sector are produced by what the SBA and the Jacksonville Regional Chamber of Commerce describe as “Second Stage Businesses.” These businesses have usually advanced beyond the startup stage with the intent and potential for additional jobs and sales growth. They typically have 10 to 99 employees, generate about \$1 million to \$50 million in annual revenue, and have a great need for short and long-term

capital to facilitate growth. The accelerated jobs recovery we hope to realize is predicated on the capacity of these second stage companies to gain momentum. That momentum is fueled by capital.

Under the auspices of the Jacksonville Regional Chamber of Commerce's Economic Gardening Initiative; GrowJax, the Mayor will cause to be created a financial institution consortium to provide short-term credit [working capital] to Second Stage Businesses on a demand basis. To protect the confidentiality of each borrow, and to mitigate the document control issues common to this type of lending, loans will be funded through a local financial institutions ("FI"). All loans will be secured by credit worthy accounts receivable, eligible inventory, or contract rights receivable. Remittances will be collected through a secure lock box. Member financial institutions will share equally in the credit risk. Generally, the top 15-20 percent of the credit risk will be guaranteed by the SBA (visa vie one of its existing credit enhancement tools), or protected by a 15-20 percent funded reserve for loan losses maintained by the FI. Based on underwriting standards established by the consortium, the FI will draw on an established line of credit between it and the consortium to fund loans to respective businesses on a non-recourse basis. Collateral controls, loan documentation, and payment collection will be the responsibility of the FI.

Access to international financing expertise and export assistance should also be promoted through partnerships with the Jacksonville Regional Chamber of Commerce, Department of Commerce, Small Business Administration and local financial institutions that have international financial institutioning specialties.

4. Program Tools

- U.S. Treasury CDFI Fund Financial Assistance (FA) Award
Financial Assistance (FA) Awards: The CDFI makes awards of up to \$2 million to certified CDFIs under the FA component of the CDFI Program. A CDFI may use the award for financing capital, loan loss reserves, capital reserves, or operations. FA awards are made in the form of equity investments, loans, deposits, or grants, and the CDFI is required to match its FA award dollar-for-dollar with non-federal funds of the same type as the award itself. This requirement enables CDFIs to leverage private capital to meet the demand for affordable financial products and services.
- SBA Intermediary Lending Pilot Loan Program
Intermediary Lending Pilot Program: A three year pilot program to provide direct loans to eligible non-profit intermediaries for the purpose of making small business loans of up to \$200,000, used for working capital, real estate, and the acquisition of materials, supplies and equipment, and used by borrowers that meet a credit elsewhere test. The program is intended to assist small business concerns in areas

7. **Recommendation implementation timeline:**
- Formation of work group 6/11
 - Establish goals and objectives 7/11
 - Establish underwriting criterion 7/11
 - Confirm members of financial institution consortium 8/11
 - Confirm credit enhancements 8/11
 - Consummate MOU and loan participation documents 8/11
 - Pilot initiative with sample of companies 9/11
 - Make pre-implementation adjustments 9/11
 - Announce at Mayor’s Summit on Small Business 10/11
8. **Stakeholders of recommendation:**
- Wally Lee, Chamber of Commerce
 - Terry West, Vystar Credit Union
 - Kelly Madden, Wells Fargo Financial institution
 - Nathaniel Herring, 5/3 Financial institution
 - Scott Keith, BB&T
 - Marty Lanahan, Regions Financial institution
 - Cleve Warren, Essential Capital Finance
 - Wilfredo Gonzalez, SBA NEFLA District Office
 - And other financial institution leaders
9. **Partner organizations for implementation:**
- Local financial institution consortium
 - Chamber of Commerce
 - Essential Capital Finance
 - U.S. Small Business Administration
10. **Timeframe for implementation (short-term, long-term):**
 These Recommendations can be implemented in the short-term.

Committee Chair

Date

Addendum

In addition to the eight major recommendations of the Economic Development Transition Committee (the “Committee”), the following items are economic development issues that the Committee believes the new administration should support. By listing these issues here, it is the Committee’s intent to underscore their importance to economic development. The Committee understands that other transition committees are addressing these issues more completely as comports with their charge.

1. **Downtown Business Development**

Downtown is the heart of the city and a reflection on the community’s economic health. Recruiting businesses and helping existing businesses thrive should be a top priority for the administration. Incentives, technical assistance and improvement of the attractiveness of downtown are just a few ways that the city can increase the number of businesses and employees downtown.

2. **Convention Center Development**

The new administration can develop and solicit bids for a Public Private Partnership (P3) team to build the Convention Center downtown. Developing a new facility would employ hundreds of citizens and utilizing a private development partner will share the risk associated with a real estate development of this scale.

3. **Launch an International Business Forum**

The administration should launch an International Business Forum to bring international representatives for a week to meet with qualified export-ready companies, and help them find partners in these global markets that will generate significant export sales and increase jobs for Jacksonville companies. In addition, JAXPORT/JAX/JAA can market the international representatives on the unique competitive advantages to encourage more international investment and partnership with companies in Jacksonville. Here the Mayor can highlight Jacksonville's Communities. There is the Scottish, African, Irish, Chinese, Indian, Hispanic, and Native American communities that call Jacksonville their home - from the first Native residents, to immigrants who helped build the City, to the immigrants who have worked in the shipyards.

Education And Children Transition Committee
Strategic Education Framework

Presented to Mayor Brown on August 8, 2011

*EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK*

TABLE OF CONTENTS

Executive Summary	Pages 1-5
Committee and Sub Committee Membership	Page 6
Transition Team Template	Pages 7-9
Pre-K-20 Narrative	Page 10
Pre-K-20 Template	Pages 11-13
Partnerships Narrative	Pages 14-15
Partnerships Template	Pages 16-17
Partnerships Addendum	Pages 18-19

EDUCATION AND CHILDREN TRANSITION COMMITTEE

STRATEGIC EDUCATION FRAMEWORK

EXECUTIVE SUMMARY

Education is the key to the quality of life for individuals and families. As a society we must make the conscious commitment to ensure that all children and youth receive a high quality education. It is incumbent that the value of an education permeates throughout all neighborhoods and strengthens a culture that values learning across this city, not only for the youth of this city but adult learning as well.

Our Mayor can make a difference in education through involvement with local schools by exercising leadership in multiple ways. By using his influence and authority over public safety, health and social service agencies, parks and recreation facilities, and a host of other resources, he can make a positive and direct impact on the lives of children—and improve their educational outcomes—without becoming directly involved in the governance of the school system.

Mayor Alvin Brown is positioned to advocate for children and the need for quality education in our schools and community. The Mayor will have a key role in formulating policies and programs that have a direct impact on children's lives. He has the unique ability to foster collaboration between schools, health, and social services. Mayor Brown can promote, support and advocate for important children's initiatives, such as: early learning, out of school youth programs, workforce development efforts, social services, library services, and cultural programs.

With all these possibilities for mayoral involvement, the two pivotal questions for Mayor Brown are:

- *What is my role as Jacksonville's chief elected official to ensure every child has the opportunity for a quality educational experience?*
- *What can I do to align, influence, and focus Jacksonville's children and family support services to best provide that educational opportunity?*

The Education and Children's Transition Committee has developed a *Strategic Education Framework* to help Mayor Brown answer these questions. The contents of this framework allow Mayor Alvin Brown to better understand the range of issues surrounding children in the city of Jacksonville as he transitions into the role of the city's '**Education Mayor**'. This *Strategic Education Framework* provides a plan of action to allow the Mayor to fundamentally impact and improve the lives of children and families.

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

The framework identifies three critical focus areas with accompanying goals to be achieved within the Mayor’s first 100 days; 6 months; and two-four years. The two-four year goals will emphasize actions, which are systemic and sustainable. The critical focus areas are:

- Determining and defining the role of the Mayor and the Chief Education Officer in improving education and the well-being of our children and families;
- Strengthening and supporting the continuum of learning and support services for children, young adults, and families; and
- Developing public/private partnerships to improve the lives of Jacksonville’s children and families.

The role of the Mayor and the Chief Education Officer in improving education and the well being of our children and families

As the “**Education Mayor**”, Alvin Brown will take the lead through a strong and consistent voice for quality educational opportunities for all of its citizens across the city of Jacksonville. Article IX of the Florida Constitution clearly articulates the role and responsibilities of the Duval County School Board as the governing body for public schools.

The Mayor will establish bold and measurable goals for education and will energize the city towards accomplishing those goals.

The Chief Education Officer reports directly to the Mayor and is integral in carrying out the Mayor’s vision and initiatives for education. This role includes aligning resources to best serve the citizens of Jacksonville. The Chief Education Officer’s role is instrumental in developing bold and provocative strategies based on sound research. This can be accomplished by utilizing existing human capital, engaging and empowering parents, and leveraging external resources.

Mayor Brown’s leadership and involvement in education will emphasize five central themes:

1. The Mayor is a **supporter** of Duval County Public Schools and its mission;
2. The Mayor serves as a **collaborator** in linking neighborhoods – **One Vision, One City**;
3. The Mayor is a **champion** of mentoring/volunteerism;
4. The Mayor is a **convener** who strengthens best practices; and
5. The Mayor is an **advocate** for school funding and aggressively pursues funding sources – federal, state and foundation grant opportunities

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

Partnerships: A Citywide Master Education/Children Campaign

Jacksonville must continue to build upon the great work being done on behalf of children and families. The entire community needs to invest in securing the future of ALL of our children. Several areas of concern have been identified that can be addressed community wide. This committee recognizes that parent learning and participation in their children's school life and homework activities were the most essential. A citywide campaign led by Mayor Brown that addresses these issues would raise awareness of the importance for the entire city to work towards a common goal. **One Vision, One City.**

The Education and Children's transition committee has developed a campaign to spur citywide involvement and investment in Jacksonville's children.

'WHAT WORKS?...HOME Works! Be a Community Investor' (Hope and Opportunity, Maximized through Education)

The Mayor, through advocacy and communication, can support parent learning and encourage businesses and other entities to provide time for employees to connect with their child's school. The Chief Education Officer would promote and support the Mayor's communication and advocacy campaign by connecting with organizations and entities to become active participants. HOME Works would be the vehicle through which the Mayor's campaign promise of soliciting retired teachers to serve as tutors and mentors, and other public private partnerships can be formed. Additionally, through incentives, Mayor Brown can encourage employers to support continuing education and encourage teen parents to further their education.

City contracts for companies doing business in Jacksonville should include support of education as a significant evaluative criterion. HOME Works represents a 'win-win' scenario for the city and for the investors. Finally, the business community is just one segment of the partnership community: Mayor Brown's Chief Education Officer should reach out to non-profits, faith-based organizations, community and civic groups, colleges and universities and the military. All entities would be recognized by the Mayor at an annual recognition event, which allows for 'good-will' efforts from the city of Jacksonville.

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

Issues impacting children, youths and young adults (Pre-Kindergarten through 20)

Jacksonville can take pride in the progress it has made in raising graduation rates and educating our children and young adults, but our community still lags behind most other major school districts and metropolitan areas of Florida. Much remains to be done, especially in meeting the needs of specific groups within our community.

To bring better attention and focus to these vital needs and concerns, Mayor Brown will work his Chief Education Officer to create a new P-16 Council, modeled after best practices from similar councils and initiatives around the nation. This broadly representative council will seek outside funding to assist in efforts to address such areas of concern as:

- Continuing to improve retention for all students, regardless of social, economic, racial, or ethnic background;
- Continuing to improve promotion and graduation rates;
- Assuring all graduates are college or career ready;
- Sustaining and improving teacher recruitment and retention;
- Continuing the emphasis on early learning and literacy; and
- Creating a workable “universal community child identifier” to enable better understanding of program impacts and success.

Conclusion

Mayor Alvin Brown is uniquely positioned to establish himself as Jacksonville’s “**Education Mayor.**” In this role, he has the opportunity to positively impact and improve the lives of our City’s children and families. There can be no issue of greater importance than the well-being and education of our children. Jacksonville deserves a world-class educational system with full and equal access to a broad range of collaborative and coordinated support systems for its families and its children.

To best assure our children and families have the opportunities they need and deserve, Mayor Brown will serve as collaborator, supporter, champion, convener, and advocate in addressing the welfare of our children and families. More specifically, he will take the following actions:

1. He will appoint a broadly representative P-16 Advisory Council, bringing the community and the Mayor’s Office together for objective, action-oriented, analysis of Jacksonville’s educational challenges, issues, and concerns.
2. He will appoint a Chief Education Officer to serve as liaison with the P-16 Council and the entire community on educational policies and initiatives.

*EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK*

3. He will help set the vision and agenda for continuing, expanding, and improving the work of the community's many private and public organizations and agencies focusing on the education and well being of our children.

The on-going viability and vibrancy of this great City is dependent upon the successful engagement, motivation, education, training, and employment of our children.

Opportunities for our children to grow, learn, and thrive must be promoted within every household and neighborhood and across the complex network of engaged agencies and organizations, both public and private.

Meaningful progress in improving the well-being and education of our children can only come from community-wide involvement and commitment. Working with, and building upon, the fine work already in place, the Mayor will help set and lead a collaborative and coordinated agenda to address the needs and education of all of our children and families, and better assure the foundation for the future of Jacksonville.

*EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK*

**Education and Children Committee
Committee Roster**

Committee Co-Chairs: Betty Burney and Dr. Kerry Romesburg
Committee Members: Carol Brady, Terry Brady, Albert Buckner, Toni Crawford, Trey Csar, Evan Daniels, Deborah Gianolois, Dr. Lillie Granger, Dr. Constance Hall, Carol Hazouri, Deborah Lynch, Ben MacKay, Tom Madjanics, Kenneth Reddick
Committee Staff: Brenda Harris and Alanna Zelenski

Working Sub-Committees

Role of Mayor/ Chief Education Officer -Committee #1

Kenneth Reddick
Tom Madjanics
Tray Csar
Constance Hall (Chairperson Role of Mayor/Chief Education Officer)
Terry Brady

Partnerships- Committee # 2

Deborah Gianoulis
Albert Buckner
Carol Brady
Lillie Granger (Chairperson -Partnerships)
Brenda Bellard-Harris (Staff)

Pre-k-20-Committee #3

Toni Crawford (Chairperson Pre-K-20)
Carol Hazouri
Evan Daniels
Ben MacKay
Deborah Lynch
Dr. Kerry Romesburg (Co-Chair Education/Children's Committee)
Alanna Zelenski (Staff)

**EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK**

TRANSITION TEAM TEMPLATE

Transition Committee: Education and Children Committee: Betty Burney, Co-Chair, and Dr. Kerry Romesburg Co-Chair Brenda Harris, Staff Alanna Zelenski, Staff

Committee Members: Carol Brady, Terry Brady, Albert Buckner, Toni Crawford, Trey Csar, Evan Daniels, Deborah Gianoulis, Dr. Lillie Granger, Dr. Constance Hall, Carol Hazouri, Deborah Lynch, Ben MacKay, Tom Madjanics, Kenneth Reddick

Number of Appointed Members: 14

Number of Total Committee Members: 18

Committee Name : Education and Children Committee

HIGH-LEVEL ISSUES

(Identify the high-level and/or critical issues presently facing the department)

1. Establish and Fill Position of Chief Education Officer
 - a. Hire support Staff to support the work of the Chief Education Officer
2. Create a Major Campaign to unify the entire community with all involved partnering with the same Vision, Message and Collaboration, centered around Education
 - a. Entire Community in partnership for educational success
 - b. Grow the need for engagement of parents in schools
 - c. Identify and engage partners to support and promote education
3. Create and Maintain a Data Base for all available education and mentoring programs as a tool to measure partnership success.
4. Develop and Implement a Universal Community Child Identifier
5. Develop and Implement a P-16 Council inclusive of the need of Jacksonville's birth to age 24 population
 - a. Establish a formal Grant Writing team to secure available funds to support the implementation of the P-16 Council's goals and objectives
6. Assure that all children have equal opportunity for high quality programming
 - a. Sustain and improve teacher development
 - b. Assure that every early learning program is of the highest quality
 - c. Enhance professional development of all individuals who work with our

d. Ensure that all of our children are college and/or career ready

GOAL AREAS, OBJECTIVES, CRITICAL SUCCESS FACTORS AND BARRIERS

Identify three (3) goal areas/measurable objectives.

Goal areas should be separated into those areas that can be accomplished within the Mayor's first 100 days, 6 months and 24-48 month time frames.

ITEM (S) WHICH CAN BE ACCOMPLISHED WITHIN MAYOR BROWN'S FIRST 100 DAYS

1. Establish and fill the position of Chief Education Officer
2. Kick-off Community Partnership Campaign in support of parent learning and engagement, mentoring programs, volunteerism, etc. that support all other programs under one umbrella.
 - a. Support community involvement/Read it Forward
 - b. Promote student enrollment
 - c. Support student attendance
 - d. Support business, social and civic organization partnerships
3. Advocate and ensure adequate school funding- State Legislature, City Council
4. Establish 2-3 bold and measurable goals for education
5. Meet with Duval County School Board members to establish priorities and well defined goals for education in Duval County
6. Show support for Intervene Schools
7. Define a matrix that will be measured over four/eight years

GOALS/ACCOMPLISHMENTS WITHIN 6 MONTHS

1. Develop and Implement P-16 Council
2. Establish formal Grant Writing Team and secure available funding to advance the goals and objectives set forth for education
3. Identify potential partners through a web-based survey
 - a. Create a fact sheet on what can be done through partnering

- b. Establish and communicate goals and monitoring system for, City wide Campaign for partnering
 - c. Create a plan to actively engage partnership participation
4. Assess progress of Intervene Schools
 5. Begin Universal Community Child Identifier process and determine challenges and/or barriers to implementation; begin to break these barriers down
 6. Establish a Clearing house for what programs are in existence and how well they are working

GOALS/ACCOMPLISHMENTS 2-4 YEARS

1. Identifier process in place and effectively functioning
2. Measurable changes in Graduation rate and/or college/career readiness
3. Create and develop system/tool for measuring partnership success
4. Develop and maintain partnership database
5. Develop annual partnership report
6. Increase alignment between early learning, K-12, post secondary education
7. Show progress in the matrix announced during the first 100 days
8. Convene a city-wide summit on education
9. **Continuous Support of ONE strong community message regarding quality education embraced by all community partners and by P-16 Council that saturates the community with the message and social media opportunities**

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

Education and Children Transition Committee – Pre-K 20 Subcommittee Narrative

Exerting Mayoral Leadership to build a strong college and career focused culture and a sustainable structure for strengthening the continuum of education and support services for children, youth and young adults.

Mayor Brown has recognized and proclaimed throughout his campaign that education is the “great equalizer”. With his commitment to improving education, Mayor Brown will prioritize the creation of strong college and career culture in Jacksonville, as well as build a sustainable structure for strengthening the continuum of education and support services needed for children, youth and young adults to be successful. Mayor Brown will task his Chief Education Officer work with a representative group of education stakeholders to research best practices on P – 16 Council models across the country and make recommendations back to the Mayor for the most appropriate and sustainable structure to meet Jacksonville’s needs

The Mayor will lead a broad, city-wide effort to signal the importance of education and to meet his education goals. Once the Council is established it will immediately set out to organize and deliver on the Mayor’s charge in an atmosphere of collaboration, transparency and accountability to address the funding, graduation rate and college completion challenges facing our city. The end goal will work towards making significant and measured improvement in the graduation rate and assure our children are college and/or career ready. The Mayor will establish a grant writing team who will secure funding to support the implementation of the P16 Council’s goals and objectives. In order to ensure sound measurements are in place and to track students progress towards being college and/or career ready, it is essential to have a Universal Community Child Identifier. Mayor Brown will begin, through the work of the P16 Council, to identify the challenges and break down the barriers in order to implement this important first step.

With the leadership of the Mayor and his Chief Education Officer, Mayor Brown will charge the council to also focus on efforts to sustain and improve teacher development by recruiting and retaining knowledgeable and professional individuals to work with our children. He will support the sustained efforts begun in the previous administration to assure all children have access to a high quality early learning program to start them on the road to school success. Under his leadership all children will have equal opportunity for high quality programming from early learning through post graduate studies.

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

TRANSITION TEAM TEMPLATE

Transition Committee: Education and Children Committee's Sub-Committee on Pre-K thru 20

Department Chief: Toni Crawford

Number of Appointed Members: 6 {Toni Crawford, Kerry Romesburg, Evan Daniels, Carol Hazouri, Ben MacKay, and Debra Lynch

HIGH-LEVEL ISSUES

(Identify the high-level and/or critical issues presently facing the department)

1. Establish "Quality Education" as a core community value
2. Assure adequate, stable program funding
3. Establish and fill position of Chief Education Officer (CEO) with necessary administrative support
4. Develop and implement a Universal Community Child Identifier
5. Develop and implement a P16 Council inclusive of the needs of Jacksonville's birth to age 24 population
6. Establish formal Grant-writing team to secure available funding to support the implementation of the P16 Council's goals and objectives
7. Assure that all children have equal opportunity for high quality programming:
 - a. Sustain and improve teacher development by recruiting and sustaining knowledgeable, professional individuals
 - b. Assure that every early learning program will be of the highest quality
8. Enhance the professional development of all individuals who work with our children, from birth through age 20
9. Assure that all children are college and/or career ready – this must be our end goal.

GOAL AREAS, OBJECTIVES, CRITICAL SUCCESS FACTORS, BARRIERS

Identify three (3) goal areas/measurable objectives.

Goal areas should be separated into those areas that can be accomplished within the Mayor's first 100 days, 6 months and 24-48 month time frames.

ITEM (S) WHICH CAN BE ACCOMPLISHED WITHIN MAYOR BROWN'S FIRST 100 DAYS

1. Assure adequate, stable program funding
2. Establish and fill position of Chief Education Officer (CEO)

GOALS/ACCOMPLISHMENTS WITHIN 6 MONTHS

1. Develop and implement P-16 Council
 - a. Task CEO with selecting a workgroup to research best practices for Council models and make recommendations to the Mayor
 - b. Establish Goals and Strategies/short and long term goals for the 1st year
 - c. Appoint a City Council Member representative to serve on this council along with other appropriate community appointees
2. Establish formal Grant-writing team and secure available funding to advance the goals/objective of the P-16 Council
3. Begin Universal Community Child Identifier process and determine challenges and/or barriers to implementation; begin to break these down.

GOALS/ACCOMPLISHMENTS 2-4 YEARS

1. 2 Years – Identifier process in place and effectively functioning
2. 2 Years – Measurable changes in high school graduation rate and/or college/career readiness indicators will be identified
3. 4 Years – Significant and measurable improvement in the graduation rate and/or college/career readiness indicators will be evident
4. Assure that all children have equal opportunity for high quality programming:
 - a) Sustain and improve teacher development by recruiting and sustaining knowledgeable, professional individuals
 - b) Assure that every early learning program will be of the highest quality education
5. Support ONE strong community message regarding quality education embraced by all community partners and by P-16 Council that saturates the community with the message

and social media opportunities.

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

Education and Children Transition Committee – Partnerships Subcommittee Narrative

A Citywide Master Education/Children Campaign.

Our new Mayor has the perfect opportunity to advocate for our children and the need for quality education in our public school system. He has two school age children in public school and is a product of our public school system as well. Mayor Brown's historic election as Jacksonville's first African American Mayor is evidence that our public school system does work. These facts can be effectively utilized in a Citywide Master Education/Children Campaign.

Despite the plethora of programs that exist, there are a myriad of children who need someone to work with them, talk to them, or to simply listen to them. We realize that a basic need, and a common thread that binds us all, is having someone in your life that cares. Our City cannot simply rely on our School Board, Jacksonville Children's Commission and other city agencies to take on the monumental task of caring for and educating our children alone. We need our entire city to buy in to the fact that **ALL** of us need to participate in the future of **ALL** of our children. We have identified several possibilities to be addressed community-wide, however; parent learning, education, and participation were the most essential. Through participation in parent academies, such as a Back-to-Basics Program, school visits, or engaging in homework activities with their child, parents are vital to creating positive changes in education. A citywide campaign by the Mayor that addresses the importance of parent education and participation will raise awareness within the community.

Our committee came up with a name for the campaign that was both thought provoking and action driven. "What Works?...HOME Works? Be a Community Investor". HOME, representing Hope, Operationalized for the Movement of Education, calls for the community (giving recognition to the importance of the home) to move into action to address aspirations and goals to create positive change in education. The Mayor, through advocacy and communication, can support parent learning and encourage businesses to provide time for employees who are parents to connect with their child's school. The Chief Education Officer to be appointed would promote and support the Mayor's Communication and Advocacy Campaign as well. Through incentives, the Mayor can encourage employers to support continuing education for their employees. Parents could receive release time to attend parent conferences, school meetings, or engage in

EDUCATION AND CHILDREN TRANSITION COMMITTEE STRATEGIC EDUCATION FRAMEWORK

educational learning opportunities. We recommend that City *contracts for companies* doing business in our city have a clause that requires them to give back, either monetarily or by commitment to support parent engagement in schools, as referenced above. This initial cost to these businesses would serve to promote a better prepared workforce, creating tremendous benefits for the entire city.

Businesses are just one segment of the partnership community. The Mayor can also appeal to non-profits, faith-based organizations, community and civic groups, college and universities, the military community, etc. The Mayor, through advocacy and communication, can emphasize the benefits of mentoring programs and internships. Students, as well as parents, can develop personal and employability skills, while businesses gain assistance and improve the workforce. To centralize information and access to these partnerships in the community, we recommend that a database be created (perhaps one that interfaces with other select systems) that contains all of the community partnerships, as well as other entities that provide a service to the community.

Finally, but just as important, is a recommendation for the Mayor to host an annual recognition event. This event would recognize those who excelled in partnering in their respective fields. This event could serve to encourage and instill greater participation in partnering, as well as highlight those making significant and valuable contributions (monetarily and with human resources) in our city. Although this event would take organization, planning and oversight through implementation, the benefits will encourage increased participation and promote continued awareness of the effectiveness and importance of community partnerships in our city.

**EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK**

TRANSITION TEAM TEMPLATE

Transition Committee: Education and Children Committee Sub-Committee on Partnerships

HIGH-LEVEL ISSUES

(Identify the high-level and/or critical issues presently facing the department)

1. There is need for a unified community vision and message, and collaboration around education.
2. There is a need to engage the entire community in partnering for educational success.
3. There is a need to grow the engagement of parents in schools.
4. There is a need to identify and engage partners to support and promote education, toward educational success.

**GOALS AREAS, OBJECTIVES, CRITICAL SUCCESS FACTORS
AND BARRIERS**

Identify three (3) goal areas/measurable objectives.

Goal areas should be separated into those areas that can be accomplished within the Mayor's first 100 days, 6 months and 24-48 month time frames.

**ITEM (S) WHICH CAN BE ACCOMPLISHED
WITHIN MAYOR BROWN'S FIRST 100 DAYS**

1. Kick off Communication and Advocacy Campaign in support of parent learning and engagement, and mentoring programs
2. Appoint Chief Education Officer
3. Create a "Facts Page" on what can be done through partnerships

GOALS/ACCOMPLISHMENTS WITHIN 6 MONTHS

1. Identify potential partners through a web-based survey

2. Create a plan to actively engage partnership participation
3. Create a fund for monetary resources from community supporters
4. Initiate plans for the first annual Partner Recognition Celebration

GOALS/ACCOMPLISHMENTS 2-4 YEARS

1. Establish and maintain partnership database
2. Create system/tool for measuring partnership success
3. Develop an annual report of partnership participation
4. Establish a P-16 Council to advocate for aligned initiatives throughout the entire educational continuum

EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK

PARTNERSHIPS SUBCOMMITTEE
ADDENDUM

The following represents information that the committee wanted to accompany the report. It is not a part of the standard report, but reflects additional suggestions on items that may have been included in the report, or information that committee members wanted to have reflected.

1. The recognition event, an annual fundraiser, would be similar to the EDDY or EVE Awards
2. Modifying Grant language related to food so that paying for food with grant money can be allowed
3. Consider partnering with restaurants and grocery stores for donations of food
4. Updating Technology, particularly City systems to link and cross reference resources. (Part of Data base)
5. The 211 system allows non-profits to enter applications for them to provide services. (United Way) Can we use it as a central Database?
6. Highlighting Businesses, non-profits, etc. that are doing great with the Mayor's Mission/Message on Education and Children
7. Highlight Mayor's talking Points/Slogan on Morning Shows, flyers, Newspaper, Billboards, etc.
8. Insist a Business Development role is a part of the new Chief Education Officer's duties

*EDUCATION AND CHILDREN TRANSITION COMMITTEE
STRATEGIC EDUCATION FRAMEWORK*

9. Clean up the City's current list of agencies and programs and keep them updated
10. Expanding on the Parent Education Piece (imperative for today's moms) and create an incentive program for them to seek education, attend PTA meetings/ participate
11. Partners and/or parents in the classroom to mentor children face-to-face
12. Implementing a "Back to Basics" program for parents and students emphasizing Reading, Writing and Arithmetic

NEIGHBORHOODS AND HOUSING TRANSITION COMMITTEE REPORT

Presented to Mayor Brown on August 8, 2011

50 Great Ideas for Mayor Alvin Brown:

With budget cutbacks over the recent years, neighborhoods have been losing their voice, as programs and departments have been pared down or eliminated. In the proposals that follow, the Neighborhoods and Housing Transition Committee members offer 50 actionable ideas which you can implement in your first year in office as Mayor. These are “City-Changing Ideas” which are, for the most part, budget-neutral. They require shifts in priorities more than expenditures of capital. Most of these can be accomplished simply by your acknowledging their importance and giving them momentum “from the top down.”

Many of these concepts involve energizing the legions of private citizens and businesses who want to make Jacksonville a better place and who would gladly contribute a great deal of time, energy, and resources *pro bono* to help our City. Your enthusiasm, vision, and leadership will create the climate and framework for them to do so.

Your Administration has the opportunity to maximize the collaboration of city administrators, frontline employees, non-profits, churches, businesses, and dedicated citizens to create positive change with neutral revenue. You can orchestrate an army of volunteers and dedicated City employees to help fulfill the dream of taking Jacksonville to the next level.

I. Make neighborhoods a major focus of the Alvin Brown Administration.

Adequate and stable housing is a fundamental element of Jacksonville’s neighborhoods. It is vital to every citizen’s comfort, safety, and well-being. A citizen without a good home has difficulty being a good citizen.

Neighborhoods are perhaps the single most important social entity through which citizens and government connect. Effective neighborhood organizations can help individual citizens have a voice in their government, as well as helping government to communicate with its citizens. People often identify with their neighborhood as much or more than they do with their city.

Find creative ways to increase citizen engagement, beginning with the following concepts:

1. The Mayor should immediately begin a program called “Mayor Brown Around Town,” consisting of frequent and well publicized visits by the Mayor to as many of the city’s 250+ different neighborhoods as possible in the course of a year. These appearances could be a visit to a coffee shop, a neighborhood walk, or a speech at a neighborhood organization meeting.
2. As part of the “Mayor Brown Around Town” program, hold four Town Hall meetings per year, one in each quadrant of Jacksonville, with the Mayor and City representatives present to answer questions and to learn about neighborhood issues.
3. The Mayor should call a Council of Neighborhoods meeting at least once a year, with delegations from all of the city’s 400+ neighborhood organizations.
4. Convene the current Chairs and Vice Chairs of the CitizenPlanning Advisory Committees (CPACs) to discuss ways to restructure them for improved effectiveness. Consider smaller geographic areas for each CPAC, rather than the six vast planning districts, so that neighborhoods covered by each CPAC will have more in common. The CPAC chairs should meet with the Mayor at least every three months.
5. Empower existing neighborhood associations by providing a liaison within the government with which their leadership can communicate, and promote the development of new neighborhood associations with a mentorship program via the Housing and Neighborhood Department (HAND) and utilizing established neighborhood groups to share their knowledge and experience.
6. Explore the use of neighborhood-building grant opportunities, such as AmeriCorps, to create a city-wide Block Captain Program, and expand such programs as HAND’s “CommuniverCity” program that would create a direct line of communication with the City, organizing education, training, neighborhood watches,

and reporting of code enforcement infractions.

II. Aggressively promote collaborative planning and zoning.

The planning and zoning process currently favors developers and their agents. It is frequently an inscrutable labyrinth for ordinary citizens. People often feel disenfranchised and without a voice when a development which adversely affects their quality of life steamrolls past them. The zoning and planning system needs to be changed to be more user-friendly for those impacted by it. Neighborhood involvement should be a priority. The process should be more transparent, and mechanisms should be implemented to help neighborhood groups and citizens (a) better understand the process, (b) receive adequate notice about projects, and (c) be involved in the planning of projects from the outset instead of in the final stages. Much of the Zoning Codes are aimed at new development and do not fit older neighborhoods with established built environments.

1. Form a task force to revise the planning and zoning process to accomplish the following:
 - a. Make the process more transparent and user-friendly, including more extensive noticing requirements and more visible signage which would include a website link to a detailed description of each project.
 - b. Create a robust, integrated, automated, and user-friendly internet system within the www.coj.net website which would:
 - i. automatically notice CPACs, neighborhood associations, and affinity groups about proposed planning changes and pending zoning applications via email.
 - ii. make all documents relating to zoning changes easily assessable on a website.
 - c. Involve neighborhood organizations to obtain their input into the creation of staff reports for planning/zoning prior to those reports being presented to the Planning Commission.
 - d. Require all Planned Unit Developments (PUDs) applicants to hold community workshops at their expense and before the project is considered by the Planning Department. Such meetings must be properly noticed.
 - e. Adherence to the neighborhood plan should be a criterion for obtaining a zoning change.
2. Create Zoning Codes that allow customized requirements for older established neighborhoods, such as zoning overlays, to promote maintenance of community uniqueness instead of the one-size-fits-all cookie cutter approach.
3. Appoint an ombudsman to help neighborhood organizations and citizens navigate the zoning process, understand their rights, and provide methods to advocate their position.
4. Require the Planning Commission to provide detailed findings and background information to the Land Use and Zoning (LUZ) Committee, not just the voting results, before LUZ reviews a given project.
5. Create multi-layered online map of the City, with land use plans, CPACs, neighborhoods applications for land use and zoning changes.

III. Strictly enforce current codes and laws to strengthen neighborhoods.

Current code enforcement laws are generally adequate to prevent neighborhood decline. However, far too often these laws are not enforced. Housing inspectors frequently ignore violations unless there is a complaint. Police tend to pass over littering violations and graffiti in favor of pursuing more egregious crimes. Meanwhile the visual quality of our neighborhoods gets chipped away a piece at a time – a derelict house undermines an entire block; a block declines and the entire neighborhood decays. An unrepaired broken window, graffiti, and accumulated trash are powerful elements that can push a neighborhood to the tipping point. Furthermore, profit-driven neglect in the maintenance of private rental property is a significant cause of blighted neighborhoods.

1. Insist on uniform and consistent application of code enforcement laws. Priority should be given to neighborhoods most heavily impacted by foreclosure and older, core neighborhoods neglected because of the focus on new development.

2. Create a process for code enforcement that is proactive, not solely complaint-driven, and adequately staffed. Amend city codes so that property safety code enforcement becomes more similar to zoning code enforcement, whereby inspectors can and should cite a property without a citizen complaint.
3. Institute harsher penalties for repeat offenders of code violations.
4. Ensure considerations for historic preservation in code enforcement, utilizing the current preservation law (Chapter 307) to protect historic properties, including mothballing instead of demolition wherever possible.
5. Private-sector landlords should be required to obtain an annually-renewed occupational license as an individual (not as a company), which is an important tool to enforce upkeep and reduce the negative impact of absentee landlords.
6. Institute specific time limits to require the correction of grandfathered code and zoning violations.

IV. Strengthen the Housing and Neighborhood Department (HAND).

The Housing and Neighborhoods Department is a sterling example of a city agency that has been slashed in recent years by budget cuts, yet it has somehow managed to fulfill its mission and provide services which have a great impact on human lives. The remarkable efficiency of this department is a testimony to its dedicated leadership and staff. It is 95% funded by state and federal grants, 3% by the Jacksonville Housing Finance Authority, and with only 2% of its operating budget coming from the City's general fund. Currently the vast majority of this department's function is housing programs. Only a few short years ago the department administered a robust Neighborhood Services Division, which has now been slashed to the point of being miniscule.

1. Continue and strengthen all current programs that support economic development, affordable housing, and neighborhood stabilization; and vigorously pursue grants to expand these.
2. Re-establish the Neighborhood Services Division to coordinate neighborhood organizations' involvement and recognition. This will require reallocation of funds from the City, but it is crucial.
3. Support Community Development Corporations (CDC's), and encourage new CDCs and non-profits that maximize resources and increase values in neighborhoods.
4. Support the continuation of the Foreclosure Intervention Program and review and implement recommendations within the Foreclosure Task Force white paper (July 2010) as much as possible.
5. Create productive strategies for vacant land and housing (e.g. create public spaces, community gardens, rental and homeownership opportunities).
6. Become proactive in recognizing neighborhoods that are described in the JCCI Study as being on the "Tipping Point."
7. Proactively impress upon the owners of privately owned, publicly assisted housing their responsibility for creating safe and crime-free environments.

V. Encourage Public-Private Partnerships to support, stabilize, and enrich neighborhoods.

Mobilizing neighborhoods is one of the most effective ways to create public-private partnerships that engage average citizens and give them a stake in the success of our City's new Administration. Giving them the tools and support to be proactive agents of change is key to making our city a better place to live, work, and play. Businesses should be recruited to participate in public projects which enrich their community, give their businesses valuable exposure, and contribute to the quality of life in Jacksonville.

1. Strengthen our city's parks by developing an outside funding source to support development, improvement, and acquisition of public parks. A non-profit 501(c)(3) foundation, similar to the Friends of the Library model, should be established.
2. Encourage neighborhood groups, churches, and businesses to participate in the Adopt-a-Park and the Adopt-a-Street programs.
3. Establish "GoLo" (Go Local - Buy Local) as a major public theme of this Administration. Support

programs and economic incentives that keep dollars in our local economy by advocating for neighborhood small businesses.

4. Work closely with the JSO to identify, support and promote “Neighborhood Watch” programs.
5. Provide support for the Jacksonville Journey, and expand its children’s after-school and summer camp programs, especially those targeting the children most at-risk.
6. Support new initiatives for community gardens.
7. Support foreclosure prevention services through public-private partnerships channeled through HAND, utilizing non-profits and real estate, banking, and legal professionals.

VI. Promote neighborhood enhancement initiatives to support quality of life.

Successful neighborhoods are those which offer a high quality of life, a concept which includes walkability, open public spaces and parks, libraries, trees, attractive streetscapes, well-kept public and private properties, transportation access, healthy commercial areas, public safety, visual aesthetics, and a sense of community.

Neighborhood libraries are a central resource for most neighborhoods. They provide Internet access for jobs and information, cultural resources, education, and a neighborhood meeting place.

The infrastructure of many older neighborhoods is as much as fifty years old, and often the taxes paid by residents in those neighborhoods are subsidizing the development of new neighborhoods, while the infrastructure of long-established communities continues to deteriorate.

Neighborhoods in this city which are recognized as “historic” not only add to Jacksonville’s cultural richness, but also are potential economic engines as historical tourism becomes more widespread. Understanding and promoting a given neighborhood’s history helps to stimulate pride and stewardship by residents in the community. Many neighborhoods previously not thought of as “historic” are now fifty years old, which meets the criteria for the National Register of Historic Places. A sense of history helps to instill a sense of pride.

1. Strengthen the branch library system by doing the following:
 - a. Establish a stable, reliable funding source for the library system by allowing the library to keep their user-generated funds, such as over-due book fines, rather than placing them back into the City’s general fund (est. \$1 million.)
 - b. Permit the library system to hire its own IT subcontractor.
 - c. Implement a five-year maintenance plan to prevent library facilities from being in a continual state of disrepair.
2. Restore the supervision of park maintenance to the Department of Recreation & Community Services (in cooperation with the Public Works Department), and provide dedicated funding for park maintenance and capital projects.
3. Support and assist neighborhood associations, churches, and non-profit groups willing to help with neighborhood beautification, tree planting, river protection, litter and graffiti abatement, community gardens, and other environmental projects.
4. By ordinance, establish the Streetscape Commission (similar to the former Landscape Commission) to encourage and oversee neighborhood and commercial corridor revitalization projects throughout the city.
5. Encourage utilities and Public Works to proactively communicate and highly consider the concerns of neighborhood groups in planning tree planting and trimming, construction, roadwork, and streetscape improvements; and pursue undergrounding of utilities in older neighborhoods.
6. Take a leadership role in encouraging historic preservation of our city’s vintage neighborhoods and landmark buildings.
7. Identify infrastructure repairs needed in older neighborhoods and give them equal priority as new development.

VII. Evaluate and implement existing neighborhood plans and studies.

Jacksonville has become the city of making plans that sit on shelves. There are some extremely well-thought-out studies and neighborhood plans that are yet to be implemented because no one is held accountable for carrying out those plans. The city needs to give a priority to implementation of studies already completed.

1. Review all of the relevant JCCI studies, and put the force of the Mayor's Administration behind implementing them.
2. Review all of the 19 existing Neighborhood Action Plans and the 6 completed district-wide Vision Plans, and make updating and implementing them a priority. Currently, implementation of these plans is scattered among HAND, the Planning Department, and the JEDC. The Neighborhood Services Division of HAND should be reconstituted to champion the implementation of the plans and foster stronger collaboration among the affected departments.

VIII. Improve inter-departmental coordination, communication, and collaboration.

City departments often become so focused on the success of their particular programs that they forget that they are part of a whole. Their successes should also depend upon that of their partner departments. A focus on collaboration and providing tools that encourage inter-departmental coordination is vital to serving our neighborhoods.

Five of the City's departments have interrelated responsibilities in caring for neighborhoods: Planning and Development Department, Housing and Neighborhoods Department, Public Works Department, Central Operations Department, and the Recreation and Community Services Department. The Jacksonville Sheriff's Office, JEDC, the Jacksonville Transportation Authority, and the Jacksonville Electric Authority are also offices and authorities that play a crucial role in neighborhood services. There is little if any cost in having these departments and agencies share information and strategies.

In areas where specific neighborhoods are affected, the District City Council persons should be informed and/or involved.

1. Establish a formal plan that allows for inter-departmental communication, cooperation, and coordination regarding projects that effect neighborhoods. Implement lines of communication that provide for appropriate notification procedures that require the departments to work in unison.
2. Perform an internal assessment to find departmental overlap; and if it exists, determine the most efficient way to consolidate these services.
3. Implement a grievance process for citizens or organizations that perceive miscommunication, unfair rulings, or non communication within the various City Departments and Offices, and also create a no-cost appeal process for questionable rulings and interpretations by City employees that affect neighborhoods.
4. Create a central clearing house for funding opportunities, grants, and programs for neighborhood groups and small businesses, in order to communicate the availability of these opportunities.
5. Make sure that these funding possibilities are distributed with equal opportunity for all neighborhoods.
6. Insist that state and federal agencies coordinate with the city when projects affect neighborhoods and historic properties.

APPENDIX I: Members of the Neighborhoods & Housing Transition Committee

Beth Hohl Asbury

Beth has over 25 years' experience in community development, focusing primarily on affordable housing development and finance. She has developed almost 400 units of affordable housing raising over \$35 million in project costs. She formerly was VP of Real Estate for the Housing Partnership of Northeast Florida, where she was responsible for the asset management of almost 500 units of affordable housing, and President of Better Neighborhood Housing Corporation in Valdosta, Georgia, creating an affordable housing development pipeline for the start-up nonprofit. She began her development career at Cooperative Resource Center in Atlanta, Georgia, where as Deputy Executive Director, she oversaw affordable, historic preservation, and special needs housing financing and construction in a high-production environment. Beth began her career in public service at the Georgia Housing and Finance Authority, working in Low Income Housing Tax Credit allocation; HOME loan underwriting, closing, and construction oversight; and HOME program design. She holds a MA in Regional Science from the University of Pennsylvania (Philadelphia), a BA in Sociology from the University of Pittsburgh, and has done advanced studies in Urban and Regional Planning and Historic Preservation at the University of Florida.

Carrie Davis

Carrie has been the Executive Director of Wealth Watchers Inc. since 2007. Wealth Watchers Inc., a HUD Approved Housing Counseling and Community Housing Development Organization uses a cyclical strategy to building viable communities by providing stable housing, access to educational systems, asset building, community stabilization and community empowerment. Under Carrie's leadership, Wealth Watchers has assisted over 3,000 homeowners in their efforts to prevent foreclosure, over 150 families in their efforts to become homeowners and provided over 200 affordable housing opportunities through rental and homeownership. Carrie has over 15 years experience in community development and neighborhood leadership. She has developed successful public private partnerships that have resulted in multi-million dollars neighborhood revitalization initiatives. Carrie has traveled across the country assisting municipalities and community development organizations develop comprehensive neighborhood revitalization plans for their communities. Carrie has served on many community and educational boards, she holds a Bachelor of Science Degree from Jones College, magna cum laude.

Lyman T. Fletcher, J.D.

Lyman is Board Certified in Marital and Family Law, a Fellow with the American Academy of Matrimonial Lawyers, a Certified Family Law Mediator, and a Florida Super Lawyer. He began his law practice in Jacksonville, Florida, in 1970, and, since 1974, has specialized his practice in Family Law, including interstate child custody, grandparents' visitation rights, paternity, and domestic relations. He has lectured, conducted seminars, and authored articles on all aspects of marital and Family Law throughout his career. He was City Commissioner and then Mayor of Atlantic Beach, FL, past chairman and board member of Town Center Agency, and served as 1st Lt., Intelligence Branch, US Army, 1964-1966. He received a B.A. from Florida State University in 1964, and he was a member of the Charter Class of the FSU College of Law, where he received his J.D. in 1969.

Kim Glasgal

Kim has been active in local politics and issues since moving to Jacksonville from Westchester County, New York, with her husband and 2 children in 2003. She currently serves as Treasurer of the Duval County Democratic Executive Committee, is on the Board of the Democratic Women's Information Network, and serves as her neighborhood's Democratic precinct committeewoman, a position to which she was elected in 2008. She was a community organizer during the 2008 Presidential campaign and was responsible for the South Mandarin area and Jewish outreach. Kim has a BS in Computer Science from Cornell University and is currently working in the Martin J. Gottlieb Day School as the technology coordinator. She is active in her synagogue as a member of the Jacksonville Jewish Center Schools Development committee and as Vice President of Education for the

Jacksonville Jewish Center Sisterhood. Kim speaks Mandarin Chinese and has traveled extensively through Asia.

Carmen Godwin

Carmen has served as Executive Director of Riverside Avondale Preservation (RAP) since 2008, where she manages the largest historic district and associated cultural resources in the Southeast. Under her management, RAP has played a vital role in education, design review, quality of life issues, advocacy, and negotiating new development in the community. Carmen has led RAP through its first Strategic Planning process; launched a new website with abundant historic resources; and helped RAP create its most ambitious and successful project, the Riverside Arts Market. In 2010 the American Planning Association recognized Riverside Avondale as one of the “Ten Great Neighborhoods in America.” Carmen serves as Vice President of the Florida Trust for Historic Preservation, Vice Chair of the Fishweir School Advisory Committee, and is past Chair of the Florida Association of Museums Foundation. She previously served six years as Director of the Amelia Island Museum of History, which underwent a million dollar historic renovation and permanent exhibit installation during her tenure. Godwin holds a B.A. in American history from Rutgers University, *summa cum laude*, and an M.A. in American history from the University of Florida, where she received the Linda Vance Award for her thesis on Eartha White.

W. Marc Hardesty, J.D.

Marc is a founding law partner of Hardesty, Tyde, Green & Ashton, P.A. a Jacksonville and Jacksonville Beach law firm that handles complex trial cases to include Personal Injury, Medical Negligence, Social Security Disability, Criminal, Family and Military Law since 1994. Prior to going into private practice Marc served as an Assistant State Attorney in both Duval and Nassau Counties prosecuting in the Sex Crimes and Homicide units. Hardesty also served as Company Commander of the 345th Combat Support Hospital during the Gulf War and was awarded the Bronze Star Medal. Marc then transferred branches and served as in the Judge Advocate General Corps (JAG). After almost 22 years of service in the Army Hardesty retired as a Lieutenant Colonel in 2003. Currently Marc serves as Chairman of the Jacksonville Planning Commission that is responsible for review of land use and zoning changes and has served on the commission for almost 6 years. Marc graduated from Furman University with a BA degree and Mercer University with his Juris Doctorate. He has two wonderful children Meredith and Marcus.

Murray F. “Lad” Hawkins, III

As a land planner and landscape architect, Lad has been actively involved in Jacksonville community and civic matters since 1969. Upon graduation from LSU with a degree in Landscape Architecture, Lad moved to Jacksonville and began work in the Planning Department of Reynolds Smith and Hills. Lad has lived and worked as a planner in the private sector here in Jacksonville for over forty years. Lad currently works as a senior Vice President at Genesis Group where he has been employed for over 22 years. Lad is the president of the Greater Arlington Civic Council [GACC], serves on the Arlington Beaches Citizens Planning Advisory Committee [CPAC], Was a member of the Arlington Beaches 2030 Comprehensive Plan Visioning Steering Committee, the Rogero Town Center Steering Committee, and is on the boards of the Jacksonville Arboretum, the Communities of East Arlington, JaxPride and Scenic Jacksonville.

Alberta Hipps

Alberta has served as the President and owner of Hipps Group Inc., a government relations, business development and strategic planning company since 2004. Under her management, Hipps Group Inc. has worked on numerous development teams to create jobs and enhance the communities in Northeast Florida. Alberta served on the Jacksonville City Council from 1995 and served until term limited in 2003. She received the Charles D. Webb Award for most effective member of the City Council. She served as President of the City Council and was instrumental in the redevelopment of Cecil Naval Air Station to Cecil Commerce Center after its closure in the Base Realignment actions of the Federal Government in the mid 1990’s. Prior to her public service, she served at the Director of Medical Staff Support at St. Vincent’s Health Systems, where she was responsible for supervising and fiduciary duties of more than 800 physicians. Alberta has served on numerous boards in the community and has received numerous awards throughout both her professional and governmental careers. Hipps holds a Master of Arts in Business Administration from Jacksonville University and a Bachelor of Science in Nursing from the

University of North Florida.

Tillis Q. DeVaughn

A native of Jacksonville, Tillis is a disabled US Army veteran who was actively involved in the 2011 Alvin Brown for Mayor Campaign since its inception. Tillis is a "Community Servant", and has been involved in other pro-community endeavors for years, such as being one of the lead Deacons at Shiloh Metropolitan Baptist Church, who help manage the Christian In Action Ministry to assist the elderly and underprivileged. Tillis is President of the JU TRIO Alumni Organization and President of the Jones-Hedgeman Reunion Foundation. He co-founded "The Village," in the spirit of an old African adage "It takes a village to raise a child", an organization which provides volunteers who assist students with tutoring and mentoring at schools that are in intervene status. He is also the current Education Chair of the 100 Black Men of Jacksonville, responsible for providing mentoring, tutoring and scholarship opportunities for underprivileged students. In that role, he partnered with COJ, Jax Parks and JSO to help organize the Summer Night Lights program. Tillis participated in JU's Upward Bound Program, and attended JU from 1982-19985 on an academic scholarship. Tillis holds an A.A. in Business Administration from Florida State College of Jacksonville, a B.A. in Organizational Management from Edward Waters College, *summa cum laude*, and is currently pursuing an M.A. in Educational Leadership from UNF, with plans to obtain a Ph.D. in Organizational Behavior.

Dr. John Allen Newman (Co-Chairman)

John, is a dynamic preacher, teacher, counselor and leader. Throughout his tenure as Senior Pastor of The Sanctuary@ Mt. Calvary in Jacksonville, his has been a ministry different from others. Pastor Newman has been called upon to provide leadership to business organizations on a local and national scale. His communication skills and his ability to make listeners feel at ease in his presence have led others to seek him for direction and guidance. Active in the community and a member of various organizations, Pastor Newman holds or has held memberships on the Education Board of the National Baptist Convention of America, Inc., the Social Justice Commission of The National Baptist Convention of America, Inc., Board of Directors of Jacksonville Urban League, Duval County School Board Issue Task Force, the Mayor's Education Council, The Mayor's Council On Community Reconciliation, the Sheriff's Advisory Board, Board of Directors of Cornerstone Jacksonville, Advisory Board of McKnight Center of Excellence, Jacksonville Together, The First Tee, and The Board of Directors of the Help Center. He has participated on the Jacksonville Chamber of Commerce on issues specifically related to quality of life issues for citizens in our community. He has also served as a political advisor and resource for past Sheriffs and Mayors of our city.

Ju'Coby Pittman

Ju'Coby is the CEO/President of the Clara White Mission. For the past 19 years, under her leadership, the Clara White Mission has expanded from a soup kitchen to a one-stop community development center designed to support workforce development and housing. The facility includes: a 24-hour transitional housing program, job training and job placement in Culinary Arts, Janitorial, Highway Safety and Construction Maintenance; Drop-In Day Center, Organic Garden and daily feeding program. She has developed jobs for graduates through Ashley Street Catering and Project Clean City, which provide commercial and residential cleaning; and opened Clara's at the Cathedral, a training restaurant, operated by students in their Culinary Arts Program. In 2010, the 107 year, Clara White Mission was recognized by Al Roker, Anchor, NBC "Today Show" for their success, innovation and cost effective approach, in stabilizing and rebuilding lives of previous homeless and low-income residents. In 2008 the Clara White Mission was the National recipient of the HUD Secretary's Empowerment Award. Ju'Coby received an AA Degree from FCCJ and a BS Degree and Honorary Doctorate from Jones College and Edward Waters College CLIMB Program.

Deborah A. Robinson (Committee Staff Person)

Deborah has lived in her neighborhood for 54 years and attended all local schools, graduating from Raines High School in 1970. She received her B.A. in Psychology and a Minor in Education from Spelman College in 1974 and a M.A. Counseling and Guidance from Atlanta University in 1977. She was a Residence Life Counselor at Spelman College from 1974 until 1977. She worked in Duval County Public Schools from 1977 to 2010, starting at Andrew Jackson Senior High where she was counselor. She also began work as a counselor for the Jacksonville

University Upward Bound Program in 1978 until 2002. She was a Counselor at Ribault Senior High from 1978 to 1984, at which time she accepted the position of counselor and curriculum coordinator in a school with disruptive behavior students known then as John E. Ford Career Center, now known as Grand Park Career Center. The school was the only school like this in existence whose primary interest was focused on improving the drop-out rate, and it included helping incarcerated students receive their high school diploma. After 16 years at Grand Park, she accepted a counseling position at Mandarin High School where she remained until her retirement in 2010. In January 2011 she accepted a Student Services Advisor position with "Ready For Tomorrow" to work with the school district's intervening schools. She has served on Local School Advisory Boards. She was commissioned by the school district to serve on the S.O.A. R. committee for students seeking M.A. and M.S. degrees in Counseling at University of North Florida. She has given all of her adult life to serving as an academic, career, and personal counselor for young people. As a teenager she saw her neighborhood decline and made a promise to work to make it better. In 1977 she initiated the neighborhood watch. She called meetings, convinced the neighbors, and collected the money for the signs. She and her father put up the 1st sign on the corner of King Cole Drive and Polan Lane. Serving on this committee for Mayor Brown has renewed her passion, and she will begin her new mission of knocking on doors and meeting her new neighbors.

Chris Shakib

Chris Shakib is a partner in the Jacksonville law firm, Terrell Hogan Ellis Yegelwel, P.A. He received his bachelors degree from Wake Forest University, and his law degree *with honors* from the University of Florida, College of Law. After graduating from law school, he served as an Assistant State Attorney in Jacksonville from 1992 until 1996. Since then he has practiced civil trial law, specializing in pharmaceutical, medical device, and medical malpractice litigation. He is also a volunteer with Jacksonville Area Legal Aid. He and his wife, Joy, live in the Colonial Manor section of San Marco with their two children, Ashley and Evan. Chris has been an advocate for improving Jacksonville's neighborhoods through his work as a board member of the Colonial Manor Community Association, which successfully challenged an attempt to rezone to commercial a portion of the neighborhood.

Brenda R. Simmons, Ph.D.

Brenda recently retired after a 37-year association with Florida State College at Jacksonville where her final position was Executive Dean for Instruction and Student Services. In her role as a College Administrator, she often visited neighborhood and community groups advising them on the value of a college education and the career advantages of enrolling in the myriad of workforce programs available at the College, especially the North Campus. She has provided community leadership to numerous projects one of which is her role as the creative force behind the 21 year annual publication of the Jacksonville Black History Calendar, telling the story of individuals and their contributions to the First Coast. Dr. Simmons is the Vice Chair of the Jacksonville Public Library Board of Directors, Treasurer of Community First Credit Union Board of Directors, Secretary of the Jacksonville Women's Network and a second term member of the Florida Humanities Council. Dr. Simmons holds degrees from Florida State College, Bethune-Cookman University, Clark-Atlanta University and her doctorate in English and American Literature from Indiana University of Pennsylvania. Her literary interest and topic for her master's thesis and doctoral dissertation was Zora Neale Hurston, Florida's "Genius of the South."

Dr. Wayne W. Wood (Co-Chairman)

Regarded as one of the foremost chroniclers of Jacksonville's history and architecture, Wayne founded Riverside Avondale Preservation in 1974. It has become one of the largest neighborhood preservation groups in the South. He served for many years on the Jacksonville Historic Landmarks Commission starting in 1975, including three years as chairman. Wayne has played a key role in saving many of the city's endangered landmarks. With his leadership the Riverside Avondale neighborhood was listed in the National Register of Historic Places and is the largest Historic District in Florida. In 2010 Riverside Avondale was named as one of the "Ten Great Neighborhoods in America" by the American Planning Association. Wayne is also the founder of the Riverside Arts Market (RAM), which in three years has become Florida's largest free weekly arts and entertainment venue. Wayne has published seven books about Jacksonville history, including the best-selling *Jacksonville's Architectural Heritage*. Recently retired as an optometrist, last year Wayne was named one of the "Top Twenty Change Agents" in Northeast Florida by the *Times-Union*; the Arts Volunteer of the Year by Hands-On

Jacksonville; and one of the “50 Most Influential People in Northeast Florida” by *Jacksonville Magazine*.



MAYOR-ELECT BROWN- RECOMMENDATION FORM

1. **Committee: Inter-governmental Relations Transition Policy Committee**

2. **Date Approved by Committee: August 8, 2011**

3. **Recommendation(s):**

Inter-governmental relations by definition comprise a core function of local government. As such, this function must be fostered, supported, and included within the Office of the Mayor in the City of Jacksonville. In support whereof, this committee recommends:

A) Establishment of a city-wide Office of Government Relations.

B) Establish and improve existing relationships with other government entities.

C) Recruitment, selection and appointment of an experienced leader and appropriate staff for the above.

D) Establish on-going positive relationships with Independent Authorities and provide early focus on mayoral appointments for upcoming vacancies on their respective boards.

E) Foster established relationships with staff of local elected officials.

F) Develop a work plan for mayoral involvement with the Independent Authorities.

G) Continue memberships in Associations.

H) Retain the investment in Lobby Tools.

4. Brief Description

A) Establishment of a city-wide Office of Government Relations to centralize activities, enhance relationship management, and direct influencing and advocacy with local (cities and counties and independent authorities), state executive and legislative branches and federal executive agencies and the United States Congress. The Office of Government Relations will serve as the

consolidated unit which will house the Duval Delegation Office, Legislative Affairs and the City Council Liaison.

B) In order to conserve resources, seek to establish relationships with other government entities (including, but not limited to Baker, Clay, Flagler, Nassau, Putnam, and St. Johns Counties) to join the Office of Government Relations to represent their interests and provide support for retention of contract lobbyists (state and federal) to represent the City and other governmental entities joining the enterprise.

C) Recruitment, selection and appointment of an experienced leader and appropriate staff for the above, including a grant administration position. An additional staff person, separate from the contract lobbyist, shall remain in Tallahassee for the duration of legislative session and during all committee weeks in order to manage the lobbying team and direct advocacy efforts.

D) Establish on-going positive relationships with Independent Authorities and provide early focus on mayoral appointments for upcoming vacancies on the respective boards. In addition, ad-hoc inter-governmental relationships also must be fostered with counties with which we share the St. Johns River, and other large metropolitan areas around Florida.

E) Foster established relationships with staff of local elected officials. Federal, state district and regional directors in local offices can be an excellent resource for local governments, and thus should be included in communication.

F) Develop a work plan for mayoral involvement with the Independent Authorities including initial “state of the world” briefings, subsequent quarterly briefings and participation in “high profile” Independent Authority activities as recommended by the respective Independent Authorities chairmen and executives.

G) Continue memberships in Associations, particularly the Florida Association of Counties, Florida League of Cities, United States Conference of Mayors, and join the Florida League of Mayors and the Florida Council of 100.

H) Retain the investment in Lobby Tools to track critical legislation. Seek associate licenses to diminish costs.

5. Organizations or agencies that will implement and coordinate program:

The city-wide Office of Government Relations will coordinate with Independent Authorities to implement the City's agenda to put forward to the legislative delegation.

6. Budget:

The Inter-governmental Relations transition policy committee finds these recommendations to be cost-saving measures, as the City will be coordinating and collaborating with Independent Authorities, counties within the north-east region, and independent agencies. By consolidating efforts with other entities, the City will save funds used towards direct advocacy and can allocate

those resources elsewhere. As the consolidated effort continues with other areas, each of the entities will contribute and share costs.

The ultimate goal is to streamline the efforts, and improve the efficiency and effectiveness of the City's inter-governmental relations. The Office of Government Relations, by encouraging cooperation in the competition for scarce resources, positions the City of Jacksonville in a posture to maximize available opportunities for all.

7. Recommendation implementation timeline:

It is recommended that the proposed office be created immediately, as to establish relationships with elected officials, related agencies and governmental organizations.

8. Stakeholders of recommendation/partner organizations for implementation:

All entities involved in the proposed enterprise will become stakeholders and partners in the efforts, including but not limited to the following:

- Seven counties in the North-east Florida region, as per the Chamber of Commerce (Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties)
- Municipalities, including Atlantic Beach, Baldwin, Jacksonville Beach and Neptune Beach.
- Duval Delegation Office
- Contract lobbying firms
- Independent Agencies, such as JEA, Jacksonville Aviation Authority, Jacksonville Port Authority and Jacksonville Transportation Authority.



June 29, 2011

Committee Co- Chair

Date

State Representative Michael Weinstein

June 29, 2011

Committee Co- Chair

Date



MAYOR-ELECT BROWN- RECOMMENDATION FORM

1. Committee: Transition Legal Committee (“TLC” or “Committee”)

2. Presented to Mayor Brown on August 8, 2011

3. Description of Actions Taken by Committee:

The TLC held five meetings in the course of its work. Each meeting was preceded by public notice and was open to the public in accordance with Florida’s “Sunshine Law” requirements.

During those meetings, the TLC held discussions with several guests who were invited based upon their knowledge of issues relevant to the Committee’s work, including operations of the Office of General Counsel (“OGC”) and its relationships with its clients. The invited speakers and information provided included the following:

- 1) General Counsel Cindy Laquidara;
- 2) Former General Counsel Fred Franklin;
- 3) Circuit Judge and Former General Counsel Charles Arnold;
- 4) Former Jacksonville City Councilman Howard Dale;
- 5) Deputy General Counsel Steven Rohan;
- 6) Jacksonville Electric Authority CEO Jim Dickenson, including follow-up information;
- 7) Jacksonville Electric Authority CFO Paul McElroy;
- 8) Deputy General Counsel Howard Maltz;

9) Inquiries via electronic mail to former General Counsels, city constitutional officers and independent authorities;

10) Former General Counsel Rick Mullaney through the Committee's staff liaison;

11) Duval County Superintendent of Schools Ed Pratt-Dannals (through a Committee member); and

12) Duval County Public Schools Human Resources Director Vicki Reynolds (through a committee member).

13) Overview and detailed budgetary documents relating to the OGC's budget for fiscal years 2009-10, and 2010-11.

14) Background information on the organizational structure and clients of the OGC, and a document discussing the work of the OGC prepared by Deputy General Counsel Howard Maltz.

4. Issues/Observations:

a. Budgetary Issues

i. Attorney Billing

The OGC engages in a billing process similar to that found in many private law firms. Specifically, the OGC records the hourly work of its attorneys and then charges the client agencies and independent authorities an amount equal to the number of hours worked by attorneys within the office on a given legal matter multiplied by the established billing rate. The practice of tracking billing hours for OGC attorneys is intended to have a twofold purpose:

A. Tracking the hours worked by attorneys allows the OGC to monitor the utilization of its attorneys and the efficiency of the legal services being rendered; and

B. Tracking the billing hours of the OGC attorneys is necessary in order to furnish bills to clients of the OGC that are deemed independent authorities (e.g., JEA, Jacksonville Aviation

Authority, Jacksonville Housing Authority, Jacksonville Port Authority, Jacksonville Transportation Authority, Duval County School Board). The distinction between these entities and the many City departments and agencies is that the School Board and Authorities must compensate the OGC for the work performed in actual dollars from their budgets. Legal work performed for departments is essentially a bookkeeping matter consisting of no actual payment of funds. Consequently these billing / legal representation dynamics to the Authorities and School Board have material impact on actual taxpayer dollars.

The Committee learned that the billing rates set by the OGC are arbitrary in nature, and do not necessarily correspond to the complexity of the legal work being performed, or to the prevailing market rates for comparable legal services rendered by attorneys in private practice with the same level of experience. For most of the OGC's clients, such as the offices of the Executive Branch or the City Council, the billing rates set by the OGC are immaterial since the expenses associated with providing their legal services are ostensibly covered in full by the OGC's budget. However, the independent authorities pay "real money" to the City for the legal services rendered by the OGC. It is acknowledged that the independent authorities typically pay substantially less money for legal services received through the OGC than would be the case if the services were acquired through a private law firm. However, the TLC also heard from clients who felt they could save significant sums of money from their legal budget if they were permitted to hire their own in-house general counsel with experience in highly specialized legal areas, such as energy regulation and special education. Additionally, it was suggested to the Committee that the billing rates of the OGC are not intended to be set according to prevailing market rates, but rather with the goal of partial cost recovery for the legal services rendered.

ii. Control of Certain Components of OGC Budget

The Committee learned that the OGC currently lacks effective control – and perhaps, the ability to provide any meaningful input – on several components of the OGC's budget that can

greatly affect its work. Chief among the areas where a lack of control is problematic are expenditures relating to information technology (“IT”). The OGC has an need to implement functional IT consistent with the demands of a comprehensive law practice, and the Committee learned – with marked astonishment – of makeshift measures used by OGC attorneys and staff to cope with the shortcomings of the current IT infrastructure. The TLC also learned that the City presently may lack sufficient underwriting for First Amendment claims, an issue that has posed great difficulty in other jurisdictions. Additionally, the Committee received input that while the OGC budgets sufficient funds to pay judgments related to personal injury claims, the City does not allocate funds for the payment of general litigation claims and risk management.

b. Conflicts

In the practice of law, attorneys are generally prohibited from simultaneously representing clients with adverse interests. However, the prohibition on representing clients with adverse interests does not often extend to the work of the OGC, which frequently counsels clients that often find themselves in adverse positions (e.g., the Mayor’s office and City Council). On repeated occasions, the TLC heard from individuals who raised examples of conflicts that may arise in the course of the OGC’s work. In one instance, a client sought counsel from the OGC relating to a franchise fee levied by the City government, and the OGC responded that the fee was impermissible. Since the fee had already been levied for several years, the client questioned whether the OGC had previously determined that the fee was improper, communicated the possibility of illegality to the City government, or would have acted (i.e., deemed the fee impermissible) in the absence of the request of the client. Additionally, the Committee learned that attorneys in the OGC do not receive formal training in the identification and handling of conflicts that may arise.

c. Relationship Between OGC and its Clients

The TLC frequently heard positive commentary on the quality of the legal work performed by the OGC. The Committee also received repeated suggestions that the OGC is the best entity to

address legal issues and concerns common to all of its clients, such as labor and employment law matters and litigation claims common to all city entities (e.g., premises liability claims). However, the Committee identified an issue with legal specialization – specifically, in ensuring that lawyers with experience in areas of law unique to a particular client are assigned to that client.

One client represented that when an attorney is assigned by the OGC, the client expends considerable time and resources in familiarizing the attorney with specialized knowledge unique to the client’s work. Unfortunately the client is often frustrated by the reality that the lawyer is often reassigned by the OGC not long after having acquired the specialized knowledge, forcing the client to again devote time and resources on another newly-assigned attorney. Additionally, it was suggested to the committee that independent authorities may have their unique legal needs better addressed by having their own general counsel or staff of lawyers with experience in specialized areas (see discussion above).

d. Qualifications For Serving as General Counsel

While the TLC will not play a direct role in the selection of the next General Counsel, the Committee nonetheless was informed of several qualifications that the Mayor-elect should consider in selecting a new General Counsel:

- Management experience, preferably in a large firm;
- Approaches the position without a careerist view and without any self-serving interests;
- Some expertise in government law & litigation;
- Well-respected in the entire legal community;
- Apolitical approach;
- Demonstrated ability to exercise independent legal judgment;
- Ability to recognize and address conflicts related to representation; and
- Familiarity with alternative dispute resolution.

Additionally, it has been suggested to the TLC that the next General Counsel should have some

experience addressing legal issues in the context of a consolidated government. The Committee heard conflicting suggestions regarding the search for the next General Counsel, with one speaker suggesting the General Counsel should come from Jacksonville to give confidence to the legal community, and another speaker suggesting that a national search for a General Counsel should be conducted to find candidates experienced in government law.

5. Recommendations:

- Permit the OGC to provide substantial input towards its budget allocations and needs.
- Retain the OGC representation of all clients (even those with specialized needs) for legal needs common to all City entities.
- Require the OGC to discuss with its lawyers the recognition of conflicts.
- Review and revise the fee structure and billing rates assigned to lawyers and clients within the OGC such that the rates have a meaningful correlation to a budgetary need.

Committee Chair

Date

Military Affairs Committee Report

CO-CHAIRS

Robert (Bobby) Stein, Managing Director, Chartwell Capital

Dr. Donnie Horner, Professor of Management and Director, Davis Leadership Center,
Davis College of Business, Jacksonville University

OFFICIAL MEMBERS

Aaron Bowman, BAE Systems, Director of Business Operations

Travis Bridges, Chair at Duval County Democratic Executive Committee, Member
Executive Committee at Florida Democratic Party

Kenneth L. Johnson, Congressional Aide, Office of Congresswoman Corrine Brown

Jay McGovern, Chairman, Florida Prospers

Gretchen Vodrey Titshaw, Chair, Florida Public Engagement Steering Committee

GOVERNMENT PARTICIPANTS & ATTENDEES

Bob Buehn, Chief, Military Affairs, Veterans and Disabled Services, Department of
Recreation and Community Services Department, City of Jacksonville

Harrison Conyers, Management Officer, Veterans and Disabled Services, Department of
Recreation and Community Services Department, City of Jacksonville

Gloreatha (Glo) Scurry-Smith, Program Analyst, Office of Lieutenant Governor Jennifer
Carroll

Ms. Jackie Smith, District Director, Office of Congressman Ander Crenshaw

PURPOSE

The Military Affairs Committee was charged with providing Mayor-Elect Brown and his Administration with a comprehensive set of issues relevant to all aspects of the military community in Jacksonville. Issues are prioritized by the timeframe in which the Committee recommends action: ongoing / continuous, immediate (within first 30-days of taking office), near term (within 31-90 days), and long term (more than 90-days). Milestones and metrics are provided for each issue to measure progress and success. Appendices are attached.

The Committee expresses its appreciation to the many citizens who participated in the meetings and the data gathering process, and who provided information and shared

opinions. At Mayor-Elect Brown's request, the Committee is willing to reconvene and revisit the issues with an eye towards assessing the Administration's progress on each issue. The Committee suggests that periodic reconvening – e.g., perhaps once per quarter or bi-annually – is preferable.

Ongoing / Continuous Priorities

- **(1) Understand that the greater Jacksonville area's military presence is more than NAS Jacksonville and Naval Station Mayport. Outreach to and visits with the senior leaders responsible for military facilities are critical.** A short list of facilities with a military presence – and direct and indirect economic impact on the City – include:
 - NAS Jacksonville
 - Naval Station Mayport
 - Cecil Field
 - U.S. Marine Corps Blount Island
 - U.S. Coast Guard Customs Border Protection facility at Blount Island
 - U.S. Coast Guard Sector Jacksonville at Mayport
 - U.S. Coast HITRON at Cecil Field
 - 125th Fighter Wing, Florida Air National Guard at Jacksonville International Airport (JIA)
 - Navy Fuel Depot on Heckscher Drive
 - U.S. Army 832nd Transportation Battalion (Security & Infrastructure Protection) at Blount Island
 - U.S. Army 146th Signal Battalion on Normandy Boulevard
 - 1/111th Aviation Regiment at Cecil Field
 - U.S. Military Entrance Processing Station (MEPS) Jacksonville on Baymeadows Way
 - Camp Blanding
 - Outlying Field Whitehouse
 - Maintain encroachment protection
 - Undersea Warfare Training Range
 - Pinecastle Bombing Range
 - Jacksonville National Cemetery
 - Wounded Warrior National Headquarters
 - King's Bay (Georgia) Submarine Base
 - Jacksonville area USOs
 - The Office of the Adjutant General of Florida (St. Augustine)
 - Northrop Grumman manufacturing facility (St. Augustine).

- **(2) Advocate for the expansive array of military facilities, training complexes, and militarily significant businesses in the greater Jacksonville Region.** Mayor-Elect Brown must partner with Congressional delegations – both in Florida and Georgia – and other senior political leaders to cultivate relationships with relevant stakeholders in Washington, D.C., Tallahassee, and elsewhere.

- **(3) Promote Jacksonville as the most military friendly city in America.** Active duty service members, military dependents and families, retirees, surviving spouses, and veterans are also present in great numbers. This presence can be expanded if cultivated properly. Two initiatives worthy of the Mayor-Elect's support include the **Jacksonville Military Veterans Education Coalition** and the **Jacksonville Military Veterans Coalition**. **The Adams Class Naval Ship Museum, which creates twenty-eight new jobs and adds a demonstrable military presence downtown, also warrants support.** See Appendix 1.
- **(4) NAS Jacksonville is healthy: new P-8 aircraft are replacing aging P-3's, and the base will continue to operate at capacity.** The goal must be to **sustain NAS Jacksonville's operational health** while also seeking to **expand maintenance support activities**. Advocate with Boeing to establish the P-8 maintenance workload in Jacksonville at its Cecil Field facilities. Work with congressional offices, the Governor's office, and Fleet Readiness Center Southeast to develop a presentation of why Jacksonville is the best place for the P-8 contract maintenance to occur.

Immediate Priorities (within first 30-days after taking office)

- **(1) The Military Affairs, Veterans, and Disabled Services Division is properly staffed but must be repositioned as a direct report to the Mayor.** Ordinance 2004-1356-E established the division. The current organizational structure has the Division Chief reporting through the Recreation and Community Services Department. This results in limited access and visibility, and relegates the office to a minor status within the Administration. Raising the Military Affairs Division Chief to a cabinet level position is a high value, no cost, high payoff proposition which significantly raises the profile of the office within the Administration and the community, and should be mimicked at the State level. **Recommend this structural change be announced at the Mayor-Elect's inauguration.**
- **(2) Naval Station Mayport faces short-term challenges prior to the arrival of a nuclear aircraft carrier and Littoral Combat Ships (LCS).** There is a substantial gap between the time when older, smaller naval vessels are retired from service and when newly built vessels arrive. One way to fill the operational void is to **advocate for the assignment of an amphibious ready group or other lesser assets to be berthed at Mayport even before the nuclear carrier arrives.** Meet with the Navy through the congressional delegation and the Governor's office to understand the true economic and community impact of the ships departing from and arriving at Naval Station Mayport in the next four years. Also, in consultation with the Jacksonville Regional Chamber of Commerce, meet with the Neptune, Atlantic Beach, and Jacksonville Beach Mayors and Duval County School Superintendent to understand the impact of declining military populations at Naval Station Mayport. See Appendix 2.

- **(3) Cecil Field has immense potential currently limited by a lack of hangar space.** The U.S. Customs Service, for example, currently operates its P-3 aircraft at Cecil Field, but desperately needs new hangar facilities. An upper level maintenance facility for P-8's is a natural fit, as are high-tech aerospace companies interested in capitalizing on Cecil Field's space port license. **There is a general consensus that if more hangar space, a restaurant, and retail activities to support the 3,000+ workers were constructed, then more private businesses would locate at Cecil Field. Mayor-Elect must publicly support these initiatives, seek gubernatorial support, and provide assistance to obtain federal grants.**
- **(4) Retain, expand, and recruit industries to Jacksonville that are militarily significant.** This includes not only major corporations but small to mid-sized businesses. The approach for the new Administration should be: "What can the Office of the Mayor do to help you locate your business in Jacksonville?" **To assist in this process, create two Task Forces – one comprised of executives of small to medium sized companies, and a second for executives of large businesses. The purpose of these Task Forces is to (1) create an inventory of programs and benefits which already exist, and to (2) identify programmatic shortfalls and governmental impediments which inhibit businesses from growing or locating in Jacksonville.**
- **(5) The construction of the Jacksonville National Cemetery and the new federal road just north of the airport intersecting with I-95 represents not only the largest national cemetery in the United States, but a significant development opportunity for properties in and around the airport.** This includes but is not limited to development of the Veterans Memorial Center, the first of its kind on national cemetery property in the United States. Support from and endorsement by the Mayor's Office would add visibility to the project at a time when other political and community leaders have yet to embrace the initiative. See Appendix 3.
- **(6) Refit and retrograde of military assets from Iraq, Afghanistan, and other Middle East locations has the potential for positively impacting militarily related activities at Blount Island, Cecil Field, and elsewhere.** The key is to stay ahead of how the drawdown could influence and expand equipment maintenance and refitting, ship berthing – including Maritime Prepositioning and Fast Sealift assets, and other activities in and around Jacksonville.
- **(7) Dialogue and work with Navy, Marine Corps, Congressional leaders, and the Governor's office to secure Maritime Prepositioning Ship Squadron One (MPSRON ONE) relocation to Jacksonville as its designated Atlantic seaboard homeport.** MPSRON ONE is a forward deployed group of ships strategically placed to stage military cargo and vehicles in the European Theater. The ships typically move about different ports and have not had a specific "homeport." As a cost cutting measure, however, the Navy has decided to return

the ships to an Atlantic port beginning on October 1st, 2012. The ships will be berthed fully-loaded as a ready reserve. **The designation of a homeport for these ships has yet to be decided. Blount Island is being considered as a location. The economic impact and military importance of having these assets in Jacksonville is significant.**

Near Term Priorities (within 31-90 days after taking office)

- **(1) The Mayor’s annual visit to key players in Washington, D.C. should continue.** This trip represents significant outreach and helps to build support, maintain coalitions, and raise awareness of Jacksonville’s interest in its military facilities and activities. The visit should include meetings with the Secretary of the Navy, Secretary of the Veterans Administration, Chief of Naval Operations, Marine Corps Commandant, Chief of the National Guard Bureau, the Navy’s N-3/5, Congressional delegations, and headquarters of relevant military contractors such as Boeing and BAE Systems.

Long Term Priorities (more than 90-days after taking office)

- **(1) Advocate for Jacksonville as a medical center of excellence for the Veterans Administration (VA).** Create a public-private partnership between existing Jacksonville civilian medical center(s) and the VA. With the **Wounded Warrior Project** headquartered here, it makes sense to **link current medical research initiatives on head trauma and prosthetics to a Jacksonville-based VA medical center of excellence.**

MILESTONES AND METRICS

A matrix (attached) specifies milestones and metrics for each prioritized issue.

APPENDICES

(1) Proposal for Jacksonville Military Veterans Coalition; submitted by Mr. Michael P. Fleming, CEO, Deutsche Bank Jacksonville (DB initiative)

(2) Mayport: Proposed short term approach for Mayor-Elect Brown; submitted by Admiral (Retired) Bob Natter, Natter & Associates; Mr. Aaron Bowman, Director of Business Operations, BAE Systems; and Mr. Bob Buehn, Division Chief, Military Affairs, Veterans, and Disabled Services, City of Jacksonville.

(3) A synopsis of the very high-profile project known as the Veterans Memorial Center at Jacksonville (VMCJ); submitted by Mr. Pat Mulvihill, Member, VMCJ Leadership Team.

Military Affairs Committee Report: Priorities, Milestones and Metrics

Ongoing/Continuous Priorities

Priority

1. Understand that the greater Jacksonville area's military presence is more than NAS Jacksonville.

Milestones (Sub-events)

- Visit or become familiar with all local military bases/facilities, including:
1. NAS Jacksonville
 2. Naval Station Mayport
 3. U.S.C.G. Sector Jacksonville
 4. Blount Island, including:
 - a. U.S. Marine Corps Blount Island
 - b. U.S.C.G. Customs/Border Protection Facility
 - c. U.S. Army 832nd Transportation Battalion
 5. Cecil Field, including:
 - a. U.S.C.G. HITRON
 - b. 1/111th Aviation Regiment
 6. 125th Fighter Wing, Florida Air National Guard (JIA)
 7. Navy Fuel Depot (Heckscher Drive)
 8. U.S. Military Entrance Processing Station
 9. Camp Blanding
 10. Outlying Field Whitehouse
 11. Undersea Warfare Training Range
 12. Pinecastle Bombing Range
 13. Jacksonville National Cemetery
 14. Kings Bay Submarine Base
 15. Office of the Adjutant General of Florida (St. Aug)
 16. Northrop Grumman Manufacturing Facility (St. Aug)
 17. Wounded Warrior Project National Headquarters
 18. Jacksonville International Airport USO
 19. 146th Signal Battalion (Normandy Blvd)

Metrics (Measure of Success)

1. Visit/Gain familiarity in time for the Washington, DC trip in the fall.
2. Construct "Smartbook" incrementally to correspond to visits ahead of Washington, DC trip.

2. Advocate for the expansive array of military facilities, training complexes, and militarily significant businesses in the greater Jacksonville region.

1. Congratulate new Chief of Naval Operations.
2. Schedule visit with CNO/SECNAV/USMC Commandant.
3. Visit Florida Governor, ask for letter of support.
4. Meet with NE Florida and SE Georgia Congressional delegation to emphasize support.
5. Meet with Camden County Partnership military supporters.
6. Meet with members of Jacksonville Area Ship Repair Association.

1. Letter/Call in 1st 30 days.
2. Schedule in 1st 30 days.
3. Visit in 1st 30 days.
4. Meet in 1st 30 days.
5. Meet in 1st 30 days.
6. Meet in 1st 30 days.

3. Promote Jacksonville as the most military friendly city in America.

1. Establish Jacksonville Military Veterans Education Coalition.
2. Establish Jacksonville Military Veterans Coalition.
3. Continue Mayoral participation in Memorial/Veteran's day activities.

1. Roll out Veterans Coalitions website and specifics on Veteran's day.
2. Attend city events.

4. NAS Jacksonville is healthy; but continue to sustain, seek to expand.

1. Advocate for NAS Jacksonville at every opportunity, including expanded work for Fleet Readiness Center Southeast (FRCSE).
2. Work with congressional delegations, FRCSE, and Governor's office to develop presentation on why P-8 maintenance should occur in Jacksonville.

1. Date when advocacy occurred.
2. Compile presentation in 1st 30 days.

Immediate Priorities (within first 30 days after taking office)

Priority

1. The Military Affairs, Veterans, and Disabled Services Division is properly staffed but must be repositioned as a direct report to the Mayor.

2. Advocate for increased naval assets to be stationed at Naval Station Mayport.

3. Cecil Field has immense potential, but limited by a lack of infrastructure.

4. Retain, expand and recruit industries to Jacksonville that are militarily significant.

5. The construction of the Jacksonville National Cemetery, privately funded memorial center and new federal road is a significant development opportunity for Jacksonville.

6. Refit and retrograde of military assets from overseas location has the potential for positively impacting militarily related activities in Jacksonville, specifically with the homeporting of Maritime Prepositioning Ship Squadron One (MPSRON ONE).

Milestones (Sub-events)

1. Elevate the Military Affairs Division Chief to a cabinet-level position.

1. Congratulate new Chief of Naval Operations via letter.
2. Schedule visit with CNO/SECNAV.
3. Visit Florida Governor, ask for letter of support.
4. Meet with NE Florida and SE Georgia Congressional delegation to emphasize support.
5. Meet with Camden County Partnership military supporters.
6. Meet with Neptune/Atlantic/Jacksonville Beach Mayors and School Superintendent to understand issues and impact of declining Mayport military populations.

1. Advocate for additional maintenance facilities.
2. Support JAA efforts to build more hangar space, and explore options for public/private ventures to construct restaurants and other needed infrastructure.

Create task force to 1. create inventory of programs and benefits which already exist and 2. identify programmatic shortfalls and governmental impediments which inhibit businesses from locating in Jacksonville.

1. Attend opening of Phase II of cemetery.
2. Attend "Wreaths Across America" event in December.
3. Meet with VA Secretary during event.
4. Send Mayoral letter of support to Director of National Cemeteries.

1. Send formal letter advocating the U.S. Marine Corps to homeport MPSRON One at Blount Island.
2. Meet with the Commandant of the USMC during D.C. trip.
3. Send letter to the Military Sealift Command Director advocating support to homeport MPSRON One.
4. Meet with Lieutenant Governor and congressional delegations to discuss unified message.
5. Identify and meet entity/person responsible for military's refit and retrograde activities.

Metrics (Measure of Success)

Announced during Inauguration on 7/1/11?

1. Letter sent in 1st 30 days.
2. Schedule during 1st 30 days.
3. Complete in 1st 30 days .
4. Complete in 1st 30 days.
5. Complete in 1st 30 days.
6. Complete in 1st 30 days.

1. Advocacy during 1st 90 days.
2. Did any permitting/construction occur in first six months?

1. Create Task Force in 1st 30 days.
2. Task Force Report: Six Months.

1. Attendance.
2. Attendance.
3. Meeting takes place.
4. Send letter in 1st 30 days.

1. Letter sent in 1st 30 days.
2. Mayor meets Commandant.
3. Letter sent in 1st 30 days.
4. Meet in 1st 30 days.
5. Identify and meet in 1st 30 days.

Near Term Priorities (within first 31-90 days after taking office)

Priority

The Mayor should continue to visit the key players in Washington, DC annually.

Milestones (Sub-events)

- The Mayor completes trip to DC, and meets with:
1. Secretary of the Navy
 2. Secretary of the VA
 3. Chief of Naval Operations
 4. Commandant of the Marine Corps
 5. Navy N-3/N-5
 6. Congressional delegations
 7. Chief of the National Guard Bureau
 8. Relevant contractors

Metrics (Measure of Success)

1. Mayor meets key players and builds relationships.
2. Mayor offers for key players to visit Jacksonville.
3. Mayor and staff identify points of contact for various issues.

Long Term Priorities (more than 90 days after taking office)

Priority	Milestones (Sub-events)	Metrics (Measure of Success)
The Mayor should advocate for Jacksonville as a medical center of excellence for the Veterans Administration.	<ol style="list-style-type: none">1. Meet with local hospital CEO's, VA Clinic leadership, and Wounded Warrior Project executives to discuss synergies.2. Meet with Secretary of the VA during August visit.	<ol style="list-style-type: none">1. Before VA Secretary visit.2. Meet during August visit.



JACKSONVILLE MILITARY VETERANS COALITION

Michael P. Fleming
CEO Deutsche Bank Jacksonville
(904) 271-2865

Proposal. The City of Jacksonville coordinate and resource the development of the Jacksonville Military Veterans Coalition with the goal of enhancing employment opportunities for military veterans and currently serving members of the National Guard and Reserve.

Objective. The Jacksonville Military Veterans Coalition (JMVC) is an initiative dedicated to honoring military veterans and currently serving members of the National Guard and Reserve by facilitating career and business opportunities in Jacksonville. The JMVC will promote employment, career development, support, and retention of military veterans through outreach and a web site. Central to the JMVC vision is the recognition that many of the skills veterans developed in the military—leadership, fast and accurate decision-making, operational focus, and the drive to accomplish a mission—have a direct application to Jacksonville businesses. We also recognize that the cultural values our veterans have developed in the military—passion, drive, commitment, and teamwork—mesh with the corporate values sought after and practiced in every industry. The JMVC will work with military organizations, veterans groups, industry associations, governmental entities, and Jacksonville businesses to build awareness and understanding of how these skills and cultural attributes make military veterans outstanding employees.

Mission Statement. The City of Jacksonville will be a leader in supporting the military veteran community by developing, implementing and promoting the Jacksonville Military Veterans Coalition with a mission to enhance career and business opportunities for military veterans.

Background. As with many in the current employment environment, military veterans and members of the National Guard and Reserve often face an uncertain job outlook. This job market can increase the challenge of military veterans transitioning from active service to the civilian job market. While there a multitude of organizations and web sites that offer excellent assistance to veterans making this transition, these resources often do not target a specific city or geographic region. In discussions with the Jacksonville Chamber of Commerce staff (and research on the web), they are not aware of a specific resource focused on linking military veterans with Jacksonville businesses. A review of the City of Jacksonville web site found little or no mention of specific job opportunities for military veterans. Thus there is an opportunity for the City of Jacksonville to be a leader in supporting the military veteran community by developing, implementing and promoting the Jacksonville Military Veterans Coalition with a mission to enhance career and business opportunities for military veterans.

Deutsche Bank Americas has been at the forefront of the development of the Veterans on Wall Street (VOWS) coalition. VOWS is an initiative dedicated to honoring former military personnel and employees currently in the National Guard and Reserve by facilitating career and business opportunities in the financial services industry. Through a combination of educational initiatives, mentoring, outreach to the military, employee affinity groups, and an annual conference, VOWS promotes career development, support, and retention of veterans throughout the global financial services industry. Deutsche Bank has partnered with Bank of America, Citi, Credit Suisse and Goldman Sachs to increase support of veterans. The proposed Jacksonville Military Veterans Coalition would mirror the VOWS goals and objectives except the JMVC would be open to all Jacksonville businesses rather than focusing solely on financial institutions.

City of Jacksonville Commitment. Military veterans who are interested in working for Jacksonville businesses do not have a “one stop” resource or web site that outlines potential job opportunities. The City of Jacksonville can help to fill this void by developing the Jacksonville Military Veterans Coalition (JMVC). The JMVC would be a voluntary coalition of businesses that would provide Jacksonville area job opportunities for military veterans through a web site maintained by the City of Jacksonville. This web site could provide information that enhances military veteran employment such as:

List of JMVC Members.

Job Listing. Jacksonville companies would provide links to job opportunities.

Internship listing. Jacksonville companies would provide links to internship opportunities.

Best Practices Forum. Many companies have developed innovative methods of reaching and supporting military veteran job opportunities and this forum would provide a vehicle to share these best practices.

Military 101 “Primer” and Military Rank Chart. Companies seeking to hire military veterans are often unfamiliar with military terminology, rank structure, duties and responsibilities of military members, etc. Thus the inclusion of a “primer” that provides an overview of the military would enhance civilian companies’ understanding of the military and increases the likelihood of their seeking military veterans for employment.

Career Fair Opportunities. Provide a listing of career fair opportunities.

Success Stories. Publicizing success stories of military veterans finding employment in Jacksonville will encourage military veterans and employers to be part of the Jacksonville Military Veterans Coalition.

For the JMVC to be successful, the City of Jacksonville will have to make a long-term commitment to resource this initiative. This will require (at a minimum) a person to coordinate the initiative and maintain the web site/social media sites. Much of the initiative can be accomplished through the development of a volunteer Steering Committee; however, the burden to ensure this initiative is successful will rest primarily with the City of Jacksonville.

Program Development. The process to develop and implement the Jacksonville Military Veterans Coalition should be methodical, thorough and comprehensive. The process outlined below could be used as a starting point for developing this program.

Define desired end product. The City of Jacksonville will be a leader in supporting the military veterans' community by developing, implementing and promoting the Jacksonville Military Veterans Coalition with a mission to enhance career and business opportunities for military veterans. The JMVC will develop a short and long term strategy, to include specific milestones and goals. The primary vehicle of communications will be through social media, to include a web site, Facebook page, etc. This program will be of such high quality it will become a national leader in veterans outreach.

Establish Jacksonville Military Veterans Coalition Working Group. This working group would be composed of representatives from the business community, Veterans Support Organizations, local military units, and other stakeholders who will lead the development of the program.

Conduct review of current military veteran job outreach programs in Jacksonville. Interview Jacksonville military veterans' stakeholders, to include city/state officials, Veterans Support Organizations (USO, Northeast Florida Veterans Council, etc.), senior military leaders, etc.

Conduct research. Review data and information from multiple sectors, to include educational institutes, businesses, and others.

Develop draft. Develop the program with specific goals, standards, structure, milestones and resource requirements.

Review draft/Obtain feedback. Circulate draft to stakeholders and solicit feedback.

Develop final draft. After obtaining feedback from stakeholders, develop the final draft.

Submit Program for approval. Submit program to approval authority.

Implement Program. Upon approval, implement the Jacksonville Military Veterans Coalition development plan.

Monitor plan. To ensure the success of the Jacksonville Military Veterans Coalition, there must be a system in place to continually assess the plan's effectiveness through feedback and analysis. In addition, a scheduled, regular review with City of Jacksonville leaders should be established.

Communications Plan. Development of a comprehensive plan to communicate the Program to all stakeholders will be crucial to success. This plan could include presentations to stakeholders, community meetings, service organization meetings (Rotary Club, etc.), newspaper/periodical articles, newsletters, etc. As the program is implemented, continue to raise awareness regarding mission, vision, strategy, goals, tasks, committee structure, etc.

Partnerships. There are many organizations with a mission to obtain jobs for veterans that can partner with the City of Jacksonville. Such organizations include the federal government (Department of Labor, Department of Veterans Affairs), state government (Florida Department of Veterans Affairs, Employflorida.com), universities, and veterans support organizations. Each of these entities touches an element of the veteran population and would provide an excellent resource for The City of Jacksonville. A partial list of possible community partners is provided below. (Additional research will result in a much more comprehensive list of partners.)

Jacksonville Chamber of Commerce. The Chamber is an advocate for Jacksonville businesses and this initiative would likely garner tremendous support from the Chamber leadership and its members.

Northeast Florida Veterans Council (NEFVC). NEFVC is composed of veterans' organizations from the Greater Jacksonville Area. With the mission to unify the veterans' organizations of Northeast Florida and the commitment to represent the interests of the veteran community to city and state government, the NEFVC would be a valuable partner in development of this program.

Wounded Warrior Project. The Wounded Warrior Project is a nonprofit, nonpartisan organization headquartered in Jacksonville with a mission to honor and empower wounded warriors who incur service-connected wounds, injuries and illnesses (physical or physiological) on or after September 11, 2001.

WorkSource Florida. The WorkSource Veterans staff are trained and specialized to work with veterans of all categories: disabled, recently transitioned, those with barriers to employment, and those seeking employment services or veterans programs information. The WorkSource Veterans staff performs outreach to both Navy bases in Jacksonville, Florida State College at Jacksonville, University of North Florida, Veterans Administration's Vocational Rehabilitation center, and multiple business enterprises and veterans organizations in Northeast Florida.

University of North Florida. The Military and Veteran Resource Center (MVRC) provides military and veteran students assistance in navigating admission, enrollment and financial aid processes. Led by the Director, Military and Veteran Programs and Services, the MVRC is the primary campus advocate for military and veteran students and works with them to

ensure their unique needs are met by coordinating with offices of various university services such as academic advising, tutoring, counseling, disability accommodations, veteran programming, benefits information and assistance (financial and medical), as well as facilitating referral to state and federal resources and services.

Florida State College at Jacksonville. The Military Education Institute (MEI) mission is to serve the education needs of military, government, and public service employees and family members throughout the nation and globally. MEI provides credit and non-credit education and training access through distance learning, on-site, and classroom environments in directed disciplines that foster lifelong learning and the issuance of college credit. MEI supports service members and their families as they seek to advance their degrees and careers.

Jacksonville University.

Edward Waters College. As a Historically Black College, working with Edward Waters College could strengthen the diversity of Jacksonville's work force.

Transition Assistance Online. TAOnline.com is the largest source of transition assistance information, jobs, and tools for today's separating military. On this career site for military veterans, service members can find the resources needed to transition from their military service to a civilian career. Military hiring employers and advertisers can post job ads, search resumes and advertise directly to military candidates.

Army Career and Alumni Program. The Army Career and Alumni Program (ACAP) was created to assist Army personnel transitioning from military service to civilian careers. The majority of Army personnel retiring and/or leaving the military use this site. Companies can list their job opportunities on the ACAP web site.

Employer Support of the Guard and Reserve (ESGR). ESGR is a Department of Defense agency that seeks to develop and promote a culture in which all American employers support and value the military service of their employees by recognizing outstanding support, increasing awareness of the law and resolving conflicts through mediation. Established in 1972, ESGR operates via a network of hundreds of volunteers within 56 Field Committees throughout the United States.

In addition to these partners, there are many web sites that assist military veterans seeking civilian job opportunities, as outlined below:

<http://www.dmdc.osd.mil/vmet>. The Verification of Military Experience and Training (VMET) web site is sponsored by the Department of Defense to provide eligible service

members a VMET document (DD Form 2586) on demand. The VMET data is a portion of a member's career history, which comes from a large database built over the years - with data received from the four service's official personnel and training systems. This VMET occupational and training history data is matched to time-appropriate narrative descriptions to generate the VMET document.

http://www.dol.gov/elaws/aud_veteran.asp. The Department of Labor sponsors this web site that provides a wide-range of information of interest to Veterans, including e-VETS Advisor, Veterans' Preference Advisor, Uniformed Services Employment & Reemployment Rights Act (USERRA) Advisor, and many other resources for the veteran.

<http://dod.jobsearch.org>. The Department of Labor sponsors this web site where veterans can post resumes, create cover letters, track job searches, create electronic resumes, and develop a personal online career account.

<http://www.ajb.dni.us>. The Department of Labor sponsors this web site that serves as America's Job Bank (AJB) and performs job searches.

<http://www.dol.gov/vets/welcome.htm>. Veteran's Employment and Training Service (VETS), where Veterans can get Employment and Training Assistance.

<http://www.acinet.org/acinet>. America's Career InfoNet (ACINet). Suite of tools that includes America's Career InfoNet (ACINet), America's Job Bank (AJB), and America's Learning (ALX).

<http://online.onetcenter.org>. Occupational Information Network (O*NET). Find occupations, search skills/related occupations, and view a crosswalk to other occupation classification systems

<http://www.doleta.gov>. Employment and Training Administration (ETA). A variety of web site links can be accessed for job and career searches.

<http://www.va.gov>. Department of Veterans Affairs (VA) web site where veterans can access a variety of links for veteran's benefits and services.

<http://firstgov.gov>. FirstGov - Government Agency Portal. The first-ever government website to provide the public with easy, one-stop access to all online U.S. Federal Government resources. Also includes state and local resources.

<http://www.bls.gov/oco/>. Occupational Outlook Handbook. Information about specific civilian occupations.

<http://www.usajobs.opm.gov>. Office of Personnel Management (OPM). The U.S. Government's official site for federal civilian jobs and employment information.

<http://www.dod.jobsearch.org>. Department of Defense job search web site.

<http://www.Dmdc.osd.mil/ot>. Transition Bulletin Board and Public and Community service opportunities.

www.proudtoserveagain.com. Teacher and Teacher's Aide opportunities; Troops to Teachers.

www.ajb.org. State Employment Agencies/America's Job Bank.

<http://careeronestop.org>. Career one stop.

<http://www.acinet.org>. Department of Labor licensing, certification and apprenticeship programs.

Summary. The development and implementation of the Jacksonville Military Veterans Coalition is an investment that will pay dividends for the City of Jacksonville. All businesses seek employees with a passion to perform. Military veterans have this passion, and with their significant experience and maturity have the proven potential to become disciplined, dedicated employees. With this program, The City of Jacksonville can set the industry standard for veterans outreach while increasing the professionalism of our work force.

Jacksonville Military Veteran Coalition Page Structure – Homepage wire frame



				
Search	Contacts	Careers	Internships	Useful Links
Introduction Paragraph to Coalition			External Article Links	
Best Practice Forum Information			Events Calendar	

Page Structure - Homepage

Key elements:

- Introduction Paragraph – Message from the Mayor of Jacksonville about significance of JMVC
- Search – search options within the site
- Contacts – names of Companies associated with JMVC
- Useful links – links for resume/business writing, resource links, etc.
- External article links and events
- Best Practice Forum – description, contacts, meetings, etc.
- Internships– list companies that provide internships to military veterans
- Careers – list companies that provide career opportunities for military veterans

Mayport—Proposed short term approach for Mayor-elect Brown

June 22, 2011

(Sub-committee recommendations of ADM Bob Natter (Natter and Assoc.), Aaron Bowman and Bob Buehn)

1. Call or write the new CNO (ADM Greenert, if/when confirmed) and congratulate him as the newly-elected Mayor of Jacksonville
2. Follow up with a DC visit with CNO and SECNAV as soon as possible (September is recommended by Erica Streibel of Congressman Crenshaw's office), along with VCNO and N35. Emphasize COJ support for CVN homeport, and concern about ship count.

CVN: City is standing by to assist in any way possible, city has established a CVN Task Force to address and support any issues the Navy needs (traffic, housing, contractor office space, education and school support, etc.)

Ship Count: Since 2007, the ship loading has decreased from 22 to 20 and will further drop to 8 with the loss of the Oliver Hazard Perry-class Frigates. Manning levels at Mayport have decreased from >15,000 to a current level of 9,000 and will continue to drop to 6,500 with the loss of the Frigates. The impact to the Ship repair industrial base that includes more than 50 businesses that support Navy ship repair will be significant, and talent and companies will either go out of business or relocate. The impact to the local business community, school loading, and the housing market is severe and will get worse. It will be difficult to sustain the community until the arrival of LCS and CVN (now projected for 2019.) Homeporting of additional ships at Mayport now would prevent a blight in the area that we are now facing.

3. Call Florida Gov. Scott and energize him to aggressively support Mayport as a CVN homeport and to increase the ship count there, and have him express that support to the Florida Congressional delegation. Encourage the Governor to write an official letter of support.
4. Meet with NE Fla. Congressional delegation, affirm support. Follow with letters.
5. Meet with Elected Officials from southern Georgia to offer support of Kings Bay personnel and the missions of military installations in southern Georgia—ask the same support for Jacksonville. Reminder: VA cemetery in Jacksonville supports areas that include southern Georgia.
6. Early in term meet with Camden County military supporters (they have already offered to host) and synchronize efforts with them. They already have expressed support for CVN at Mayport.

Building the Defense Contractor and technical company presence in the Jacksonville area-

1. Establish a Task Force comprised of Small and Large businesses established in the area to identify current policy, regulations, and laws that need to be changed in order to make Jacksonville a friendly technical business environment.
2. Partner with Governor's office in their effort to attract defense companies to Florida (This is one of Lt Governor's key issues).
3. When in DC, visit major defense contractors in the area (Boeing, Northrup, BAE, etc.) senior leadership and find out how we are doing and what we can do better. Ask the question "How could we get you to locate some more efforts in the Jacksonville area?"

Tuesday the 21st June 2011

To: Mayor-elect Alvin Brown's Transition Policy Committee: Military Affairs; C/o: Andrea Douglas (*Please distribute this Memo along with the Attachments to Donnie Horner, Bobbie Stein, and Michelle Innes*)

Ms. Douglas- I will be there on Wednesday along with Ms. Jacquelyn Smith, District Director for Congressman Crenshaw; Mr. Glenn Dasher and Doug Register - Members of the Veterans Memorial Center at Jacksonville (“VMCJ”) Leadership Team; and, Mr. Daniel V Hughes, Chairman, Jacksonville National Cemetery Advisory Committee.

A synopsis of the very high-profile project known as the VMCJ is as follows:

- Concerned about veterans and their families, the Jacksonville National Cemetery Advisory Committee in a Cooperative Project with: the Rotary Clubs of Jacksonville; Presidents, Students and Faculty of the University of North Florida (“UNF”) and Florida State College at Jacksonville (“FSCJ”); City of Jacksonville Mayor’s Office / City Council President and Members; U.S. and State Legislators (*both Representatives and Senators*) from Florida and Georgia; and, several prominent National and State Veterans’ Organizations, has commenced the conceptual / architectural design, legal, financial, and organizational formation of the unique VMCJ.
- The VMCJ will be situated on a site adjacent to the main entrance of Jacksonville National Cemetery (“JNC”), on a tract of land owned by the Department of Veterans’ Affairs, and located just north of the Jacksonville International Airport and contiguous to the new Federal Road which is currently on a “fast-track” design phase with the Federal and State Officials (*\$0.8 million already provided by US Congress and sent to Florida DOT for this design phase*).
- The VMCJ’s mission is to preserve the richness of US military history while simultaneously portraying the courage of the men and women who made that history. In addition to providing a place of solace for those who come to the JNC, the VMCJ will educate and illuminate the contributions of those who rest in the cemetery. This facility is designed to be architecturally compatible with the role it represents and the story which it tells.
- During 2010, the VMCJ Leadership Group were at the Capitol Building in Washington DC and met with: a large Florida-Georgia contingent of US Congressmen, Senators, and

their respective Staff Members (*US Representatives Brown, Crenshaw, Kingston, Mica, and Stearns*); *Staff Members of Senators Chambliss, Isakson, LeMieux and Nelson*; and, *with a group of Senior Officials of the National Cemetery Administration-Veterans' Affairs ("NCA")*). The VMCJ Leadership Group received the full support of the Florida-Georgia delegation of Representatives and Senators, obtaining their blessings and endorsements; and, received from the Senior NCA Officials, who were present, their "conceptual approval" of the Project, along with their full commitment that they will immediately expedite the process so as to permit the appropriate NCA staff to execute a long-term, "enhanced-use" land lease regarding the VMCJ facilities.

Also, the VMCJ Leadership Team recently hosted at my offices at JIA the following for a luncheon and briefing on the VMCJ: U.S. Congressman Crenshaw / Congresswoman Brown and their respective staff members; staff members from the Offices of Congressman Mica / Congressman Stearns / Senator Rubio / Senator Nelson; Staff from the State of Florida Lt. Governor's and Military Affairs Offices; Florida DOT Senior Officials; the VMCJ Leadership Committee (*see attachment*); and, owners of key-land parcels adjacent to the JNC.

Warmest regards.

/ Pat Mulvihill



Padraic E. Mulvihill
Director- Rotary Club of North Jacksonville
Member- VMCJ Project Leadership Team
14600 Whirlwind Avenue- Suite 221
Jacksonville International Airport
Jacksonville FL 32218 USA
904.741.0965 x15- Office
904.534.0035- Cell Phone



Design by Glenn Dasher, UVA



Veterans Memorial Center

AT JACKSONVILLE

July 2010

Table of Contents

Cover Letter	1
Executive Summary	2
Our Mission	2
Our Concept	2
Architectural Site Design	4
Design Concept	5
Memorial Center	6
Sacred Space	8
Archive Center	8
Design Vision	9
Community Commitment	11

President and General Andrew Jackson – the namesake of the city of Jacksonville, Florida – eloquently instructed us about the sacrifice required for the defense of our country:



“Every good citizen makes his country’s honor his own, and cherishes it not only as precious but as sacred. He is willing to risk his life in its defense and is conscious that he gains protection while he gives it.”

We intend to be Jackson’s good citizens by making our country’s honor our own with the creation of the Veterans Memorial Center. We choose to cherish both as precious and sacred those who risked their lives in our country’s defense. This is the legacy that our proposed Veterans Center intends to carry forward. Our mission aims to portray and preserve the richness of our military history as well as the courage of the men and women who made that history.

In addition to providing a place of solace for those who come to the Jacksonville National Cemetery to grieve, we also desire to educate and illuminate the contributions of those who rest in the cemetery, as well as those in Northeast Florida and South Georgia who sacrificed lives, limbs and opportunities to protect our nation.

The Jacksonville National Cemetery Advisory Committee, the Rotary Club of North Jacksonville, and students and faculty of the University of North Florida have undertaken the task of building this memorial on a site adjacent to the Jacksonville National Cemetery, on property owned by the Department of Veterans Affairs.

This community of citizens believes in President Jackson’s admonition that we all must clearly understand that our protection of the American way of life is a direct result of those who took a risk and gave us protection.


Daniel V. Hughes

Chair, Jacksonville National Cemetery Advisory Committee

Executive Summary

Our Mission

To memorialize the sacrifices of military veterans and their families in the protection and preservation of our nation's freedom, we are providing a center that offers a solemn respite for remembrance. The memorial also provides educational opportunities for the public in order to build a greater appreciation and understanding of the role of our armed forces in the pursuit of peace.

Our Concept

To accomplish our mission we propose to design, construct and operate the Veterans Memorial Center at Jacksonville on a site adjacent to the cemetery on property owned by the Department of Veterans Affairs.



Design by Glen Dasher, AIA

The proposed Memorial Center serves two distinct constituents

Of significant importance is meeting the reverential needs of those who come to bury or honor specific veterans. Families and loved ones; friends and compatriots have a place to gather and reflect in a solemn and appropriate location.

Also being served is the broader public audience of visitors who come to better understand the contributions and accomplishments of our armed forces. These visitors come to the memorial center in the form of tour groups, school field trips, clubs and associations, history and military buffs, community residents and tourists.

While seemingly incongruent, these disparate groups coexist in the facility because of the sensitivity in the Center's planned design.

The Center reflects its mission by being architecturally compatible with the role it represents and the story it tells. It is functional, purposeful, sustainable and dignified.

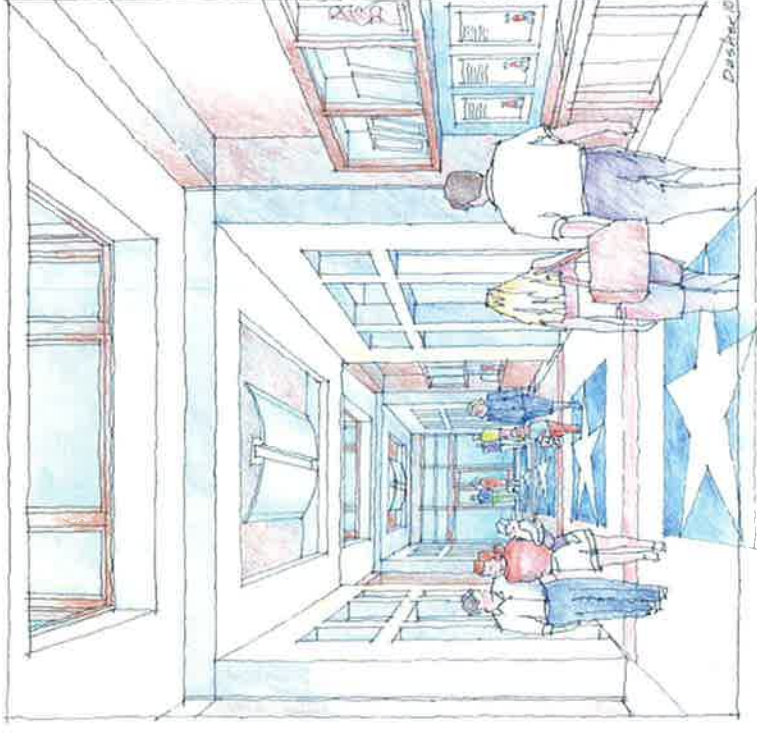
More about Serving Our Constituents

We refer to these two audiences as the Honor Visitor and the Public Visitor.

Honor Visitors are the families and friends who come to bury and honor a veteran at the cemetery. They may need a place to gather, to confer or to interact with each other or with clergy. They may just need time for themselves. Consequently they are separated from the public visitor.

The Memorial Center's architectural design provides for these separate needs (see Architectural and Site Design)

Public Visitors are there to learn, appreciate and to take away a better understanding of the relevance of the cemetery and the men and women who were buried there. In this role, the memorial center acts as part learning center, museum, exhibition and forum. To meet the public visitor's expectations, the Center engages in a different role. To this audience the Center is an interesting, intriguing and involving information center. It presents itself somewhat as a museum but provides the resources of a learning center.



Memorial Hall

Architectural and Site Design

Location

The new Jacksonville National Cemetery is the compelling reminder of the sacrifices and commitment of the brave men and women of the armed forces.

Integrating the Veterans Memorial Center at Jacksonville with the Jacksonville National Cemetery is practical, logical and appropriate. It affords convenient access to expected large numbers of national cemetery visitors.

Site

- The proposed site of the Memorial Center is located near the main entrance to the National Cemetery on the southeast side of Lannie Road.
- This area is not expected to be developed within the next 100 years, according to the National Cemetery Master Plan.
- The Lannie Road-Ethel Road intersection offers easy access and high visibility to both the cemetery and the proposed Memorial Center site.
- Both roads are slow speed municipal roadways and are easily located from Interstate 95.
- This proposed site also permits a sightline design emphasizing the vista of the cemetery, thus keeping the national cemetery and the Memorial Center visually attached.
- The overall site is 50 acres and 30 are currently being shown for this project.



The Design Vision

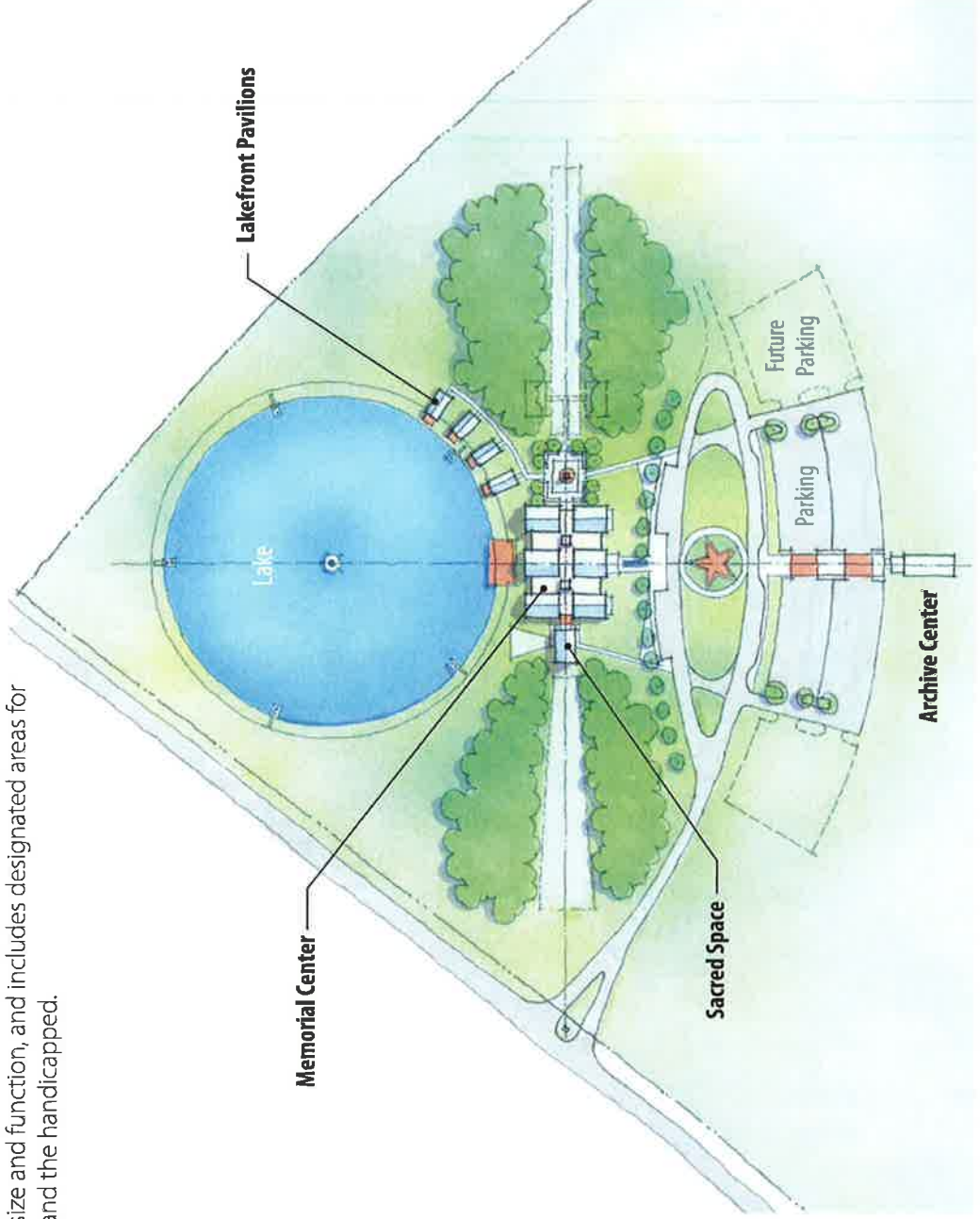
features a large landscaped lake in the northeast corner of the site with the memorial center building adjacent to the lake, along the southeast side. Parking is located behind the building on the southeast side. Such an arrangement creates an attractive and functional water feature showcasing the building from the various approaches. As designed, the building is on an axis with the American flag at the center of the cemetery.

Parking is configured to meet the attendance requirements for a building of this size and function, and includes designated areas for buses, coaches and the handicapped.

Building Design

Four primary buildings are at the heart of the design of the Veterans Memorial Center at Jacksonville.

- **Memorial Center**
16,000 sq. ft.
- **Archive Center**
2,300 sq. ft.
- **Sacred Space**
900 sq. ft.
- **Lakefront Pavilions**
Four(4) at 900 sq. ft. each



Memorial Center (Main Building)

The main building provides an entrance lobby and reception area, three exhibition rooms, a multi-purpose room, restrooms and office/utilities.

The design objectives of the memorial center's main building are guided by the tenets of the mission statement. Thoughtful and respectful design seeks to merge both dignity and education into a memorable experience for the Center's visitors.

At its foundation, the design recognizes both the emotional experience and transformative journey through a history of military events. The design includes elements of a learning center within a museum-like setting.

A quiet contemplative space concludes this journey allowing the visitors an opportunity for introspection and personal reflection.

In general, the Memorial Center is zoned into four areas:

-  Entry Area,
-  Exhibition Areas
-  Contemplative Area
-  Support Area



Entry Area

A large lobby serves as a gathering and reception area. The entry area is the access point for the educational aspects of the center.

There is also designated retail space in this vicinity for flowers, gifts, remembrances, books, etc.

Exhibition Areas

Three exhibition spaces are linked across the width of the building. Each room is configured for exhibition display with appropriate lighting, graphic areas, multi-media and environmental control. The exhibition rooms are similar to a museum's use of displays, artifacts, collections and media for the purpose of educating and enlightening the visitor.

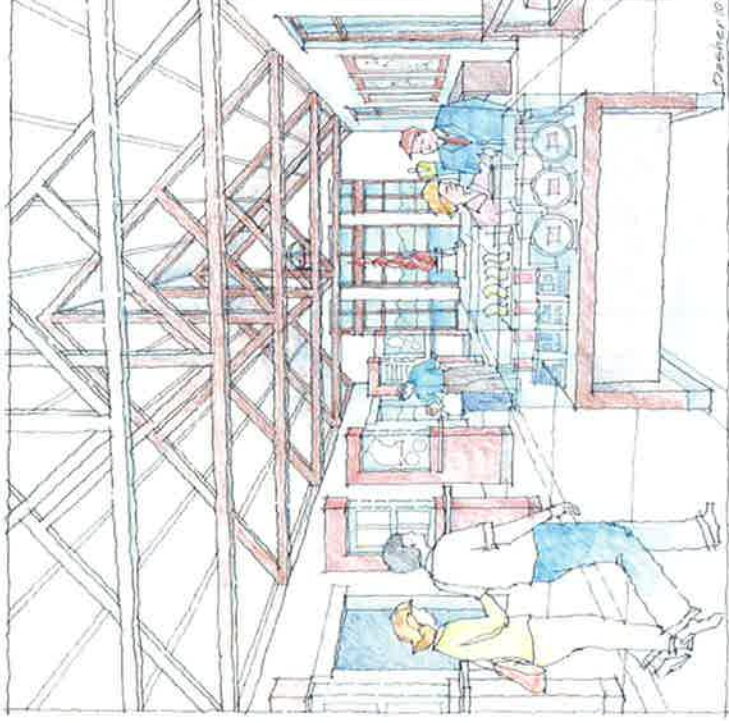
Conceptually these areas are designed to be modular such that they are capable of being further subdivided into themed or special event areas, e.g., Land, Sea, and Air, historical timelines, military branches, anniversary exhibitions, etc.

Smaller ante-rooms are available for more focused multi-media audio/visual presentations.

The main hall is also served by a multi-purpose room that can be used for meetings, family gatherings and special events.

Contemplative Area

The conclusion of the public visitor's sequence is a solemn garden-like space focusing the visitor's attention back to the cemetery and the centerpiece American flag. This contemplative space extends to outside areas to allow for personal reflections and produces a re-connection to the close-by cemetery.

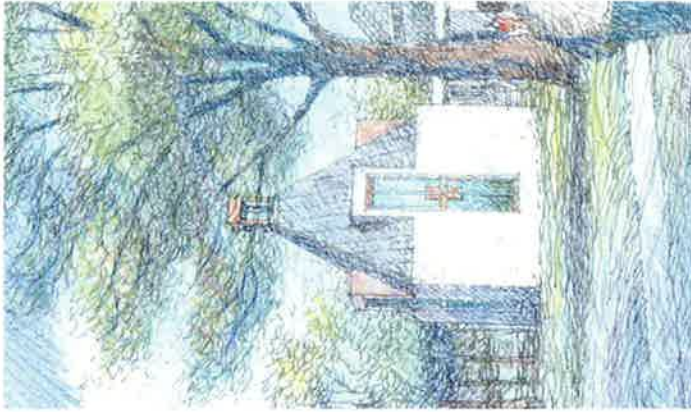


Exhibition Space

Commemorative Sacred Space

The non-denominational Commemorative Sacred Space adjacent to the main building is semi-detached. While physically separated, it is nevertheless linked to the main building and its exhibition areas.

This area serves the Honor Visitor. Its chapel-like private space is respectful of the personal needs of family and mourners. It is a place where families meet together with friends or clergy. It is separated from the general public area.



Additionally, there is the potential of larger pavilion rooms around the pool/lake to meet the needs of larger groups wanting to be together or have receptions but not be intermixed with the general public.

From the Memorial Center's perspective, the needs of the Honor Visitor are simply defined, e.g., a place to gather and share... comfortable, compassionate, contemplative with a degree of privacy.

A stained glass window dedicated to the "Four Chaplains" is planned to be installed as a part of the main window.

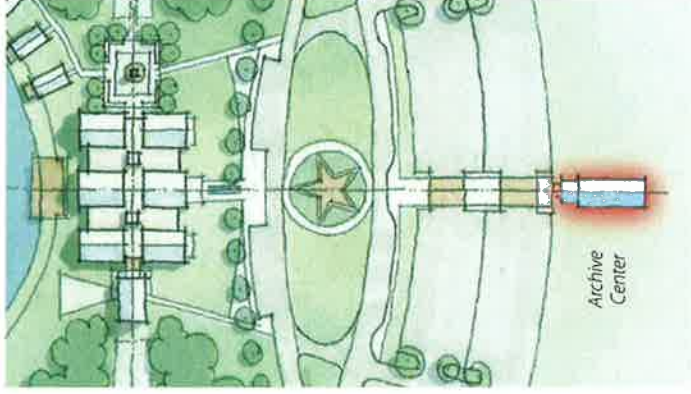


Archive Center

A stand alone Archive Center building opposite the Memorial Center serves as conservatory and storage for memorabilia collected by the Center or contributed by the public.

The building is on the opposite side of the parking area from the main building. This facility receives, processes, conserves, and archives historically significant artifacts. It is anticipated that some families will donate these artifacts and want them preserved. The Archive building is a secure place to house these items. In doing so, it becomes an extension of the educational component of the Memorial Center by frequently providing exhibition materials.

The Archive Center building is designed to be in architectural harmony with the surrounding Memorial Center architecture although not necessarily subscribing to any particular style. It is designed to be timeless, durable, attractive, restrained and sustainable with appropriate environmental and security controls.



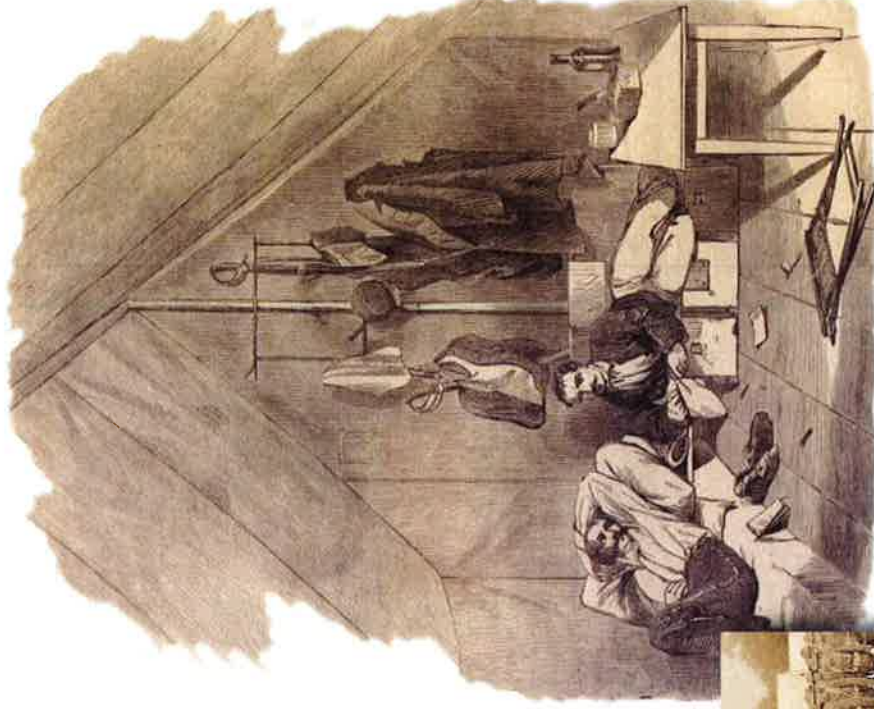
Design Concept

The Memorial Center building expresses to its visitors something more than its obvious physical appearance. Its architecture is its mission. Its design is its purpose. The building's concept accomplishes this through the use of visual queues and associations that visitors readily recognize and appreciate even if subconsciously.

The primary notion for the building comes from an historic image of a military encampment during the Civil War. Through decades of war and conflicts such encampments evolved. Elements of those early bases are the design roots of modern military base camps. The base camp is home to the soldiers in between their maneuvers. It is a place to regroup, rest and reflect. This icon represents a refuge away from the field of battle.

The new Memorial Center embraces all of these feelings.

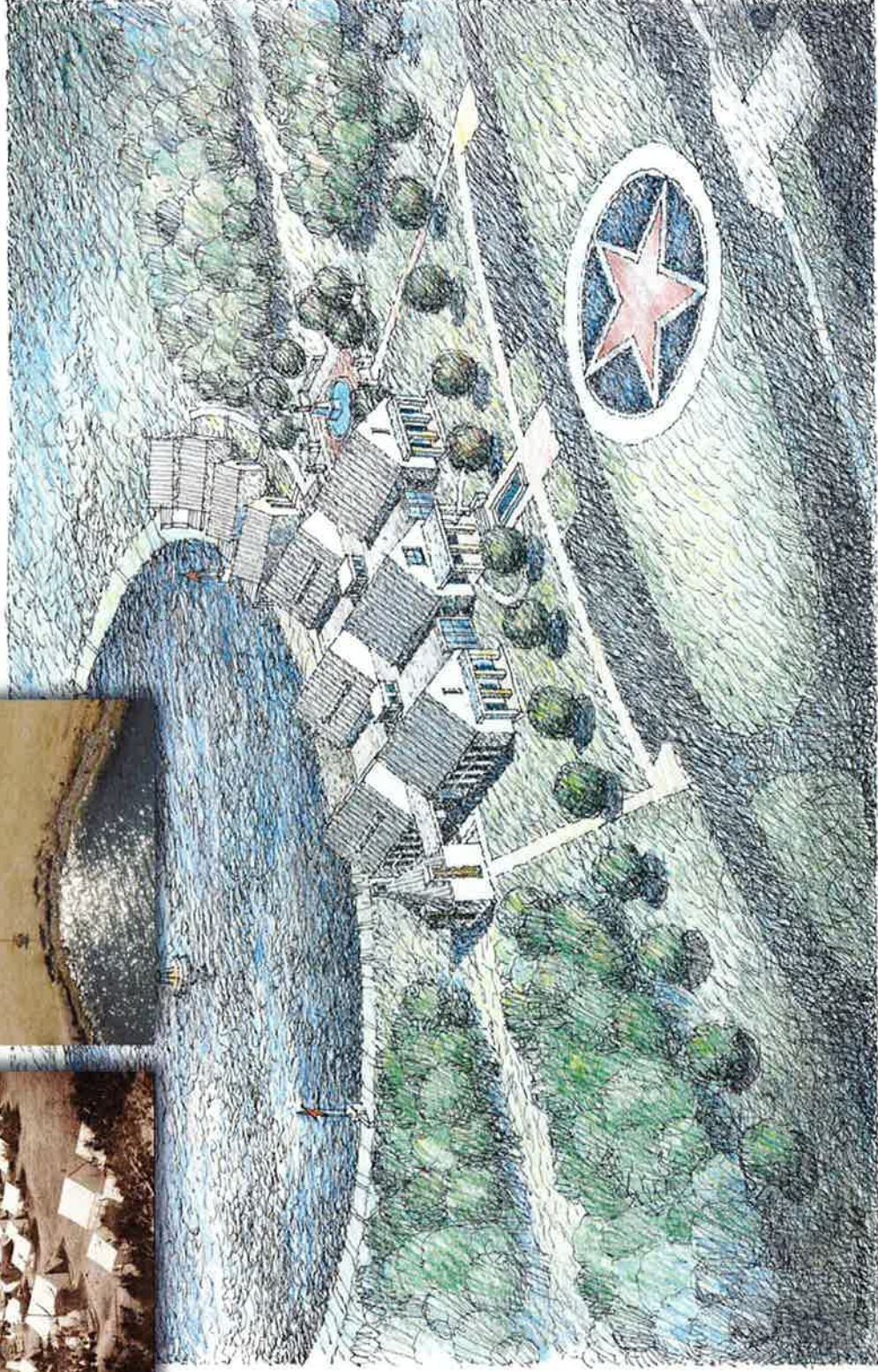
Visually the camp is defined by rows of white tents organized in simple but precision order. The protection of common gable roofs reinforces a sense of home. Soldiers return home together for one last time to their final safe haven. Here they are remembered and honored for their sacrifices by families, friends and future generations.



The main building is stylized by six conceptual tents organized into three rows representing the land, sea and air. Three sections of the building serve as exhibit areas and provide a vista across the water towards the national cemetery. The three sections facing the entrance to the south provide spaces for the support functions for the building.



The tents are connected to a central spine characterized as Memorial Hall, which celebrates the five divisions of our military. This central gathering space, accented by skylights, connects the chapel-like area to the west with an exterior courtyard to the east. The sacred space serves as the primary reflection space for the building. It is dedicated to the Four U.S. Chaplains of World War II, who gave their lives to save the lives of soldiers en route to war. The chaplains are memorialized in the images of a large stained glass chapel window. A formal botanical garden and arboretum then leads down to the waterside pavilions where families or groups can hold private gatherings.



Community Commitment

The success of this project is growing out of a strong foundation of professional guidance, business acumen and an even stronger volunteer and community commitment. The Jacksonville National Cemetery Advisory Committee, The Rotary Club of North Jacksonville, University of North Florida and scores of regional military and veteran's related organizations in both Florida and Georgia are already committed to moving this project from an architect's drawing board to a tangible commemoration of those who made the ultimate commitment for our country.



Illustrations - Dasher Hurst - Graphic Design - Prosser Hollock



City of Jacksonville

Mayor's Transition Team Operations & Infrastructure Committee

Recommendations to Mayor Alvin Brown

Presented to Mayor Brown on August 8, 2011

Operations & Infrastructure Committee

Table of Contents

Executive Summary	p. 3
Recommendations	
1. Strategic Cost Management	p. 4
a. Budget Transparency	p. 5
b. Administrative Services	p. 5
c. Outsourcing Information Technology	p. 5
d. Consolidating Information Technology	p. 6
e. Lean	p. 7
2. Construction Contract Administration	p. 8
3. Jacksonville Small & Emerging Business Program	p. 8
4. Fleet Management	p. 9
5. Recycling	p. 11
6. Internship Program	p. 11
Appendix	p. 13

Committee Members

Rick Cox, Co-Chair	Lad Daniels
Neil Henrichsen, Co-Chair	Curtis Hart
Bruce Barcelo	Matt Kane
Jerry Bussell	Ren Mohan
Kenneth Covington	

Staff

Jennifer Savage, Public Information Office
Mary Lawson, Administrative Services Division

Executive Summary

The Operations & Infrastructure Committee was charged with identifying new opportunities for improving the effectiveness and efficiency of municipal service delivery. Specifically, this charge included: examining which city departments are doing a good job and which departments could be improved; identifying functions that could be outsourced or consolidated; and determining valuable metrics to evaluate progress and improvement.

The Committee conducted four meetings to hear from city subject matter experts and outside technical resources to build a basis of knowledge of city operations and infrastructure, identify challenges and opportunities for improvement and look at industry-wide best practices. City staff presenters at these meetings included the chief administrative officer, the director of public works, the chief information officer, the chief financial officer and the fleet management division chief. Other speakers included: Sheriff John Rutherford, Jacksonville Sheriff's Office; Fire Chief Charles Moreland, Jacksonville Fire & Rescue Department; Greg Strong, Northeast Florida District Director for the Department of Environmental Protection; and representatives from JEA. Representatives from FIS and Capco also provided an overview of strategic cost management. Additionally, the members of the Committee lent their various talents, expertise and experience to the effort.

Overall, the Committee believes that the city's operations and infrastructure must undergo a full, unbiased study of how costs are managed. Emerging from the many discussions had on this topic and spanning several departments was a sense of frustration with a lack of transparency, either real or perceived, throughout the departmental budget process. More specifically, the Committee determined that the budget process within the city has created little clarity regarding internal service charges, which has not allowed end-users of city operations to know what costs their departments are incurring. This is engendering a level of hostility to the city service provider and a lack of understanding of the budget process. As a result, the Committee is recommending a long-term study of this process to: determine how the process can be improved; identify efficiencies that can be gained; and strengthen the relationship among city departments, so that the city can provide top-notch services to Jacksonville's residents. In addition to exploring budget transparency, this study would also examine consolidating further services under the administrative services division, streamlining the information technology department and instituting a comprehensive Lean strategy for continuous improvement, as detailed further in the attached recommendations.

The Committee narrowed its remaining recommendations to the following: enhancing construction contract administration; building on the Jacksonville Small & Emerging Business program; identifying savings in fleet management; increasing recycling revenues; and developing an operations internship program.

Recommendations

1. Strategic Cost Management Study*

High-level Issues

- Lack of visibility and understanding of the chargeback methodology on various shared services is preventing the appropriate dialogue around strategic cost management (SCM). SCM is the balancing of short-term, tactical cost reduction initiatives with longer-term, sustainable cost management programs.
- The current shared services chargeback methodology, along with the perceived level of fixed personnel costs, is contributing to the perception that a very small portion of the expense base is controllable.
- While the implementation of an enterprise resource plan (ERP) will be helpful longer term, it does not address the immediate need for visibility and information to create dialogue and surface quick transformational opportunities for cutting costs to balance the budget and improving the delivery of services.

Items Accomplished in First 100 Days

- Identify supply and demand strategic sourcing opportunities for transformation via strategic cost management.
- Create visibility and dialogue around shared services chargebacks and identify opportunities.
- Deliver quick hit requests for proposal (RFPs) requiring fast turnaround execution for “budget balancing” efficiency gains from process improvements (“Shift & Fix”) in infrastructure and business processing outsourcing.

Items Accomplished in First Six Months

- Complete service level reviews and project portfolio rationalizations.
- Begin excess capacity optimization.
- Begin operations and technology simplification and optimization.

Items Accomplished in Two-Four Years

- Fully establish a chargeback framework and process along with further shared service consolidations.
- Create incentives and a culture of continuous improvement.
- Complete organizational de-layering and alignment (span of control).

**Part of this strategic cost management study should include exploring in more detail budget transparency, the feasibility of further consolidating administrative services, streamlining information technology and implementing Lean strategies, as outlined on the following pages.*

1a. Budget Transparency

High-level Issues

- The budget process must be transparent, both to taxpayers and departmental leaders.

Items Accomplished in First 100 Days

- Review processes in place for city budgeting.

Items Accomplished in First Six Months

- Provide assurances that the budgeting for specific agencies is accurate and that central services are allocated at cost.

Items Accomplished in Two-Four Years

n/a

1b. Consolidating Administrative Services

High-level Issues

- Further review and study is required to determine whether there can be cost savings and efficiencies achieved by moving administrative functions from JSO and JFRD to the administrative services division.

Items Accomplished in First 100 Days

n/a

Items Accomplished in First Six Months

- Further study of cost savings and efficiencies for integration of JSO and JFRD into the administrative services division.

Items Accomplished in Two-Four Years

n/a

1c. Outsourcing Information Technology

High-level Issues

- Explore the benefit of moving the email system (Exchange) into the Cloud to save money.
- Encourage more independent agencies to adopt and migrate their telephony solution to voice over Internet protocol (VoIP) to achieve cost savings associated with moving to a single manageable network.
- As outsourcing is most successful when a system approaches its end of service life, when any system approaches an end of service life, the feasibility of outsourcing should be explored.

Items Accomplished in First 100 Days

n/a

Items Accomplished in First Six Months

- Be at a point where a decision can be made on moving the email system into the cloud.

Items Accomplished in Two-Four Years

- Migrate all agencies onto the VoIP telephony system.

1d. Consolidating Information Technology

High-level Issues

- The true cost of outlier-based information technology (IT) vs. centralized IT is very hard to determine as the data is descriptive, granular and in hard to understand accounting systems/methodology.
- Disparate data is maintained (a) on difficult to integrate/ old systems and (2) by decentralized business functions. One version of the truth is needed.
- Disparate data centers are maintaining citizens' data.
- Purchasing agreements are not at city level but at groups' level. As individual groups negotiate agreements, volume discounting is not fully utilized.
- Visibility into citizens' feedback and issues is not readily available to key stakeholders and decision makers.
- IT has been viewed as a tactical support function rather than as citizens' services enabler (exception: Sheriff's office believes information is central to its operations).

Items Accomplished in First 100 Days

- Implement a COJ data management function that considers all COJ data as the peoples' asset. This is critical for accurate accountability and financial reporting. This will include the current applications rationalization process.
- Implement the recommendations in the Gartner Consolidation Study report for data center, desktops, print and contracts, while ensuring the involvement of user community in every phase.
- Develop/continue the outsourcing plan that considers components of IT that are citizen core services versus otherwise. Core systems examples include city operations, fire, police and taxes.
- Develop a plan to upgrade contact center scope to provide the voice of the citizen dashboard and stronger customer relationship among the mayor and his key stakeholders.

Items Accomplished in First Six Months

- Conduct further study, including end-user input, on consolidating purchasing agreements for all IT purchases under COJ. Examples: Microsoft, Oracle, Cisco.

- Recommend an ERP solution for centralizing key citizen data assets with user community participation.
- Leverage new technologies:
 - Cloud computing
 - Data management
 - Social media
- Consolidate all outlier data center operations to COJ data center with user community participation.

Items Accomplished in Two-Four Years

- Outsource IT functions that are not considered to support city's core functions. Example: human resources, printing, data center operations etc.
- ITD viewed as an enabler of city government.
 - Common data management function provides horizontal views of data enabling integrated processes.
 - Social computing provides proactive information about citizen issues.
 - Procurement systems and taxpayer/financial/accounting systems are streamlined and integrated.

1e. Lean

High-level Issues

- Given today's challenging financial economic climate, which is significantly impacting the City of Jacksonville's financial stability, any opportunity to eliminate waste, reduce cost and improve customer service must be implemented.
- One such opportunity would be to implement a Lean government strategy to dramatically improve the effectiveness of processes throughout government. Lean is a proven, systematic approach that has been utilized in the private sector to achieve world-class results in terms of operational excellence. The Lean philosophy and approach is essentially about continuous improvement and respect for people. It fits perfectly with Mayor Brown's one city, one vision strategy.

Items Accomplished in First 100 Days

n/a

Items Accomplished in First Six Months

n/a

Items Accomplished in Two-Four Years

- Implement a Lean strategy citywide that will eliminate waste, reduce cost, improve service and improve employee engagement and morale. Doing so would make Jacksonville the first city in the world to fully embrace this

approach, and will attract economic development and provide many other major benefits.

2. Construction Contract Administration

High-level Issues

- Training as a professional contract administrator must be given to any employee serving in that role.
- Explore centralizing contract administration functions into one department.
- Limit construction contract change orders to 5 percent of contract to be more in line with industry standards. Currently, the average amount of change orders on city construction contracts is 16 percent.

Items Accomplished in First 100 Days

- Limit change orders to 5 percent of contract to be in line with industry standards. Currently, the average amount of change orders on city construction contracts is 16 percent.

Items Accomplished in First Six Months

n/a

Items Accomplished in Two-Four Years

- If change orders are limited to 5 percent, the city could see a savings of more than \$15 million over a three-year period, assuming the same level of contracts as the past three years.

3. Jacksonville Small & Emerging Business

High-level Issues

- The components of the Jacksonville Small & Emerging Business (JSEB) program have made significant strides to overcome barriers for small businesses to participate in the city's procurement process. JSEB assistance should be continued and enhanced to immediately create more jobs. In particular, opportunities exist in access to capital, continuing education, data collection and contract compliance.

Items Accomplished in First 100 Days

- Mayor can help solicit increased access to capital funding availability from banks and independent authorities.
- Mayor can give direction and vision for desired outcomes for JSEB program.
- Increase utilization by advocating benefits to JSEBs that are awarded contracts.

Items Accomplished in First Six Months

- Close deals on increased funding to access to capital.

- Ensure relevant audit recommendations are being met and accentuate most positive components of JSEB program.
- Increase funding pool by getting banks that committed funds to honor commitments and by getting independent agencies to increase their participation amounts.
- Assist JSEBs with effective utilization after funding.
- Review effectiveness of available curriculum.
- Reassess point value requirements.
- Assess needs of individual companies and prescribe value-added steps that may include interjecting administrative support, improving internal accounting processes, altering operation schedules, etc., versus holding a two-hour workshop.
- Implement electronic payment tracking system to support reporting and compliance.

Items Accomplished in Two-Four Years

- Operate a JSEB program that meets and surpasses objectives by increasing contract opportunities and creating jobs.
- Develop businesses that are successfully competing in open bids.
- Integrate all data collection points to ensure timely and accurate reporting.

4. Fleet Management

High-level Issues

- It is clear to the committee that fleet management is a large legacy service function that has significant internal challenges with respect to user-accountability and cost/budget transparency. There is a strong need for a central services function that has the following characteristics:
 - Efficient in its internal operations,
 - Cost-effective in its operations and in driving cost-consciousness back to its governmental customers,
 - Accountable to its internal customers,
 - Strategically managed, and
 - Transparent in its cost and budget outcomes.
- It is clear that – at minimum – there is a dire lack of budgetary accountability: the “accounting” problem. The committee heard of examples of potential over-charging, lack of user-approvals for cost over-runs, charging for warranty repairs, difficulty in following work charges through the two legacy financial systems FAMIS and Maximo, and a general “it’s going to be charged to you anyway” approach taken by the system.
- This “accounting” problem results in no competent assurance that fleet management – and other portions of central services – are not being run to subsidize other operations either within central services or elsewhere within the government.

- It is also clear that there is a larger “systemic” problem. Central services in general seems to operate without budgetary reference to the users. Users have testified of cases in which their usages (in units) had gone down while their charges from central services had increased. Notable examples included workers’ compensation premium costs had significantly increased while injury history had significantly decreased. It was noted that a several million dollar “premium rebate” had been received by central services but had not been passed through to the using agencies.
- During the brief period of review, it was not possible to engage competently the larger question of whether the fleet management function should not be completely outsourced. There is some logic to this position. For instance, in a city of 530 licensed gas stations there may be debate as to whether the City of Jacksonville should be in the internal gas station business, or whether substantial savings might not be made by outsourcing tire supplies, tune-ups, repairs and the like to the broadly available commercial workforce.
- There is substantial evidence that an inter-departmental Lean process could achieve significant savings in fleet management and in other areas of central services.
- Finally, it should be noted that nothing in these findings or recommendations suggest that the managers and supervisors in the central services functions have not been performing their assigned roles diligently, honestly and with care.
- Rather, the strategic questions that should be addressed are not whether the employees are doing a good job but (a) whether we as a city should be in that business or could those functions be performed more properly by the private sector at a market cost and (b) whether internal process changes might yield sufficient improvements in service and cost outcomes.

Items Accomplished in First 100 Days

- Create a mayoral task force to determine whether outsourcing should be considered for the major functions of fleet management.
- Empanel a high-level operational team consisting of leaders from central services, the using agencies and citizen members to generate Lean savings from fleet management and all other areas of central services.
- Conduct a forensic audit of the cost-accounting history of central services functions to ensure that the various functions of central services are not being used to subsidize other operations.

Items Accomplished in First Six Months

- A clear plan for central services that achieves process improvement, cost reduction, greater user-accountability for continued cost savings and greater transparency.
- Significant documented (and publicized) improvements in the above.
- Greater user and public reliability on the central services system.

Items Accomplished in Two-Four Years

Same as above.

5. Recycling

(Barbara Drake, who was invited to but unable to serve as a Committee Member, submitted the recommendations pertaining to reducing recycling costs. These recommendations were reviewed and unanimously approved by the Committee.)

High-level Issues

- Recyclable materials picked up at curbside under the city program are sold to Southland Recycling Services. The current price is \$40 per ton (rounded). The prior price was \$20 per ton, but the contractor was paying \$10. The volume is approximately 25,000 tons per year, which results in \$1,000,000 per year in revenue. There are three issues:
 - The volume set out per home has gone down from the start of the program approximately 15 years ago, while the number of residences has increased by approximately 70,000 households and additional items are now approved for the recycling program.
 - The citizens have had no motivation or encouragement to set out recycling in years. The media has presented a negative picture (products going to landfill).

- The collection rate per household (times trucks drive by the homes) has tripled (instead of one time per week for garbage, we now have one recycling, one garbage and one yard waste). The collection cost for recycling is \$4,380,000 (FTU article) per year.

Items Accomplished in First 100 Days

- Mayor Brown can use his office to motivate citizens to recycle, stressing the direct relationship between recycling and city revenue. Jacksonville's per household recycling rate is much lower than the national average for similar programs. The volume and revenue could be doubled through a change in attitude with an inspirational message.

Items Accomplished in First Six Months

- Study options to reduce collection costs and / or privatize for all solid waste programs. Consider other collection frequency options.

Items Accomplished in Two-Four Years

- Implement solid waste collection cost reduction plan.

6. Operations Internship Program

High-level Issues

- There is a need for internship opportunities throughout COJ operations. Currently, operations has only a summer paid job program for fleet management. The local universities/colleges and high schools can be

coordinated into a "COJ Government Internship Program" that allows experience for credit in areas such as public information, administrative, construction, etc. COJ gains by having interested and motivated student workers to perform necessary tasks while students gain valuable and resume building experience.

Items Accomplished in First 100 Days

- Implementation of the COJ Government Internship Program.

Items Accomplished in First Six Months

n/a

Items Accomplished in Two-Four Years

n/a

Appendix

By Recommendation

- 1) Strategic Cost Management
 - a) FIS Transformation "Illuminate and Eliminate Problems"
 - b) FIS "Our Approach to Outsourcing"

- 2) Outsourcing Information Technology
 - a) Cloud Computing PowerPoint
 - b) COJ Data Center Strategy
 - c) VoIP Strategic Plan
 - d) MEO Metro-Ethernet and VoIP Upgrade
 - e) Radio Revenue – State Statute, Section 318.21, Memo
 - f) COJ Email Hosting Strategy

- 3) Consolidating Information Technology
 - a) ITD Budget Overview
 - b) ITD Consolidation Discussion
 - c) Centralized Government IT Memo
 - d) APR Overview
 - e) TechValue Newsletter

- 4) Jacksonville Small & Emerging Business Program
 - a) Jacksonville Small & Emerging Business Program, 2009-10 Annual Report

Pension Transition Committee Report

Presented to Mayor Brown on August 8, 2011

Introduction

It is with a strong sense of urgency that we report to the mayor our findings and recommendations regarding the City of Jacksonville's defined benefit pension system. The combination of pension fund deficits (unfunded actuarial accrued liabilities, or UAAL) for the total of all city plans was last reported to be over \$1.6 billion. It is expected that Jacksonville's pension costs could skyrocket by more than 50% in the next 5 years if the current pension structure remains in place.

State law requires an actuarial study for each pension plan on a three year rolling basis. The last accepted actuarial studies were completed in September of 2008, prior to a large decline in the stock markets. Since that time, our pension funds may have underperformed the 8.4% to 8.5% expected rates of return, which could increase the pension deficit from the current \$1.6 billion estimation. It is expected that the new actuarial studies will require an increase in pension funding ranging from 10%-50% more (ie: \$132 million to \$180 million) for the 2012-2013 city budget, which is to be completed in 12 months.

This large range of expected increase is based upon the results of the actuarial assumptions which, in the last 10 years, have been quite inaccurate. This has resulted in the 22 year performance of the PFPF (8.26% per year) having lagged the expected return (8.5% per year), as an example. If we, responsibly, adjust the assumptions to more accurately represent the current economic and investment environment, we risk increasing costs by over 50% for the next city budget. With all factors being considered, it is a reasonable expectation that current pension cost projections for the 2012-13 Budget are far less than the actual costs will be upon completion of the new actuarial study.

A new state statute (SB 1128) requires that all municipal defined benefit pension plans provide additional actuarial reports which use the Florida Retirement System (FRS) assumed rate of return of 7.75%. If a defined benefit pension plans already uses the 7.75% assumed rate of return, or lower, no additional report is necessary. Currently, our plans use the aggressive assumption of an 8.4% expected average return for the General Employees Pension Plan (GEPP) and an 8.5% expected average return for the Police and Fire Pension Fund (PFPF). Using the rate established by FRS could increase the aforementioned pension costs by more than 10%.

Jacksonville faces both a short term and a long term crisis as the escalating costs of pensions are projected to increase with significant volume and velocity over the next 20 years. The bear market has affected the FRS and local pension funds across the state. At present, Jacksonville's pension plans (primarily PFPF) are less funded than others across Florida. Our PFPF is 48.8% funded while comparable Police and Fire Pension Plans in the state of Florida are 83% funded on average, according to data provided by our Police and Fire Pension Plan. The next least well funded Police and Fire Pension Plan is in Miami (62% Funded), which is moving to a defined contribution plan.

According to Jim Linn of Lewis, Longman & Walker, P.A., "Public pension plans in Florida are in better shape than those in many other states because Florida law requires that public pension plans be funded on a 'sound actuarial basis'....in 2009, average annual pension costs for Florida cities accounted for 8.6% of total expenditures." Unfortunately, in Jacksonville these

facts do not hold true. Our pension plans are weaker than the national average and our costs are, for the 2011-12 fiscal year, 12% of total expenditures and are projected to rise to over 18% of revenue for the 2015-16 fiscal year (under current assumptions and projections which might be more conservative than the November 2011 report), if left unchecked. This could mean our pension costs would grow from \$118 million this fiscal year to more than \$180 million by 2016.

Without a substantial increase in city revenues (greater than 35% in the next four years), which is not possible without significant change in the current economic environment, the City of Jacksonville could be forced to reduce all other city services by 10% to 25% to compensate for the growing pension obligation problem.

Inaccurate actuarial assumptions and the granting of retroactive benefits are among reasons that have contributed to Jacksonville's pension problem. A debate also exists as to whether the city has taken "pension holidays". This committee does not attribute funding issues to any so-called pension holidays. The PFPF enjoys an independent structure which makes it responsible for projecting its pension costs (actuarial assumptions), managing its investments and billing the city exactly what it believe will cover its costs. The city has paid this "bill" at 100% or more for every year over the last 32 years. In fact, in the last 20 years the PFPF was near 100% funding. The "pension holiday" issue relates to the city not paying more than the PFPF requested, which is an illogical reason to be so far under-funded. The PFPF has a responsibility to apply accurate assumptions to its plan in order to properly fund it.

It is important to note that more than 1,000 city employees were excluded from the city's defined benefit pension and enrolled into the Social Security system over a long period of time. The employees have since been enrolled into the City's defined benefit pension plan, at a cost which will be added to the previous projections. The potential cost is estimated to be as high as \$50,000,000.

The options which can reduce the current crisis of cost include:

- Reducing benefits for new and current employees
- Increasing employee contributions
- Terminating, freezing or closing current pension plans and setting up lower cost plans

Even if the City alters benefits for new employees, that step may not provide all of the savings required to fund this immediate and fast growing gap in costs without increasing taxes substantially. The City may need to consider the proper level of employee contributions or benefits for current employees.

Executive Summary

- This report serves to provide an outline of the City of Jacksonville's pension plan challenges and a comprehensive list of options to address the pension deficits for Mayor Alvin Brown and the incoming administration to consider.
- The Milliman Pension Funding Index, which consists of the 100 largest corporate pension plans, rose to an overall funding ratio of 87% in June, 2011. The UBS Global Asset Management U.S. Pension Fund Fitness Tracker reports an 85% funding ratio for corporate plans at the end of the second quarter of 2011. It is expected that the PFPF will fall into the 35% to 45% range of funding after the actuarial study in November of 2011, and the GEPP will fall into the 65% to 75% range.
- According to a 2010 analysis of comparable PFPFs in the state of Florida, Jacksonville's PFPF is currently funded at a ratio of roughly 48.8% as compared to an average funded rate of 83% for other comparable cities in Florida. A study of best practices among other pension plans in the state is recommended.
- The vast majority of city's employees are not enrolled in Social Security through the city.
- A review of the governance policies of the pension plans could serve to improve strategic decision making, cost structure and reduce conflicts of interest which jeopardize the quality of fiduciary oversight.
- The city has benefited from using inaccurate actuarial assumptions in the GEPP because it can lower immediate and "projected" pension costs at the risk of future city budgets footing the bill. In the case of the PFPF, inaccurate assumptions can fail to capture the true cost of additional benefits.
- Maintaining the current review and advisory capacity of the Pension Transition Committee or a similar group of advisors is recommended. The committee would help to provide checks and balances, facilitate taxpayer and participant outreach, encourage transparent and conservative practices, and solicit input from objective resources.
- A review of potential options to fund or reduce the pension deficits can be categorized into two sub-sets. The first sub-set of options include strategies that reduce the cost burden to tax-payers and the city, while the second sub-set includes options that increase the cost burden to tax-payers and the city.
- A Defined Contribution system could serve to reduce costs to tax-payers and employees, align employee interests and benefits with the private sector, avoid budget crises as a result of the correlation between city revenues and pension deficits, and could reduce the potential for political influence to create massive budgetary issues related to employee benefits.
- Multiple national resources estimate that between 80% and 90% of private sector employers offer only defined contribution plans. The United States Bureau of Labor Statistics reports the average wage for private sector workers in the Southeast is \$20.76 in comparison to an average wage for public sector workers of \$32.14. This differential should be considered as defined benefit pensions have proven, in Jacksonville, to cost (on average since 1979) over 50% more than a defined contribution plan.
- People are working longer and living longer, so city benefits should reflect this in order to align public sector employee pensions with tax-payer benefits.

Potential Solutions to the UAAL Pension Deficits

This section is structured to include three primary areas, as recommended by our subject matter experts and our committee, which could serve to reduce or eliminate the funding gap (UAAL Pension Deficits) in our collective pension system. These areas include Governance, Revenue Saving Strategies and Revenue Intensive Strategies.

Governance:

When a pension system has significant funding challenges, a review of the policies, structure and leadership is vital. For example, PFPF employs an independent actuary to provide actuarial assumptions, which will reflect the projected costs of funding. The PFPF makes independent assumptions about retirement age of participants, participant mortality, expected investment returns (8.5%), participant payroll cost and more. The PFPF then uses these assumptions to arrive at the annual cost to the city for their fund. The city has funded this cost at or over 100% every year for at least the last 34 years. Yet, the PFPF is 48.8% funded compared to 75% for the GEPP as the actuarial assumptions for the PFPF have been different from those used in the General Employee Pension Plan (GEPP). It should be noted that the city has not provided additional funding to the GEPP to cause this difference.

The costs of pension and investment management as a percentage of fund assets are about twice as much for the PFPF as compared to the GEPP. The PFPF notes that its employees have responsibilities and duties that exceed those of GEPP staff, and that the costs of the GEPP staff do not reflect the involvement of the City's CFO, Treasurer, Controller and other finance staff which are provided for elsewhere in the budget. It should also be noted that the PFPF could share administrative resources with the GEPP and city finance department to save costs. The PFPF receives an \$8.1 million line item from the city's General Fund Budget. Of the \$8.1 million, \$5.85 million is used for investment expenses which could be reduced as a result of sharing resources with the GEPP. The remaining \$2.25 million goes to expenses which include PFPF salaries (\$804,960 as of FY 2012), a miscellaneous line item, funds for travel, and office equipment and other duplicative costs.

One area that deserves additional examination is the history of PFPF leadership negotiating and authoring city ordinance stipulating increases in retroactive and future benefits for PFPF participants. This could pose a conflict of interest as the legal responsibility of the PFPF is to act as a fiduciary. As a fiduciary, the PFPF must decide upon actuarial assumptions and investment strategies that will provide successful (100%) funding for the PFPF participants. If the PFPF deviates from its legal obligation as fiduciary in order to be a negotiator on behalf of participant benefit increases, it could participate in aggressive practices with long-term fiscal consequences.

The city's unfunded liability was primarily caused by three major contributors: 1) The use of inaccurate actuarial assumptions; 2) The addition of retroactive benefits; 3) The Bear Market.

The market downturn negatively impacted all pension plans. However, Jacksonville remains significantly more under-funded than comparable Florida Public safety plans. In 2010, the Jacksonville PFPF was 58% below average with a mere 48.8% funding while comparable cities managed to average 83% funding status. The PFPF maintains that this disparity in funding is a result of the low PFPF funding level prior to the 2008 bear market. This is indicative of a longer history of poor funding practices by the PFPF than just the recent market.

For private sector comparison, the Milliman Pension Funding Index, which consists of the 100 largest corporate pension plans, rose to an overall funding ratio of 87% in June, 2011. The UBS

Global Asset Management U.S. Pension Fund Fitness Tracker reports an 85% funding ratio for corporate plans at the end of the second quarter of 2011. It is expected that the PFPF will fall into the 35% to 45% range of funding after a new actuarial study in November of 2011, and the GEPP will fall into the 65% to 75% range.

Possibly the most crucial element to the fiduciary duty of our pension fund leadership is an expertise in and careful management of the actuarial assumptions. The current state mandated process requires that the pension funds present their assumptions to the city and the state for approval. The state has a range of assumptions which it will allow. Our pension plans have consistently submitted assumptions that were on the "high end of reasonable". It should be understood by the reader of this report that with less accurate actuarial assumptions (8.5% expected rate of return for PFPF vs. 8.4% for GEPP, 1994 Mortality Tables for PFPF vs. 2000 Mortality Tables for GEPP) the projected costs are muted in the short term, but magnified over time. So, both the city and the pension funds have a conflict of interest as it relates to the actuarial assumptions. The city benefits from inaccurate assumptions because it can save current costs at the risk of future city budgets. The pension funds benefit from inaccurate assumptions because they can make the case that additional benefits could be added at lower projected costs. In fact, retroactive benefits have been added a number of times (i.e.: a participant with 10 years of service who has been accruing a pension at 2% per year has earned a 20% of salary pension calculation. If the pension fund were to add a retroactive benefit accrual of 3% per year of service, they would then automatically have earned 30% of pay without a single dollar being added to the plan to fund it).

Pension Negotiation and Law - The City of Jacksonville has enacted the following pension ordinances, agreements or memoranda of understanding from 1991 through 2006: Ordinance 91-1017 and Signed Agreement; Ordinance 93-1983-1407; Ordinance 93-1983-1407; Ordinance 97-1103-E; Ordinance 2000-1164-E and Signed Agreement; Ordinance 2003-303-E and Unsigned Agreement; Ordinance 2003-1338-E and Unsigned Agreement; Ordinance 2006-508-E and Unsigned Agreement. The Committee is concerned that these previous ordinances and agreements may not be in the best interest of the taxpayers and deserve an intensive review from both a policy and legal perspective to determine their validity.

Reconstitute the GEPP Trustees – The current Trustees of the GEPP consist, primarily, of GEPP participants receiving defined benefit pensions. This potential conflict of interest could be reduced by the appointment of private sector citizens with pension expertise.

Merging the PFPF and GEPP according to State Statutes 175 & 185 – The negotiations over the last few years to reform the PFPF deficits with changes to current employees benefits have been unsuccessful. Should the city refuse the premium taxes (from Duval County residents property and casualty insurance premiums), which currently amount to about \$10,000,000 per year, the PFPF could be eliminated. The duplicative costs of the PFPF would also be eliminated and the administration and management would be assumed by the GEPP personnel. However, the City would need to reduce participant benefits by an additional cost of \$10,000,000 per year as the premium taxes would no longer be available to fund the PFPF.

Transfer Defined Benefit Plans to the Supervision of the Florida Retirement System – A secondary option to the current structure of our pension management systems would be a transfer of authority and management to the State of Florida's "Florida Retirement System". The FRS has been much more successful in managing investments, adopting realistic actuarial assumptions and managing the comprehensive costs as they are spread over a much larger base of assets. Our City pension systems cost more to manage and have been largely unsuccessful in developing realistic actuarial assumptions. Although the objective would be to reduce costs, the pension deficits would still be required to be funded.

Benefit and Funding Management Options for Consideration

A review of the remaining potential options to reduce the pension deficits can be categorized into two sub-sets. In order to provide some clarity to these solutions, sub-set one will be referred to as “Cost Saving Strategies,” while sub-set two will be referred to as “Revenue Intensive Strategies.” The cost saving strategies are aimed at reducing pension costs, while the revenue intensive strategies would be aimed at enhancing revenue.

Cost Saving Strategies:

Freeze Defined Benefit Pension Plan(s) in favor of Defined Contribution Plan(s) – Since 1979 the costs to the city for the GEPP have averaged over 17.5% of payroll and have ranged from 0% to 22.5%. The costs for the PFPF have averaged more than 14% over the same time period, and ranged from 3.5% to 50% of payroll. This volatility in cost is due, primarily to the use of inaccurate actuarial assumptions (i.e.: 8.5% expected rate of return, using out of date mortality tables, etc.) and has led to more aggressive investments in the pension funds and greater risk of a crisis in cost.

In order to transition to a defined contribution plan, the city must enroll employees into Social Security, which costs 6.2% of payroll. If the city were to provide every employee with a 6% of payroll contribution benefit, the cost to the city for a defined contribution plan would be 12.2% of payroll. This would change the cost to the city from a variable cost to a fixed cost. The liability to the city would be contained to the fixed cost and fluctuations in investment markets would cease to jeopardize other city resources during times of economic and financial hardship for taxpayers. Employees would not feel obligated to remain in a position out of concern of losing pension benefits. Employees could retire or transition more freely. As 80% to 90% of private sector companies do not provide a defined benefit pension, this would create more equal footing between public and private sector benefits.

A defined benefit pension plan is able to spread costs over the entire projected lifespan of its participants. By freezing the defined benefit pension plans, the timeline of costs to fully fund the pension plan is reduced and the number of active workers contributing to the plan slowly decreases. The short term costs to the city could be significant, while the long term costs are significantly reduced. According to the United States Bureau of Labor Statistics, the average wage for private sector workers in the Southeast is \$20.76 in comparison to an average wage for public sector workers of \$32.14. This should be considered as defined benefit pensions have proven to cost (on average since 1979) 50% more than a defined contribution plan.

Hybrid Defined Benefit/Defined Contribution “Share Plan” – This would entail a reduction of defined benefits (as listed in the proceeding section) to a level which the city budget could afford, even in difficult economic periods, with a specified contribution being made to a Defined Contribution plan for employees. For example: using the premium taxes provided under Chapter 175 and Chapter 185, Florida Statutes for Fire and Police participants to fund defined contribution accounts while still providing a minimum defined benefit.

Separate Benefits Tracks among Different Divisions of City Government –The private competitors of JEA do not, largely, provide defined benefit plans. If JEA had the authority to increase employee incomes and decrease benefit costs, it might increase its competitiveness in the marketplace for intellectual and leadership capital. The same may not be true for certain segments of JEA's workforce or, for that matter, other divisions of city government. An objective review of benefits provided by competitors to each division of the city is recommended to

determine what constitutes a competitive hiring practice. An independent group should provide this objective analysis as current employees likely have a conflict of interest.

Prohibit Retroactive Benefit Increases – The practice of retroactive benefit increases should be completely abolished. The additional burdens, added at times when the funds were not fully funded have compounded our current crisis and have complicated reform in such a way that the previous City Council members spent two years attempting to repeal these added benefits for current employees without success.

Reduction of Payroll Costs – Through the reduction of salaries or total number of employees, the amount of the pension deficits can be reduced. This should be considered a secondary alternative in the event that the pension funds continue to be unwilling to reduce the retroactively added benefits that have contributed to the deficits.

Increase the Retirement Age for City Workers to Match Social Security Age – As people are living longer, the costs for pensions are escalating due to some employees collecting pension payments for a longer period of time than they were working. Some employees can retire in their early 40s in Jacksonville (after working 20 years) and collect a pension for 40 to 50 years more. General Employees can retire at 55 with 20 years of service and collect a pension for 25-30 years. Social Security can begin as early as 62 with a reduced payment and at 66 with full payment. This would match public sector benefits with private sector benefits. The shortened pension payment period would provide the city significant cost savings.

Reduce the Benefit Accrual Calculations – This means that workers will be required to work more years to achieve the same pension benefits. For example, Police Officers and Fire Fighters receive 3% of pay for each year of service (i.e.: 20 years of service x 3% = 60% pay). A reduction to 2.5% of pay per year of service would require Police and Fire Fighters to work 24 years to reach 60% of pay and 32 years to reach 80% of pay. General Employees receive 2.5% of pay per year of service. A reduction to 2% per year of service would require workers to complete 30 years of service to reach 60% of pay and 40 years of service to reach 80% of pay. This change also reflects the prevailing trends of longevity of life and career for Jacksonville citizens. The overall cost savings likely project to be significant. The city could benefit from employees working longer by maintaining intellectual capital and institutional memory among city workers.

Increase the Required Match from Salary – General Employees currently match 8% of salary to contribute to their pension plan. Police Officers and Fire Fighters currently match 7% of income into their pension plan. An increase to 10% of income to receive a pension could further defray costs to the city. This puts a greater emphasis on employee participation, similar to the private sector.

Eliminate or Reduce Automatic 75% Survivor Benefit – Significant savings can be derived from requiring pension participants to assume the actuarial costs of providing survivor benefits for their spouses. Presently, all city pension systems provide 75% of participant pensions to one spouse they have been married to for the 12 months prior to their death.

Eliminate or Reduce the Deferred Retirement Option Program (DROP) – During the last five years of a participant's career, they are eligible to participate in the DROP program. This is highlighted by a cost to the city, for that five year period, of paying the employee a full salary while also compensating them with a pension income that is deposited into a special "DROP" account. For Police and Fire participants, an 8.4% guaranteed rate of return is provided for up to 40 years, which is an additional cost to tax-payers during periods when the pension funds do not return 8.4%, such as the previous 10 years. One of many other options is to index the fund's

rate of return to the actual investment returns of the pension fund. There are a number of like municipalities using this practice.

Change the Final Average Pay Calculation – As a part of the formula for determining a participant's pension calculation, an average pay is used. The PFPF, for example, uses the highest two years pay. If the average last 10 years were used, for example, the pension may more accurately reflect the career of the participant.

Reduce, Eliminate, Index or delay the implementation of the 3% Cost of Living Adjustment (COLA) – The compounding 3% costs of the pensions due to the 3% COLA could have been reduced had the COLA been based upon the Consumer Price Index (CPI) or reduced to 2-2.5%. This should be analyzed by the actuary and pension trustees as a source of savings.

Revenue Intensive Strategies:

Pension Obligation Bonds – This city must utilize its municipal bond credit rating to borrow funds for a designated period of time and interest rate. With the proceeds from the debt offering, the pensions would invest into the pension investments. The objective is for the investment returns to exceed the borrowing interest rate in order to make a profit for the pension fund. The city can choose to pay the bond obligations at maturity with either pension funds or city funds. The hope is that the profit from the pension funds would fill some of the pension deficit gap. Over a long period of time, the pension investors would expect the pension investment rates of return to exceed the borrowing costs. This could jeopardize the city's credit rating and borrowing capacity, therefore, hindering its ability to borrow. The pension investors may fail to achieve investment returns in excess of the borrowing rate, thereby increasing the pension deficit (this would have been the case over the last 10 years).

Pension Stabilization Fund – The purpose is similar to a "rainy day" fund as it is intended to fill the deficit gap during periods of negative investment market returns. This strategy could negate the need to draw from city resources or reduce benefits as it can reduce pension deficits by transferring assets to the primary pension fund. This could be considered an additional cost to the tax-payer as it would be funded through a result of excess contributions from the city budget. Another part of the budget may suffer to fund this. Additional funds could be made available, in similar quantity, if the assumed rates of return were lowered, thereby increasing the chances for fund investments to provide excess capital.

Transfer City-owned Real Estate to the Pension Funds – By transferring real estate assets from the city to the pension funds, the city can provide needed stimulus to the funds. The pension funds could sell or lease the properties and use the profits to reduce the pension deficits. The city can dissolve itself of non-tax revenue generating properties and, potentially, find buyers that would be required to pay property taxes. If managed well, the proceeds from this could greatly reduce the pension deficits. Should the pension funds poorly manage the sale or lease of these properties, it would reduce the effectiveness of the deficit reduction as the city is still obligated to fund the gap. Additionally, the city may need the additional property for future municipal development or use. The city's recent transfer of property to the Police and Fire Pension Fund was followed with an additional revenue stream from the General Fund budget to assist the PFPF in the development and management of the properties. The cost to benefit ratio on this transaction may have been less than expected.

Increase the Millage Rate for Property Taxes – It is estimated that a millage increase of 1 mil could reduce over 90% of the pension deficit in a 10 to 20 year period. An increase in the millage rate would greatly offset the pension deficits and provide an additional revenue stream for future projects. As the vast majority of tax-payers do not receive a defined benefit pension, there would be public resentment in the institution of a 1 mil tax increase. Had the pension funds been managed more conservatively, pension benefits would be less and the pension deficits would not be so extreme. Mayor Brown has expressed his opposition to tax increases, and City Council may not see the efficacy of adding more tax-payer funds into a system that has not worked properly.

Decrease the Actuarial Assumed Rates of Return – By decreasing the assumed rate of return on the pension funds from 8.4%/8.5% to 7% or less, the pension funds would be in better position to achieve expected results and this would diminish the chances for future deficits. By lowering the bar for investment returns, the pension funds can invest more conservatively and have a lower probability of future deficits. The costs to the city would increase as the city contribution rate has a negative correlation to expected investment performance. The immediate result would mean an increase in projected costs to the city unless a reduction in benefits was made concurrently. In spite of the additional projected costs, this would be a responsible measure as it would reduce the volatility costs and risks of future deficits.

PFPF to Adopt the Most Current Mortality Tables – By the PFPF adopting the most recent mortality assumptions (year 2000) the fund would be able to more accurately predict the actual cost of the funds unfunded liability. This would aid in the effective management of the fund, while also increasing projected costs.

PFPF and GEPP Salaries – Adopt more realistic salary growth assumptions that more accurately reflect the growth and incomes of participants. This would increase projected cost in the short term, but could provide a more realistic projected cost for the long term.

Institute a Windfall Provision – Should the city receive financial windfalls or one-time revenues, it could use the funds to fund the pension plans. This could provide excess actuarial funding to the pension plans at the expense of other city services.



MAYOR-ELECT BROWN- RECOMMENDATION FORM

- 1. Committee: Personnel**

- 2. Presented to Mayor Brown on August 8, 2011**

- 3. Recommendations:**

The following recommendations have, in part, resulted from conversations with many Jacksonville citizens all of whom have had considerable experience with the city government either as employees or as non-employee users of municipal services. Attached to this report are notes that reflect representative comments and observations made by the people with whom we conferred.

Overall

- To effectively drive the mayor's agenda the relationships among his staff must be characterized by trust, cooperation, openness, and mutual respect, starting with, but not limited to, the relationships of the Chief Administrative Officer (CAO) and the Chief of Staff (COS).
- The CAO, COS, communications director, city council liaison(s), chief economic development officer, and chief education officer are the early priority jobs to fill.
- Given the focus the mayor directed towards both economic development and education, these positions should either report as solid lines to the mayor with strong dotted lines to the COS, or as solid lines to the COS with strong dotted lines to the mayor. With regard to the chief economic development officer, the existing position, executive director of the Jacksonville Economic Development Commission (JEDC), is officially a direct report to the CAO but functionally reports to the mayor. The recommendation of this committee is to formalize the reporting relationship to the mayor either via a direct reporting or strong dotted line relationship. In the opinion of the committee members, the ideal arrangement is for these positions to report directly to the mayor with a strong dotted line to the COS.
- Since a positive rapport with city council will be critical to the mayor's success, the city council liaison(s) must either report directly to the mayor, with a strong dotted line to the COS, or directly to the COS with a strong dotted line to the mayor. This is to insure that the liaison(s) are positioned to speak on behalf of the mayor without the filter of a

- The communications director must work diligently to proactively drive the mayor's message rather than primarily reacting to outside influences. Along with the CAO and COS, he must work to ensure that citizens/taxpayers and representatives of the news media have appropriate access to the mayor. The communications director must also put a structure in place to insure that the mayor's message is aggressively communicated via all forms of media, including social media, thereby allowing the administration to have direct and meaningful communication with Jacksonville citizens.
- Starting in the mayor's office and extending throughout city government, there must be an on-going and concerted effort to attract, develop, and retain high caliber professional talent, based on expertise as opposed to political consideration. The idea of recruiting the "best and the brightest" should pervade all levels of government.
- City staff—from the top to the bottom of the organizational chart--should reflect the geographic, racial, age, and gender diversity of Jacksonville.

Short-term (First 100 days)

- In partnership with the human resources team, staff the administration in a cascading fashion. That is, the COS should be involved in hiring his/her direct staff. Likewise, the CAO should be involved in hiring his/her departmental directors, the departmental directors should be involved in hiring their division chiefs; and the division chiefs should be involved in hiring their staff.
- Conduct a comprehensive review of compensation and benefits for all appointed positions to determine general salary range guidelines, including 25th, 50th, and 75th percentiles.
- Review all departments for possible restructuring or consolidation. Emphasis should be placed on enhancing productivity and efficiency.
- CAO should review each open position to determine the cost/benefit of each.
- CAO should review each deputy director position to determine the cost/benefit of each.
- CAO should review each "appointed employee" position to determine the cost/benefit of each.
- Communications team should implement an aggressive and continuing social media initiative.
- Consider designating a single point of contact for all pension issues.
- Ensure appropriate staffing and expertise for upcoming labor negotiations.
- Consider creating a Parks & Recreation Department as a direct report to the CAO. (See draft organization chart.)
- Consider making the Director of Planning and Development a direct report to the CAO. (See draft organization chart.)
- Consider making the HR function a direct report to the CAO. (Not reflected on draft organization chart.)
- Consider creating three groups to report directly to the Director of Public Works: (1) Capital Projects (construction and engineering), (2) Regulatory and (3) Operations and Maintenance. (See draft organization chart.)

Mid-term (1 year)

- Appoint people to boards and commissions who possess a “big picture” view of their roles to insure their decisions reflect what is good for the entire community, not just what is in the best interest of the board or commission.
- Implement a robust performance appraisal system that targets desired work objectives and demonstrated behaviors, and consistently use the system throughout city government.

Long-term (2 years)

- Collaborate with local colleges and universities to develop a comprehensive internship program. The program should expose young people to areas of interest within government that will help students consider careers in municipal government as viable options.
- Implement a succession plan for key positions to ensure there are well-trained and prepared professionals who can fill key roles as the roles become available. Such an initiative would not only aid in identifying high performers, it would also help the administration in identifying key personnel gaps where local, national, or international talent should be recruited.
- Build upon the current professional development program to reinforce such essential topics as diversity, teamwork, presentation skills, and time management. Ensure that training and development program is aligned with behaviors evaluated in the appraisal system.

6. Budget Implications:

- Every effort should be made to ensure appropriate staffing levels to maximize productivity and efficiency, which will have significant budgetary impact. Immediate cost savings can be gained by:

Commissioning an organizational assessment, perhaps by way of a loaned executive and/or in combination with assessments recommended by one or more other transition committees, to identify potential efficiencies in the staffing structure of the approximately 200 political appointees.

Adam Herbert
Committee Co-Chair

Wally Lee
Committee Co-Chair

APPENDIX 1- COMPILATION OF NOTES

Consistent Themes

- To potentially cut the budget look at:
 - Directors and Deputies Structure
 - Central Services
 - Capital Construction
- Surround Mayor with strong, smart, loyal people not looking for glory
- Staff should enable Mayor to implement his agenda and not manage government
- Consider Mayor's management style and types of personalities with which he works best
- Chief of Staff needs to be intelligent, strategic, politically savvy
- Chief Administrative Officer needs to be tough, organized, committed and strong city manager with experience running government; consolidated government unique
- Council management and strong Council Liaison very important; consider having Council Liaison(s) report directly to Mayor
- Lots of talent currently in Planning & Public Works Departments
- JEDC needs changes
- Community Services Department needs changes
- IT Department needs attention
- Avoid creating positions for people vs. finding right people for the positions needed
- John Delaney can offer good insight

Directors & Deputies

- During the past several years, proliferation of deputies as managers
- Department heads manage day-to-day operations, people issues; executors of Mayor's policy, not setters of policy

Chief of Staff

- One of the most important positions
- Requires strong communications skills
- Must be able to understand complicated issues and distill to simple messages
- Politically savvy
- Very smart
- Very quick study

- Fully committed
- Few last four years
- Does not need extensive city government experience
- First and last person Mayor talks to every day
- Chief of Staff and Chief Administrative Officer should balance each other
- Needs to understand importance of media
- Should be direct report to Mayor

Chief Administrative Officer

- One of the most important positions
- Must be able to get things done
- Need someone who can keep all the balls in the air without dropping one
- Must have city government experience
- Consolidated government is unique and requires someone who understands how it operates
- Must be tough, tough, tough!
- Private sector person – not a good idea
- Must be strong leader who does not want to be Mayor
- Makes the Mayor look good
- Most of the appointees reporting to CAO were previously civil servants; many still could be
- Chief of Staff and Chief Administrative Officer should balance each other
- Want someone who knows every nuance of government
- Should be direct report to Mayor

Council Liaisons

- Council Liaison critical role
- Conceptual
- Strategic Thinker
- Strong
- Two Council Liaisons leaving 6/30
- At least one needs to be filled immediately
- May only need one strong person

- Current structure not ideal
- Make it one person who reports directly to the Mayor
- Now seen as Mayor's messengers vs. serious contenders

Director of Communications

- Need a media relations person
- Need someone who is available and ready to talk to media night and day about topics that are often negative
- Needs to be strong and committed to making Mayor look good
- Needs to be filled immediately

General Counsel

- Committee needs to be formed and recommend 3 or 4 names to Mayor
- General Counsel not intended to be part of Mayor's staff
- General Counsel represents Mayor, Council, JEA, everything in city
- Need to look at and see if the right number of lawyers are in OGC
- Some say 2 years too short; some say 2-3 years just about right
- One says 4 years about right
- No salary ceiling
- Consider pulling from judicial position
- Probably shouldn't be more politicized than already is
- Not supposed to be policy-making position
- Supposed to be referee

Assistant Management Improvement Officers (AMIOS)

- Get list of 200 positions and see if right people are in right spots
- Examine if all AMIO positions are still needed
- Case by case – look at each position
- Exempt from civil service

Council Management

- Council management very important
- Need collaborative communication mechanism
- Build support behind scenes first

- Need clear understanding of role of council compared with role of mayor
- Avoid rolling out plans, announcing new ideas without first talking with Council members
- Build consensus inside and outside of City Hall, rather than surprising people with announcements

Central Services

- Must go through Central Services for many different things
- Billing rate automatic
- Departments have no say in quality or cost of services
- All budgeting must go through Central Services; problem
- When departments need investigations, must go through Central Services; inefficient
- Removed functions from all departments; departments accountable, but have no control
- Potential savings could be \$30 - \$60 million in this department alone
- Accounting and HR could be returned to departments

Planning

- Leadership very strong
- Expert leadership with many years of experience
- Some Planning functions could be moved to Public Works

Public Works

- Could be broken into two sections
 - Operational
 - Capital
- Having construction attorney helpful
- Dollar risk is a concern
- COJ spends \$300 million on capital construction annually; could potentially save 10%= \$30 million
- There are possible cost savings in construction
- All attorneys currently in Office of General Counsel (OGC); Public Works previously had attorney within department and may benefit from getting their own attorney again
- Could have attorney within Public Works department with dotted line to OGC

JEDC

- Look at pros and cons of existing structure and staff
- Be intentional about what Mayor wants to achieve

- Organize around downtown, and bring in staff with downtown-specific talents
- Many projects currently underway
- May need continuity now through end of year

IT

- Consolidation resulted in IT building its own software when there may be better and less expensive products at Office Depot
- Departments get a bill from IT every month that is non-negotiable
- Departments operate from different databases
- Inventory issues
- Non-negotiable & unable to cut out services
- Competitive bidding may reduce costs

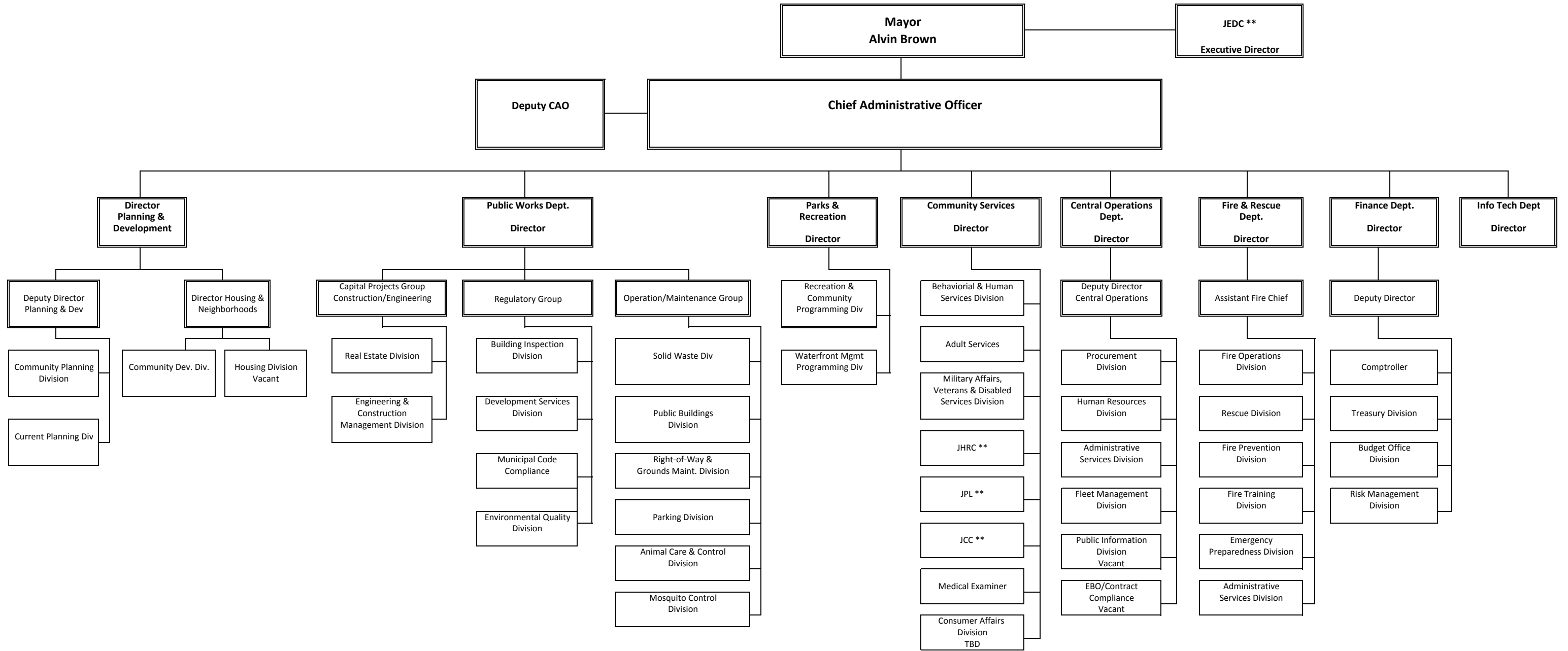
Community Services Department

- Look at structure and leadership
- Not really a Parks Department anymore
- Contrary to report from Mayor's Task Force on Parks, Parks Department dismantled
- Parks is now under Community Services
- "Head" of Parks has little control over maintenance; has to call someone in different area
- Parks poorly maintained
- Possible benefits to reverting back to previous practice when Parks had own department and maintenance
- Some families only interaction with City is when they visit a park
- COJ did not implement Parks Task Force recommendations

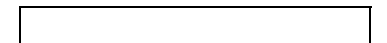
APPENDIX 2
Detailed Input from Conversations with Interested Parties

- The Mayor needs a direct connection at all times with the Council President and should not delegate that entirely to Chief of Staff or Council Liaison. To the degree possible, the Mayor and City Council president should agree on a set of priorities for the coming year and align activities to the greatest extent possible. Regular communication is very useful. Since the Council President turns over yearly that requires constant attention.
- The Mayor delegates the administration of Department operations to the CAO and the Department heads report to the CAO. However, on Policy initiatives and actions it is wise for the Mayor to consult with his Department heads for input on technical (subject matter) issues and outcomes. These are not managed by the CAO who is really primarily minding the Budget and operations. Therefore, the Mayor must avoid relying exclusively on the input of the CAO on technical issues but have good lines of communication with each of the department heads. To do otherwise is to risk leading the city government with too much “filtered” information.
- Over time there has been an increase in the use of Deputy Directors where the person holding the Director position comes in as a political appointment or a “manager” often without much knowledge of the actual workings of the Department or the substance of what it does, which makes the line of communication awkward since many times the actual Director is reporting to the Mayor on policy issues for the Department of which they have little substantive knowledge. This is not universally true but it is important that the Mayor and CAO are always vigilant to place people with specialized knowledge in Department Head roles.
- The Mayor needs more direct communication with the Sheriff and the independent authorities through their executive directors and Board Chairs. These relationships have tended to be more sporadic and managed through and with the Chief of Staff.
- Weekly staff meetings are held by the CAO which include only the Department Heads. Different Mayors have handled participation in different ways. Some have been very active in those meetings and others have not. Mayor Brown should participate in them early on to gain better knowledge about the current issues facing the City Departments.
- Several Mayors in the recent past made use of an informal “kitchen cabinet” of trusted community leaders to offer advice on policy and planned initiatives. The existence of such a “kitchen cabinet” allows the Mayor to get outside, honest assessments of his actions or ideas to reduce isolated decision-making.
- Some of the positions in certain reporting chains are awkward and result from years of tinkering, certainly not from any logic. For example, there seems to be little reason for Consumer Affairs to be housed outside of Central Operations or Community Services. Also, the very existence of the Neighborhoods Department has been questioned; the department is generally perceived to be ineffective and has grown overtime in a seemingly unplanned and not very thoughtful way. The Housing Department has been vacant for some time, was extracted from the Planning Department and now operates as a “step child.” What it does and how it does it needs to be clarified and probably be merged back into the Planning function.

- Based on past practice, the depth of the Mayoral appointments may be unnecessarily deep. In the future, the newly appointed Directors should make recommendations within some stated time frame to reorganize their Departments. There are significant cost-saving opportunities here.
- The org charts CANNOT be done in isolation from the budget. The budget numbers are essential for optimal realignment.
- The Inspector General office is fairly new and an outgrowth of past ethics issues. Its existence may be overkill. This may be duplication in some form with the Council Auditor's office and perhaps an opportunity to garner some administrative cost-savings.
- None of these charts show the relationship to the General Counsel's Office, which should be a direct line to the Mayor.
- For control reasons, Mayors have tended to run certain initiatives out of the Mayor's office. This tends to result in increased staffing levels since it requires a "director" inside the Mayor's office and then more staff. It is occasionally understandable that this happens and in some cases may be unavoidable due to the complexity of the task. A good example of such a complex task is the Jacksonville Journey. If this practice continues it may be advisable to review the Director and Deputy Director levels to determine if consolidation of those functions would save administrative costs.
- The mayoral appointment of a Chief Education Officer will open up another "department". Once again consolidation should be examined and the position articulated clearly so that it does not create demand for more staff.



* Acting: Appointment Pending
 ** Governed by Board or Commission



APPENDIX 4

Training City of Jacksonville, Human Resources, Organizational Development Office

The Organizational Development Office of the Human Resources Division is responsible for professional growth and development of employees at all levels in the government. In 2009, the office rolled out the Leadership Development Academy (LDA). Employees enrolled in the LDA are expected to complete 64 hours of training within 24 months of attending the first course and pass post tests. All civil service supervisory jobs include a requirement to have completed the LDA in order to be eligible for promotional examinations. This training was developed as a result of feedback received over the years from employees and management. The goal is to provide supervisors and potential supervisors the training they need to be successful on the job. The training was developed beginning with the City's core competencies for supervisors (teamwork, customer service, communication, initiative, accountability, managing performance, organizational effectiveness). Each of the classes can be linked to one or more of the City's core competencies.

Due to the success of the LDA, the Organizational Development Office began holding condensed training sessions designed from the same material but facilitated at a higher level for department directors and division chiefs. This program is called the Executive Leadership Academy (ELA). This was rolled out to approximately 6 departments. Trainers would typically attend monthly staff meetings and provide 30 minutes to an hour of ELA material.

One of the goals of the office for fiscal year 2012, is to roll out the Management Leadership Academy (MLA) which consists of 64 hours of curriculum but is designed for mid level supervisors and managers. One of the classes that was planned to be part of the curriculum is one conducted by Sheriff Nat Glover. Twice this past year, Sheriff Glover held a four hour session titled 'Leadership Team Retreat'. This session was extremely well received and Sheriff Glover committed to facilitating this session twice per year for the City of Jacksonville. This class was planned to be the kick off session for MLA.

Aside from the leadership classes, the Office of Organizational Development is responsible for holding and in most cases facilitating classes required by the City (diversity, safety, and other courses required for supervisors such as National Incident Management system, etc.). We also conduct New Employee Orientation – 16 hours of training for new employees covering payroll, safety, civil service, pension, benefits, diversity training, Star Service the Jax Way (basically customer service), Ethics, etc.

The Office of Organizational Development offers computer software courses (basic through advanced) and will be prepared for the migration to Microsoft Office 2010. The office also offers systems training. Examples of systems training are FAMIS (our financial system), Oracle (our personnel system), and E-Verify (a federal system that verifies immigration status).

Additionally, for employees who administer contracts, a 16 hour training course is required and certification must be obtained.



Public Health and Safety
Transition Policy Committee Report

Presented to Mayor Alvin Brown

August 8, 2011

Committee Members

Nat Glover, co-chair
Nancy Soderberg, co-chair

Charles B. McIntosh, M.D.
Larry Osborne
Ray Alfred
Dr. William Rupp
Tommy Chandler
William R. Russell, Jr., M.B.A.
Tad Delegal
Dr. Michael A. Rutledge
Kevin Gay
Dr. Shelly Thompson
Jeffrey Goldhagen, M.D.
German Vivas

Rev. Tommy Rodgers, staff
Alice Checorski, staff

Table of Contents

Executive Summary

Report

List of briefers

Selected Documents submitted

Executive Summary

The Committee members thank Mayor-elect Alvin Brown for the opportunity to serve on the Health and Public Safety committee. Our charge was to provide recommendations to him in these areas. Simply put, we must do a better job in both. The City of Jacksonville is a great city in which to live -- but not for all of its residents. The Mayor has a real opportunity to expand the participation of citizens in efforts to improve this city -- and to meet the challenge of making sure the City works better for the minority and disenfranchised citizens who deserve better.

While our police and fire personnel are superb, bureaucratic and funding challenges prevent adequate services and put our citizens at risk. The health and well-being of our citizens is shockingly poor in comparison to other communities in Florida and the US. And, health disparities continue to worsen.

We can and must do better. One particular challenge is the need for additional revenues in these areas from local, state, and federal levels. We hope these recommendations initiate a frank and honest discussion on how to make Jacksonville a destination city by providing the best in both health and safety for all our citizens.

We extend our great gratitude to Reverend Tommy Rogers for his assistance throughout this process as our invaluable staff member, as well as to Alice Checorski for her tireless and accurate note taking. We also want to thank Ryan Clarke who, as a member of the public, provided invaluable assistance to the production of this report.

We offer the following recommendations to Mayor-elect Alvin Brown:

1. Public Health

1. Establish a Health Council composed of key stakeholders from all relevant public, private and academic sectors, including consumers. This council should have six areas of responsibility. First, examine opportunities for revenue maximization. Second, generate relevant policy, develop systems-of-care, and position the region to affect optimal health and health-related economic outcomes. Third, support the mission of the Duval County Health Department, local hospitals, and community organizations working towards the total health and well-being of the citizens of Jacksonville. Fourth, support increased access to community-based mental health and substance abuse treatment. Fifth, support increased access to community-based youth mental health and substance abuse treatment. Sixth, review the costs to the City of Jacksonville of the dual-eligibility of public health programs at the local, state, and federal level.

2. Appoint a Child and Youth Ombudsperson and launch an effort to certify Jacksonville as a Child Friendly City. Established by UNICEF nearly two decades ago, the Child Friendly Cities movement has transformed cities and the health and well-being of children around the world. The evidence-based precedent and tools required to implement this endeavor are available through UNICEF and hundreds of communities worldwide. Additionally, the resources of the European Network of Ombudspersons for Children are available to develop this position and function, as is the experience of more than 120 countries worldwide. The Child and Youth Ombudsperson would lead this endeavor.

II. Public Safety

A. Criminal Justice & Safety

1. Establish a Criminal Justice and Safety Task Force composed of key stakeholders from all relevant public, private, faith-based, and academic sectors including private citizens.

The ultimate goal will be the development of a “continuum of care” to help insure the successful transition of men, women, and youth as they return from prison or jail. The incorporation of best practices will allow the City to bring in the “best of the best” platforms in re-entry. The Task Force will also be tasked with evaluating the current re-entry structure and make recommendations to the Mayor as to how to create the “national model” for prisoner re-entry.

The Task Force should be responsible for the following five key areas: First, lift up re-entry as a priority platform in the new administration by establishing a five-year plan aimed at dramatically reducing recidivism. It should include ways the Mayor can use his statutory authority to reduce barriers to employment, housing, and healthcare for ex-offenders. The Task Force will provide critical feedback during the development of a comprehensive “systems approach” to re-entry. Second, encourage community and faith-based organizations to support this initiative through mentoring and volunteering. Third, explore seeking additional dollars to supplement current and future appropriations requests for the Juvenile Assessment Center (JAC) as a critical element of the Jacksonville Journey. Fourth, explore ways to maximize the efficiency and effectiveness of the delivery of services to victims, which would facilitate the acquisition of public and private resources and cost effectiveness. Fifth, seek opportunities for revenue maximization.

2. The City of Jacksonville (COJ) should utilize any transfer of knowledge and capability concerning Continuous Improvement (CI) methodologies from the Jacksonville Sheriff’s Office (JSO), the Jacksonville Lean Consortium, and the larger CI/Lean community. JSO has enjoyed widespread acclaim and reaped very large benefits from a relatively modest, lightly funded and staffed CI/Lean effort. We recommend that JSO expand and broadly duplicate CI event capabilities from a small expert boutique into all departments, divisions, and units where practical. COJ CI/Lean experience to date has been quite positive but extremely limited. Only a

handful of events have been done, but each validated the methodologies. JSO's experience speaks to the enormous potential for savings in a city-wide, full-scale implementation of these philosophies and practices. Historically, no other combination of measures has produced the ongoing harvest of customer and employee satisfaction, efficiency, effectiveness, and waste reduction of a robust top-to-bottom CI/Lean philosophy.

B. Jacksonville Sheriff's Office

- 1. Maintain a continuous dialogue between the Office of the Mayor and the Office of the Sheriff, including topical stakeholders and technical experts when necessary.**
- 2. Where safety and savings are impacted, direct purchase authority should be available.**
- 3. Review the fiscal case for having the COJ manage large portions of the JSO/IT infrastructure against the Sheriff's strong concerns for maintaining both operational control and data security of his second most valuable resource, and the one by which he manages the efforts of the first.**
- 4. To continuously improve data utility, JSO must train managers how to use data to improve efficiency as well as how to provide feedback to the data provider.**

C. Jacksonville Journey

- 1. The Mayor should engage personally to maintain and expand the outstanding track record of this program and continue to provide the Jacksonville Journey Oversight Committee (JJOC) the tools it needs to carry out its mission.**
- 2. Seek out additional funds, both through revenue maximization and the vigorous pursuit of additional dollars outside of the general fund to supplement existing funding. In particular expand the Juvenile Assessment Center (JAC), evaluating Miami's facility as a possible model.** The re-opening of the JAC in 2009 has provided a valuable contribution to the success of the Jacksonville Journey. Originally funded by a state grant, it is now funded solely out of the city's general fund. This highlights the need for the Mayor to maintain a vigorous pursuit of funds to supplement current and future appropriations requests.
- 3. Reach outside the sphere of current participants and engage more community leaders to ensure the longevity of the Journey.** The reach of the program tends to include the usual participants. A broader reaching, more diverse participant makeup of both the committee and the programs would benefit Jacksonville. Therefore, in the interest of the long-term success of the

program, the Mayor should make it a priority to expand the pool of stakeholders and bring more perspectives to the table.

D. Jacksonville Fire & Rescue Department (JFRD)

1. Pursue additional sources for revenue maximization to fill gaps in fire service, particularly in the area of health. There are federal grants and private funds available which should be sought and utilized. Among these for Jacksonville Fire and Rescue Department (JFRD) are SAFER (Staffing for Adequate Fire and Emergency Response), Fire Prevention and Safety grants, assistance to fire fighters (FIRE Act) which purchases equipment and other such programs. Federal grants are also available for fire station construction. The Obama administration's elimination of many restrictions and requirements in this area provides a new opportunity for the Mayor to seek additional revenue.

2. Identify and utilize professional and industry standards in setting the priorities of the JFRD. These standards can be found at the National Institute of Standards and Testing (NIST), National Fire Protection Association (NFPA), Insurance Services Organization (ISO), as well as Jacksonville Fire Study Reports by Tri-Data Corporation. It should be noted that comparisons with other cities usually tend to neglect the fact that there are often a number of cities within counties, as well as the county governments themselves, whose expenditures should be added to the specific city to which Jacksonville is being compared. If Jacksonville's ISO rating was improved, an insurance savings to the public could result.

3. Enhance and encourage the JFRD Professional Growth and Development Plan (PGDP) by working with the JFRD and the International Association of Fire Fighters (IAFF) Local 122 on completing Phase Two of the PGDP. The PGDP includes a requirement for executive staff members to hold advanced degrees and increased leadership training for all ranks. Additionally, the plan also entails seeking opportunities for revenue maximization for grants.

4. Analyze, accelerate, and improve recruitment of minorities and women. An analysis of the shortcomings in previous recruitment efforts of minorities and women could inform the new administration on how best to accelerate and improve their participation in city government. To identify and encourage more minority candidates, closer relationships with Edward Waters College, the University of North Florida, Florida State College-Jacksonville, and Jacksonville University should be developed by JFRD. The committee also feels the perception (and the causes of that perception) of JFRD as a hostile workplace for minorities and women should be explored and evaluated. This perception is problematic, not only for those groups, but for all fire fighters and fire medics who do not engage in hostile or discriminatory behavior. It is also a

detriment to community relations and in gaining and maintaining the trust and support of the entire community.

5. Better integrate the Rescue functions of the Department into the hospital and health care system. The majority of JFRD resources are currently spent in the Rescue services of the Department. Significant opportunities exist to improve the efficiencies and effectiveness of these services by more fully integrating and coordinating them with the hospitals and other components of the health care system. This will result in improved outcomes and substantial cost savings.

**Full Report of the Public Health and Safety
Transition Committee
Report to Mayor-elect Alvin Brown**

1. Public Health

Jacksonville faces a crisis in the health and well-being of its citizens, in particular disparities among low-income and minority communities. This is a critical issue that will impact nearly every aspect of the incoming administration's endeavors and success—an issue that requires the Mayor's immediate attention as a priority.

It will not be possible to meet these challenges without additional sources of revenue, whether from the City, State, or Federal government.

The physical and mental health of individual citizens are the most critical determinants of their personal well-being and the social and economic well-being of our city. Health care is the single largest industry and economic sector in our region. As such, it is vitally important that the Mayor engage health, healthcare, medical education, and biomedical research as early priority issues to be addressed by his administration. As fundamental determinants of educational outcomes, economic productivity and success, crime, national and global competitiveness, etc..., these issues will have a profound impact on the success of nearly all of the Mayor's current and future endeavors.

However, perhaps more than any other sector, health and health care are intricate multi-faceted issues. They operate at the intersection of complex variables that are themselves affected by private and public sector policies and players at the state, national, and international levels of business and government. Decisions made in these venues have a profound impact on local communities. The movement to devolve responsibility for health to local communities without adequate funding, the vicissitudes of national health care reforms, and the future of the biomedical industry are just three of many state and national public policies that will affect the health and economic well-being of all individuals and sectors in our community.

These complex realities have often caused health and health care issues to be considered not as priority issues but rather as issues within the purview primarily state and national policies and private sector professions and industries on which City officials have little influence. To make these issues a real priority will require strong leadership at the local, state, and federal levels to maximize revenue streams into our community that are the life-blood of our health care institutions and economic well-being of our citizens. We must seize the opportunity to lead in the development of systems-of-care that effect optimal health outcomes and health sector efficiencies and effectiveness. We must focus on the social and environmental determinants, not the behavioral health issues, that are the primary determinants of health outcomes and disparities, wellness and contributors to health care costs and lost productivity. We must make clearer the costs of health and health care to city government and implement evidence-based solutions to minimize them and maximize health outcomes. We need to conduct the policy analyses, rigorous discussion, and planning required to position this region as a major participant in the medical education, biomedical research, and/or biomedical manufacturing.

The City needs leadership and a paradigm change in the routine function of local government. The Mayor will need to engage the expertise within his administration that will be required to understand and respond to the complexities of policy generation, systems development, public health, business and industry, devolution, revenue maximization, etc... at the local, state, and national levels in the public and private sectors. This individual/group will need to be able to leverage resources from the private, public, and academic sectors, and have the sophistication to conduct financial analyses of the return on investment (ROI) of this work and engage in formative and summative evaluations of systems development and health outcomes. The role of health care, academic institutions, biomedical research and biomedical industries as economic engines in the region must be analyzed and the policies, strategic plans and business objectives established to position the region for future growth in these sectors.

Recommendations:

- 1. Establish a Health Council composed of key stakeholders from all relevant public, private, and academic sectors including consumers.**
- 2. Appoint a Child and Youth Ombudsperson and launch an effort to certify Jacksonville as a Child Friendly City.**

2. Public Safety

A. Criminal Justice

Jacksonville's criminal justice system is making progress in helping to fight crime but is failing much of our community's citizens - both in areas of high crime and in the mistreatment of offenders, particularly in the areas of minorities, juveniles, and the disadvantaged. A recent Pew Center on the States report that examined state correctional populations, including probation, parole, prison, and jail populations found that 1 in 31 Americans were either behind bars or on some form of supervision. The impact of aggressive incarceration strategies is impacting many in the community.

According to the Jacksonville Sheriff's Office (JSO), the majority of prisoners released in Northeast Florida are concentrated in Jacksonville, particular in the region's low-income, minority neighborhoods where poverty and unemployment work against the successful re-entry of ex-offenders. When looking at Jacksonville's prisoner re-entry population, it is important to understand the magnitude and volume of ex-offenders returning to this community. An average of 400 federal prisoners, 1,800 state prisoners, and more than 51,000 city offenders are released annually in northeast Florida.

Jacksonville, like many cities, is facing an economic crisis not seen in many years. However, the impact is magnified for people with less income and wealth. Therefore, through focusing on the well-being of communities and individuals, we will have the greatest impact on public safety, health, and poverty. It is impossible to disentangle poverty from race and ethnicity. The marginalization of communities of color is closely tied to income and wealth, which in turn contributes to the disproportionate impact of the criminal justice system on these communities.

With this in mind, the Public Health and Safety Committee is recommending that the Mayor look at criminal justice issues in Jacksonville through a much broader lens leading to a safer and healthier Jacksonville.

Recommendations:

- 1. Establish a Criminal Justice and Safety Task Force composed of key stakeholders from all relevant public, private, faith, and academic sectors, including citizens.**
- 2. The COJ should utilize any transfer of knowledge and capability concerning Continuous Improvement methodologies from JSO, the Jacksonville Lean Consortium, and the larger CI/Lean community.**

B. Jacksonville Sheriff's Office

On June 27, 2011, Undersheriff Dwain Senterfitt gave a comprehensive briefing on efforts by the Jacksonville Sheriff's Office to operate efficiently and effectively. Undersheriff Senterfitt stated that the goal of the Jacksonville Sheriff's Office is to be "THE Premier Law Enforcement Agency in the Country." A review of what is working well included the fact that crime and traffic fatalities are down and intelligence-led policing helps identify the suspects more quickly, track crime faster, predict future crimes with increased accuracy, and protect the community with more preventives. The use of the LINX system, a joint, regional, and state project of over 50 South East and Central Virginia law enforcement agencies and the U.S. Naval Criminal Investigative Service, enables better sharing of law enforcement data across the region. The Fusion Center has enhanced the prosecution of gang members under the Racketeer Influenced Corrupt Organization (RICO) Act and the five Operation Safe Streets HOT SPOTS are all making significant contributions. Increased community involvement and growth in Neighborhood Watch Groups, Project Safe Students in Schools, and citizen tips are all positive trends. The Jacksonville Journey and other programs addressed at providing youth activities are also important efforts to lower crime.

According to the report by Undersheriff Senterfitt, JSO will save the City of Jacksonville over 10 million dollars through position cuts, continuous improvement efforts, delaying purchases, and other cost saving measures. The budget has been reduced from \$355 million in fiscal year 2009-2010 to \$350 million in fiscal year 2010-2011.

However, there remain challenges. JSO feels City claims that it has "little control" over the JSO budget are not accurate. JSO argues that the City, not JSO, controls all bargaining activities. There are several unaligned contracts and work rules that have generated costs to JSO to administer and manage those contracts and rules. In addition, the City purchasing/procurement process is a large bureaucracy. JSO expertise is needed in all relevant aspects of this activity (bid specs writing, etc...). This bureaucracy is reportedly inflexible, redundant, and creates delays. JSO believes lower cost products and services can be found outside of approved vendors.

JSO believes there are better systems for managing its fleet of vehicles. It faces inaccurate billing and management data (mileage, mpg, etc...) and mark ups for internal goods and services. It believes lower cost goods and services can be found outside the government system. To continuously improve data utility, the City must train managers how to use data to improve efficiency as well as how to provide feedback to the data provider.

JSO also believes its IT system is a key partner in fighting crime. It is deeply concerned over any attempt to fold its system into the City's system. It believes the City lacks the necessary police-specific product knowledge and that it does not have JSO's expertise in software

development, consulting, and the legal aspects of police technology. Its needs are different as well, as it faces security issues requiring a ‘24/7’ response with technical assistance.

The Sheriff’s status as an elected constitutional officer gives him or her operational command and control of the JSO, while the City of Jacksonville and the City Council oversee the funding and several administrative functions vital to the JSO day-to-day operations. This creates a natural tension between the offices which can, of course, be improved through better, more regular conversations among officials at all levels in the two Offices. The JSO’s critical role in the overall quality of life and administration of the City require that strong, transparent, effective, and efficient relationships and processes exist between the two organizations. Both organizations have tremendous influence over the affairs of the other as well as significant interdependencies.

Recommendations:

- 1. Establish a Criminal Justice Task Force composed of key stakeholders from all relevant public, private and academic sectors including citizens.**
- 2. Maintain a continuous dialogue between the Office of the Mayor and the Office of the Sheriff, as well as topical stakeholders and technical experts when necessary.**
- 3. Where safety and savings are impacted, direct purchase authority should be available.**
- 4. Review the fiscal case for having the COJ manage large portions of the JSO/IT infrastructure and weigh this case against the Sheriff’s strong concerns for maintaining both operational control and data security of his second most valuable resource, and the one by which he manages the efforts of the first.**

C. Jacksonville Journey

“Not only is the safety of our citizens at stake, but so is Jacksonville’s overall economic growth and prosperity. There is no greater deterrent for economic and tax base expansion than families and businesses moving to cities they deem safer than Jacksonville.” (Quote from outgoing Peyton Administration transition book.)

In response to escalating crime, especially violent crime and murder, in December 2007, Mayor John Peyton launched The Jacksonville Journey: Take a Step, a comprehensive community-wide initiative aimed at stemming and reversing the tide of crime in Jacksonville. The Mayor tasked 140 community leaders to develop a holistic solution to reduce the crime rate. By identifying

and attacking the root causes of crime, the committee, with the advice and consent of the City Council, established a set of law enforcement, intervention, rehabilitation, and prevention goals. The Jacksonville Journey Oversight Committee (JJOC) was charged with overseeing and evaluating the success of the Journey. Since its work began, crime has steadily fallen. Led by a Steering Committee, the group was divided into five subject matter subcommittees: Education, Truancy, Dropout and Literacy, Intervention and Rehabilitation, Law Enforcement and Deterrence, Neighborhood Safety and Stability, and Positive Youth Development.

This comprehensive, community-wide initiative has won high praise for decreasing the amount of crime in Jacksonville. The violent crime rate decreased by 19.2 percent from 2009-2010 and by 15.7 percent from 2008 to 2009. There were 80 murders in 2010 down 19.2 percent from 2009 and the 99 murders in 2009 were down 13.9 percent from 2008. This is the lowest total in over a decade. Since 2010, the overall crime rate is down 12.2 percent, almost doubling the state average. Today, Jacksonville is no longer the “Murder Capital of Florida.”

This success, and the success of the Journey, can be attributed in part to the strong leadership and oversight provided by the JJOC. Navigating multiple governmental agencies to positive ends and leveraging public/private partnerships, the JJOC has shown itself to be capable of making tough budgetary decisions, while still delivering a net positive result. While the JJOC has created new entities to achieve its mission, it has also used old ones. The re-opening of the Juvenile Assessment Center has been an invaluable contribution to the work of the Jacksonville Journey, providing face-to-face counseling for juvenile offenders and helping our youth avoid a return to the criminal justice system. Of particular merit are the new or more collaborative relationships among service providers and stakeholders in the community that the Journey has fostered. This is most apparent in the ex-offender area.

The Journey is the only funded program that has cross city departmental oversight with programs at the Jacksonville Children’s Commission, Recreation and Community Services Department, Housing and Neighborhoods Department, Municipal Code Compliance Division, and Human Resources Division. The Jacksonville Journey and the JJOC have become a model for other boards and commissions. This model could be replicated in other areas of the city.

The main challenge for the Journey is how to build on, consolidate, and expand its activities and reach. Unfortunately, there is currently no federal money available to support the work of the Journey in the coming fiscal year. The amount requested for 2011-2012 simply matches the general fund allocation in the current fiscal year. In addition, due to budget constraints imposed by the actions of the state legislature, not all of the recommendations could be implemented.

Simply put, the program works and merits expansion. Funding information on the program is attached.

Recommendations:

- 1. The Mayor should engage personally to maintain and expand the outstanding track record of this program and continue to provide the JJOC with the tools it needs to carry out its mission.**
- 2. Seek out additional funds, both through revenue maximization, and through the vigorous pursuit of additional dollars outside of the general fund to supplement existing funding. In particular, expand the Juvenile Assessment Center (JAC), evaluating Miami's facility as a possible model.**
- 3. Reach outside the sphere of current participants and engage more community leaders to ensure the longevity of the Journey.**
- 4. Maintain or expand the Juvenile Assessment Center (JAC).**

D. Jacksonville Fire & Rescue Department (JFRD)

On June 17, 2011, Dr. Charles Moreland, Chief of Jacksonville Fire/Rescue, gave a presentation to the Committee. Also in attendance were the staff chiefs of the Department's various divisions. Chief Moreland outlined the Department's Strategic Initiatives, which include improving response times, funding initiatives, fire prevention and public education, increasing workplace diversity, training and education, leadership development, and an expressed goal to be the nation's best fire and rescue department, through a disciplined approach which demands consistency in following all established procedures.

Chief Moreland described what is working, among which is the Department's Professional Growth and Development Plan, managing the overtime budget, 60 percent collection rate for EMS transport billing, plans review of commercial structures, and consistent compliance with state laws and standards for EMS providers.

Emergency Preparedness Chief Marty Senterfitt reported on the Department's success in acquiring Homeland Security grants for emergency management programs such as urban search and rescue (USAR) and Hazmat (hazardous materials) training. It was also noted that Jacksonville/Duval County has one of only two nationally accredited emergency management programs in Florida. Chief Moreland's analysis of what is working is attached to the transition materials.

However, the JFRD continues to face obstacles:

JFRD Response Times consistently exceeded the 4 minute NFPA (National Fire Protection Association) standard for first arriving units.

There is a growing disparity between supply and demand. From 2007-2010, hospital transports increased 21 percent, due in part to economic conditions and people waiting longer to call for service.

Current staffing of Field Personnel does not comply with the NFPA standard. Levels are inadequate to comply with the 2-in/2-out firefighter safety rule.

Currently, each call from a citizen is treated like an emergency, with a full and appropriate response. In actual practice, Rescue (EMS) units are frequently called to non-emergency medical and even non-medical situations. Various studies and projects continue nationally, in an effort to develop policies and procedures which would make it possible to minimize unnecessary responses, and if necessary, refer the callers to other resources, such as clinics, private physicians, etc.

Women were only allowed into the fire and rescue service beginning in the late 1970's or early 1980's. The number of women (in terms of percent of population) in the fire and rescue service continues to remain quite small and unrepresentative. Six percent of JFRD members are women. The average number of women in the fire and rescue service in Florida is five percent. JFRD has set a goal of having ten percent of its members being women.

Prior to 1969, due to admitted discriminatory policies by the City, JFRD was an all-white male department. The effects of those policies which allowed for that continues to haunt the department. Women and minorities are often suspicious of white male members and the perception of a hostile work environment has frequently been expressed. Such concerns are not conducive to the teamwork which is essential in fire and rescue work, nor to the level of trust between members, which is also essential to that teamwork.

While the atmosphere and environment regarding women and minorities has improved measurably over the many years, members of the committee expressed concerns regarding continuing problems. Along with committee members, JFRD Chief, Dr. Charles Moreland also expressed concern that the significant number of impending retirements could reduce the representative numbers of members who were women, and especially minorities.

Over the past two administrations, JFRD has had ongoing efforts to recruit women and minorities. Success of these programs has been mixed and is obviously less than what Chief Moreland and his staff would desire. Those previous efforts should be reanalyzed, and new strategies and tactics explored and developed, to assure that JFRD has a membership which is

appropriately representative of Jacksonville's population. Such good-faith efforts are essential to retain the trust and confidence of the entire city and its communities served by JFRD.

The Committee was also informed of a number of gaps that should be addressed:

Inadequate Funding for JFRD's Necessary Expansion
Fire/Rescue Communications Center –Insufficient staffing, high turnover.
Insufficient number of staff at the Training Academy
Staffing shortage at the Tactical Support Facility
Need for Increased Educational Requirement for Executive Staff
Inadequate Support Staff for JFRD Administration
Inadequate facilities to support a large disaster response/recovery effort.
Limited Number of Public Educators in Fire Prevention Division – Potential for community outreach is not being reached
Lack of Asset Management System
Lack of Mandatory Health Screenings and Physical Agility Evaluations.
Performance Evaluations for All JFRD employees.
Leadership Development Training Program for All Ranks

It appears that the Department continues to perform its core functions of fire suppression and rescue (emergency medical services) appropriately and well. It also appears that Chief Moreland and his senior staff had anticipated the need for an analysis of what was working and what was not working (“gap” analysis) well in advance of the committee’s inquiries.

Recommendations:

- 1. Pursue additional sources for revenue maximization to fill gaps in fire service, particularly in the area of health.**
- 2. Identify and utilize professional and industry standards in setting the priorities of the JFRD.**
- 3. Enhance and encourage the JFRD Professional Growth and Development Plan (PGDP) by working with the JFRD and the International Association of Fire Fighters (IAFF) Local 122 on completing Phase Two of the PGDP.**
- 4. Analyze, accelerate, and improve recruitment of minorities and women.**
- 5. Better integrate the Rescue functions of the Department into the hospital and health care system.**

Appendix - Agency Presentations

June 13, 2011

Kerri Stewart, Mayor Peyton's Chief Administrative Officer

June 14, 2011

Steve Rohan, Office of General Counsel (Sunshine Law Overview)

June 17, 2011

Director/Fire Chief Charles Moreland

John Bracey, JFRD Community Affairs Officer

Eleanor Byrd, Chief of Rescue

Ivan Mote, Chief of Fire Training

Brady Rigdon, Chief of Fire Operations

Marty Senterfitt, Emergency Preparedness Director

Hastings Williams, Chief of Fire Prevention

Kurtis Wilson, JFRD Chief of Administrative Services

Debbie Verges, Project Director, Jacksonville Journey

Curtis Hart, Jacksonville Journey Oversight Committee Chair

Linda Lanier, Jacksonville Children's Commission (JCC), Executive Director

Dr. Bob Harmon, Duval County Health Department (DCHD) Director

Dr. Charles Griggs, Communications Director

June 20, 2011

Vicki Lukis, former chair, Governor Bush's Re-entry Task Force

Dr. Michael Hallett, Criminal Justice, UNF

June 21, 2011

Tommy Chandler, committee member, Duval County Health Department (DCHD)

(2) Sexually Transmitted Diseases (STD) / Disease Intervention Specialists (DIS)

Volunteers in Medicine, Jim Burke, Jeff Matthews

June 22, 2011

Dan Kleman, Special Assistant to Mayor Peyton

Jim Burkhart, CEO, UF/Shands Hospital

Carol Brady, Executive Director, Northeast Florida Healthy Start Coalition

Dr. Sue Nussbaum, Executive Director, We Care Jacksonville, Inc.

Lisa Broward, Field Office Manager, Medicaid

German Vivas, committee member, Medicare/Medicaid, Affordable Care Act

Gary Powers, CEO, Gateway Community Services, Inc. (Adult Mental Health/Substance Abuse)

Vicki Waytowich, Project Director for SAMHSA (Children's Mental Health)

Denise Marzullo, Executive Director, Mental Health America

Anne Sickinger, ARNP

June 27, 2011

Dwain Senterfitt, Undersheriff, Jacksonville Sheriff's Office

Dawn Emerick, Executive Director, Health Planning Council of Northeast Florida

June 28, 2011

Howard Maltz, Office of General Council (Sunshine Law clarification)

June 29, 2011

Eric Smith, Attorney, Victim Advocate

Attachments - Selected Documents Submitted

Presentation of Fire Chief Charles Moreland

Presentation of Undersheriff Dwain Senterfitt, JSO

Information Technology Operational Audit, Florida Agency for Health Care Administration;
Report No. 2011-057, December 2010

The Jacksonville Journey Funded Programs

*Other documents provided to the Committee are available in the Mayor's Office.

QUALITY OF LIFE TRANSITION TEAM COMMITTEE

Presented to Mayor Brown on August 8, 2011

TRANSITION COMMITTEE: Quality Of Life Transition Team Committee

Co-Chairs- Isaiah Rumlin and A. Quinton White, Jr.

Administrative Staff- Sharon Laird

Members: Willie Warker, Harry Reagan, Bob White, Connie Hodges, Khesahn Barker, Nina Waters, Vida Vongsay, Neil Armingeon, Dorothy Young, Ann Hicks, Beverly McClain, and Bryant Rollins .

COJ Staff: Lloyd Thurman and Kathi Robinson

The following recommendations are made to Mayor-elect Brown for consideration to maintain and improve the Quality of Life for Jacksonville. The charge to the Transition Team Committee was broad and multi-faceted. The High-Level Issues are further discussed in the Appendix. Format is varied due in part to the diversity of topics and concerns. In addition, the Committee suggests:

- 1- A Citizen's Task Force should be established to continue the conversation about Quality of Life issues and to monitor implementation, and
- 2- JCCI be used as a Thought Partner in the process, and
- 3- Reference should also be given to the Moran for Mayor Quality of Life Report for an additional perspective from an equally diverse citizens group, and
- 4- The Quality of Life Committee recommendations should be correlated with the recommendations of the all the Transition Team Committees, but especially with the Strategic Initiatives Committee in the areas of (1) Library, (2) Arts and Culture, (3) St Johns River quality and access and (4) Parks and Recreation.

HIGH-LEVEL ISSUES

(Identify the high-level and/or critical issues presently facing the city)

1. Public Support for Arts and Culture: The Public Service Grants Program

Art and cultural events, institutions and programs are among Jacksonville's most important resources for

- community building
- downtown redevelopment
- tourism expansion
- education

- crime mitigation
- healing and well-being

...and so much more

According to the University of North Florida's Center for Community Initiatives, a minimal investment of \$3 million (\$3.50 per person), and distributed among 25 cultural institutions, yields

- an economic impact of over \$60 million
- support for 954 jobs
- the distribution of 222,032 free tickets
- 588,131 paid admissions
- and service to 339,826 students.

Recommendations:

1. *Fund the Cultural Services Grants Program level to current year in 2011 – 2012.*
2. Seek and develop sustainable per capita support for art and culture by establishing a dedicated funding source outside the general revenue budget.

2 - The Parks and Recreation Department should continue to value and develop partnerships to accomplish more with less. A 501 (c) (3) Foundation should be explored as a funding vehicle especially for capital projects.

3. Dedicated Funding to meet Nutrient Reduction Goals to restore the health of the St. Johns River

Consideration of Renaming the Storm Water Fee to be the St. Johns River Restoration Fee with public awareness campaign to educate the community of the importance of cleaning the St. Johns River.

Septic Tank Phase-Out (reduces nutrients/bacteria)

- \$320 million need to remove 16,000 septic tanks within a 300-meter buffer of the St. Johns River and its tributaries in Duval County
- Sixty-two tributaries in Duval County are impaired and considered an environmental hazard and public health issue
- The City of Jacksonville (COJ) invests \$2 million annually
- COJ Request- \$2 to \$10 million State Annual Match

Enhanced Storm water Pollution Prevention and Treatment Practices

- \$200 million need to retrofit Duval County storm water systems to reduce pollutants entering the St. Johns River
- COJ invests \$12 million annually
- COJ Request - \$5 to \$10 million State Annual Match

4- Library Information Delivery System

What's not working: More than any other city department, information technology is at the core of the library's service. JPL has nearly one third of the total computers in the city. Under the current set-up with the city's IT department, the library's ability to respond quickly to changes in technology and customer needs is seriously challenged. The library is not able to set its own IT priorities or manage its own technology budget. Furthermore, the city's IT department is overpriced and under delivers. JPL's IT costs are disproportionately high compared to its peer libraries. Insufficient bandwidth and outdated and often non-functioning computers hinder the library's ability to provide services.

Recommendations: The library should draft a Request for Information (RFI) to determine whether IT service can be managed more effectively by bringing the service in house. There should be a commitment to invest in technology: increased bandwidth, up-to-date equipment, increased automation of services, and mobile technologies for Jacksonville Public Libraries.

5- Set a tone of inclusion, equity and multiculturalism---a commitment to build bridges and bring people and communities together. Consideration should be given to convening a Race or Multicultural Summit. This would include a values proposition stating why the city's future growth depends on this, a clear vision of a multicultural Jacksonville of the future, inclusion of gender-equity as a goal, support for amending the current ordinances to include sexual orientation as a protected class, inclusion of all neighborhoods in the city in the Mayor's policy and programs, and inclusion of Hispanic, Asian and other ethnic communities.

6- Improve Library Locations to increase available to the entire community.

What's not working: Inequities exist in both the access to and quality of libraries in Jacksonville. The four branches in Jacksonville's urban core are inadequate facilities that cannot be rehabilitated as modern libraries. The residents who use these libraries are not provided with the same quality of library services as other areas of the city. The northeast region of Jacksonville has an expanding population and is the one large area of the city that has no library.

Recommendations:

- Build a new branch in the currently under served region of Oceanway
- Replace inadequate branches in the urban core with one large new branch to redress inequities in Jacksonville's underserved areas

7- Social Well-Being, Health and Family Financial Stability Policy

Improve access to health care for low-income families, elimination of food deserts and expansion of mental health resources should be a top priority. In addition, providing family's knowledge to better manage their income including identifying needs versus wants and tactics to save helps them to avoid financial crisis. Several organizations are working to increase financial knowledge, including: RealSense Prosperity Campaign – ensuring eligible residents are aware of and receive the Federal Earned Income Tax Credit led by United Way. Since the inception of the RealSense Program in 2003, the amount of EITC dollars brought back into the community has increased 1,157% (from \$485,843 to \$6,107,969).

8- Maintain a healthy non-profit sector with minimum funding set at current levels.

GOAL AREAS, OBJECTIVES, CRITICAL SUCCESS FACTORS AND BARRIERS

Identify three (3) goal areas/measurable objectives. Goal areas should be separated into those areas that can be accomplished within the Mayor's first 100 days, 6 months and 24-48 month time frames.

ITEM(S) WHICH CAN BE ACCOMPLISHED WITHIN MAYOR BROWN'S FIRST 100 DAYS

- 1. . Public Support for Arts and Culture: The Public Service Grants Program**
- 2. Set a tone of inclusion, equity and multiculturalism---a commitment to build bridges and bring people and communities together.**
- 3- Dedicated Funding to meet Nutrient Reduction Goals to restore the health of the St. Johns River**
Consideration of Renaming the Storm Water Fee to be the St. Johns River Restoration Fee with public awareness campaign to educate the community of the importance of cleaning
- 4- The Parks and Recreation Department : A 501 (c) (3) Foundation should be explored as a funding vehicle especially for capital projects.**
- 5- Maintain a healthy non-profit sector with minimum funding set at current levels.**

GOALS/ACCOMPLISHMENTS WITHIN 6 MONTHS

- 1. Library_Information Delivery System**
- 2. The Parks and Recreation Department should continue to value and develop partnerships to accomplish more with less.**

GOALS/ACCOMPLISHMENTS 2-4 YEARS

- 1. Improve Library Locations to increase available to the entire community.**

2. Social Well-Being, Health and Family Financial Stability Policy

Seniors Transition Sub-Committee

Recommendation Report

Presented to Mayor Brown on August 8, 2011

Recommendations

1. **Consider Seniors in Every Decision:** As an overall recommendation, the Committee felt the Mayor and his staff should consider services to seniors on a larger scale than any particular agency or arm of City government. They should consider the effect on senior quality of life in all decisions taken by the City, including transportation, housing, employment, downtown revitalization, pedestrian safety and other areas. Seniors should also be considered as a resource and not just as a population with special needs.

Responsible Organization: Mayor's Office
Budgetary Impact: Indeterminate
Timeline: Immediate

2. **Elevate the Importance of Senior Issues:** The Adult Services Division of the Recreation and Community Services Department is the primary agency of City government charged with providing activities and programs for Jacksonville's senior population. With a budget of just over \$7 million, the Division has 95 full-time and 10 part-time employees. It operates 19 senior centers which classes, fitness programs and recreational opportunities, and serves more than 300,000 nutritious meals per year. It also offers respite care, coordinates volunteer activities, and supports the Council on Elder Affairs. Generally, services are available to residents aged 60 or older.

The group felt strongly that the head of the Division should report directly to the Mayor's Office through the Chief Administrative Officer. This would elevate the importance of senior issues, and ensure that there was a strong advocate for seniors "in the room" when decisions are made.

Responsible Organization: Mayor's Office
Budgetary Impact: Minimal
Timeline: Short Term

- 3. Immediate Organizational Changes:** In the short term, the Administration Sub-Committee recommended two other changes to the organization of the Adult Services Division. First, in order to improve efficiency and accountability, all of the custodial positions should be consolidated under a single supervisor. Second, responsibility for planning and conducting dedicated events aimed at the senior population should be moved back to the Adult Services Division, along with the required staff. This change would improve responsiveness and coordination, and make sure that the events are relevant to the needs of seniors. Finally, there are currently at least five vacant staff positions in the Division which should be filled immediately.

Responsible Organization: Adult Services Division
Budgetary Impact: Minimal
Timeline: Short Term

- 4. Develop an integrated communications campaign with a Communications Coordinator to implement it:** Seniors in Jacksonville face a fragmented landscape of services designed to improve their quality of life, with information that is usually adequate, but not highly visible. There is a limited sense of the “Elder Community” in activities, opportunities and lifestyles.

The City needs to expand its efforts to communicate with seniors, using proven methods as well as new technology. The Senior Guide was cited as a good publication, but not enough copies are produced. The monthly *Vintage Grapevine* newsletter was discontinued for budgetary reasons. At the same time, the City can help seniors take advantage of new technology, by expanding the low-cost cell phone program and efforts to train seniors in new communications technology like social networks.

Finally, there are areas where the City or another agency provides services, but many seniors are not aware or have trouble finding the specific information they need. For example the City or JTA could develop a transportation information center, which would help seniors figure out how to take advantage of existing programs like JTA Connection and the Community Shuttle. As another example, the Fire Department has a program offering free smoke detectors to seniors, but many people are not aware of it.

There should be an Assistant Director of Communications responsible for implementing the Communications Plan, who would report directly to the Director of Adult Services.

Responsible Organization: Adult Services Division

Budgetary Impact: Indeterminate
Timeline: Short Term

5. **Strategically Evaluate Current Organization and Services:** A thorough study should be conducted to strategically evaluate the current structure of the Adult Services Division. The Division must have clear lines of authority and responsibility, which the current organizational chart does not provide.

The Committee recommends the attached organizational chart. There would be three Sections, one with overall responsibility for senior centers, one for programs, and one administrative led by a Fiscal Officer. There should be an Assistant Director of Communications who would report directly to the Director of Adult Services. A Volunteer Coordinator would ensure that the Division can attract, retain and take advantage of the efforts of high quality volunteers.

This study should also re-evaluate all functions to consider whether outsourcing is appropriate or not. For example, there should be an analysis done on whether the City should continue to contract for congregate meals or prepare the meals itself. The study should incorporate polling of senior clients and potential clients in its methodology.

Responsible Organization: Adult Services Division
Budgetary Impact: Indeterminate
Timeline: Medium Term

6. **Help Every Senior Feel Safe in His or Her Home:** Improved communication from the City, Police and Fire Departments could help seniors take advantage of existing programs (like the free smoke detector program mentioned above). In areas where many seniors live, infrastructure upgrades may be needed, such as additional street lighting or cross walks that give increased time to cross. Finally, the City should consider a program to provide emergency call buttons to seniors who reach a certain age.

Responsible Organizations: Adult Services Division, Public Works Department, Jacksonville Fire & Rescue Department, Jacksonville Sheriff's Office
Budgetary Impact: Indeterminate
Timeline: Medium Term

7. **Encourage New Development to Include "Aging in Place" Options, Especially in the Downtown Core:** Jacksonville must position itself to offer quality "aging in place"

options to seniors and make a determined long-term strategic effort to attract seniors to the physical and medical assets of our city, and especially into the Downtown Core. The City should provide incentives for new developments that include senior living facilities with services and amenities. All residential development in the Downtown Core should include “aging in place” considerations to allow units to be converted for independent or assisting living.

Responsible Organization: Planning & Development Department, Housing & Neighborhoods Department
Budgetary Impact: Indeterminate
Timeline: Medium Term

- 8. Create and Maintain a Volunteer Corps that accelerates Jacksonville to the Top Tier of Livable Cities:** Changing demographics and increases in life expectancy will give Jacksonville and the First Coast an enormous potential volunteer pool, with retirees increasing having 30 to 40 years of active and creative life to support taking Jacksonville to the next level. To successfully utilize this resource will require the development and expansion of a Senior Volunteer Corps similar to the development of the Peace Corps in the 1960s.

The organization could be based on the campuses of major universities and colleges within Jacksonville as part of the continuing education divisions. It would report directly to the new “Czar” of Education to be appointed by Mayor-Elect Brown.

The Senior Volunteer Corps must have a life-long learning component to help volunteers keep up with the knowledge they need for the job they are choosing to perform. Means of communicating with volunteers, including use of the internet and social media, is another necessary infrastructure component. Development of a wellness program to help maintain the health of volunteers would be optimal. A grant and contract development office should be created to take advantage of local, state and federal funding sources. Finally, a senior volunteer rewards program should be developed to encourage and reward volunteers. It could be built along the concept of a frequent flier program, offering discounts and rewards to participants.

Responsible Organization: New Agency or Organization
Budgetary Impact: Indeterminate
Timeline: Long Term



**Recreation and
Community Services
Department**

Adult Services Division

Recreation and Community Services Department Adult Services Division

The core function of the Adult Services Division is to provide activities and programs for Jacksonville's senior population.

- The division operates 19 senior centers
- Provides respite care
- Offers volunteer opportunities for seniors

Program and Services

- In FY 10-11, approximately 4,500 seniors will use the city's **senior centers** and more than 300,000 nutritional meals will be served to senior participants. With a fleet of 26 buses, the division offers daily transportation to and from most of the senior centers.
- Respite for Elders Living in Everyday Families (RELIEF) and Senior Companion programs will provide an average of four to six hours of in-home and center-based **respite care** at no cost to a minimum of 150 low-income families.
- Over 300 **Retired Senior Volunteer Program (RSVP)** volunteers are vital to the daily operations of our 19 Senior Centers assisting with meal service and other senior activities. Additionally, in FY 10-11 RSVP Early Literacy Initiative volunteers assigned to Duval County Public Schools will be instrumental in assisting 94% of children advance to the next grade level.
- Through one on one mentoring, **Foster Grandparent Program** volunteers "grannies" will serve 725 children with special needs or who are at risk; 75% of these children are expected to improve both their math and reading scores.

Staff

- Adult Services Division operates with a staff of 95 full-time employees and 10 part-time employees.

Budget

- The division's total operating budget for FY 10-11 is \$7,068,432.00. The total includes general revenue funding in the amount of \$5,088,171.00 and grant funding in the amount of \$1,980,261.00.

Senior Centers

The senior center programs support successful aging, increase enjoyment of life and maximize self-sufficiency. A major function of the senior centers is to provide hot nutritionally balanced meals and supportive services to participants.

Eligibility Criteria

Center participant eligibility is based on requirements established by the Older Americans Act, which in part funds center programs. Eligible persons include:

- Individuals age 60 or older
- A spouse attending a center with his/her spouse who is age 60 or older
- Disabled persons who reside at home with and accompany an eligible person to the dining center
- Volunteers, regardless of age, who provide services on a regular basis

Services and Activities

All activities and services available at senior centers are designed to support successful aging and promote individual potential.

- Activities offered at centers include computer classes, educational classes (history, current events, gardening, etc.), exercise and dance classes (Wii games, fitness, Yoga, aerobics, ballroom and line dancing, etc.), crafts (knitting, crochet, ceramics, art), card games, puzzles, and sports (shuffleboard, horseshoes, billiards, table tennis).
- Supportive services available to senior center participants include transportation, information and referral/assistance and basic homemaker service. Nutrition services include nutrition screening, cooking, education and counseling.

Funding FY 2010-2011

Organization/Agency	Funding Source	Amount	COJ Match
City of Jacksonville	General Revenue	\$ 1,789,072.00	N/A
Northeast Florida Area Agency on Aging/ ElderSource	Older American Act Title III-B Supportive Services Grant	\$427,383.00	\$2,106,102.00
Northeast Florida Area Agency on Aging/ ElderSource	Older American Act Title III C-1 Congregate Nutrition Services Grant	\$624,215.00	\$832,538.00
Northeast Florida Area Agency on Aging/	Nutrition Services Incentive Program Grant (NSIP) exclusively	\$183,657.00	N/A

Fiscal year 10-11 funding of \$5,962,967.00 reflects the total program budget which includes salary and benefits for employees.

Senior Centers are located in the following areas and City Council Districts:

Greater Arlington/Beaches

- Arlington Senior Center, 1078 Rogero Road, Jacksonville, FL 32211
Council District 1
- Jim Fortuna Senior Center, 11751 McCormick Road, Jacksonville, FL 32225
Council District 2
- Bennie Furlong Bchs Senior Center, 281 19th Ave. S., Jacksonville Bch, FL 32250
Council District 13

North

- Oceanway Senior Center, 12215 Sago Avenue W., Jacksonville, FL 32218
Council District 11

Northwest

- Charlie Joseph Senior Center, 6943 Buffalo Avenue, Jacksonville, FL 32208
Council District 7

- Clanzel Brown Community Center, 4415 Moncrief Road, Jacksonville, FL 32209
- Moncrief Senior Center, 5713 Teeler Ave., Jacksonville, FL 32208
- Riverview Senior Center, 9620 Water Street, Jacksonville, FL 32208
Council District 8

- Hammond Senior Center, 3312 W 12th Street, Jacksonville, FL 32205
- Wallace Small Senior Center, 1083 Line Street, Jacksonville, FL 32209
Council District 9

- Leroy Clemons Senior Center, 55 Jackson Avenue, Jacksonville, FL 32205
- Lincoln Villa Senior Center, 7866 New Kings Road, Jacksonville, FL 32219
Council District 10

Southeast

- Mandarin Senior Center, 3848 Hartley Road, Jacksonville, FL 32241
Council District 6

Southwest

- Lane Wiley Senior Center, 6710 Wiley Road, Jacksonville, FL 32210
Council District 10
- Maxville Senior Center, 18065 Pennsylvania Ave., Jacksonville, FL 32234
Council District 11

Urban Core

- Mary L. Singleton Senior Center, 150 East First St., Jacksonville, FL 32206
- Longbranch Senior Center, 4110 Franklin St., Jacksonville, FL 32206
Council District 7

- J. S. Johnson Senior Center, 1112 Jackson Street, Jacksonville, FL 32204
- Louis Dinah Senior Center, 1805 Flag Street, Jacksonville, FL 32209
Council District 9

Respite Care

Independent Living Program

The division operates two programs that provide respite services, the Respite for Elders Living in Everyday Families (RELIEF) Program and Senior Companions.

The RELIEF program offers in-home respite care for homebound elders. Respite services allow the caregiver to leave the premises of homebound elders for a brief period of time.

Senior Companions, which operates as a center-based program, is a peer volunteer program that provides services to elders at risk of institutionalization due to chronic illnesses, early onset of Alzheimer’s Disease, disabilities or isolation. Senior Companion volunteers provide companionship and advocacy as well as respite to caregivers of the frail and elderly.

Eligibility Senior Companion & RELIEF Volunteers

- Persons at least 55 years of age
- Low to moderate income

Eligibility Senior Companion & RELIEF Clients

- 60+ years old
- Family is unable to pay for respite care without compromising other basic needs
- Diagnosed with memory loss (for Senior Companion clients)
- With chronic illnesses, disabilities or isolation (for RELIEF clients)

Funding FY 2010-2011

Organization/Agency	Funding Source	Amount	COJ Match
Corporation for National and Community Services	Senior Companion Program Grant	\$33,438.00	N/A
Northeast Florida Area Agency on Aging/ ElderSource	Respite for Elders Living in Everyday Families (RELIEF) Program Grant	\$82,300.00	\$15,500.00
City of Jacksonville	General Revenue	\$130,913.00	N/A
City of Jacksonville	Community Development Block Grant (CDBG)	\$139,600.00	N/A

Fiscal year 10-11 funding of \$401,751.00 reflects the total program budget which includes salary and benefits for employees and stipends for program volunteers.

The Independent Living Program operates with a staff of five full-time employees, two part-time employees and 57 volunteers.

Volunteer Opportunities for Seniors

Foster Grandparent

Foster Grandparent Program (FGP) participants serve as mentors, tutors and caregivers to special needs/at risk children. The scope of the program supports economic development and job creation, allowing the volunteers to learn job skills, techniques and earn a stipend. The program also offers educational enhancement for the senior volunteers by means of training.

Each volunteer works a minimum of 15 hours per week, completes 40 hours of orientation training and 40 hours of annual In-Service training. A physical and background check is performed on all volunteers. Participants receive a modest tax-free stipend to cover volunteer costs and reimbursement of mileage.

The program currently has 96 volunteers and 37 volunteer sites which include schools and day care centers.

Eligibility Criteria

- Persons at least 55 years of age
- Low to moderate income
- Seniors working in daycare settings must have their child care certificate pursuant to the Code of Federal Regulations, Title 45 - Part 2552

Funding FY 2010-2011

Organization/Agency	Funding Source	Amount	COJ Match
Corporation for National and Community Services	Foster Grandparent Program Grant	\$371,557.00	\$81,046
City of Jacksonville Community Development Division	Community Development Block Grant (CDBG)	\$31,800.00	N/A

Fiscal year 10-11 funding of \$403,357.00 reflects the total program budget which includes salary and benefits for employees and stipends for program volunteers.

The Foster Grandparent Program operates with a staff of three full-time employees.

Retired and Senior Volunteer Program (RSVP)

The purpose of RSVP is to engage persons in volunteer service to meet critical community needs, and to provide a high quality experience that will enrich the lives of volunteers and those they serve.

RSVP participants have a variety of volunteer opportunities. Currently the program has 660 active volunteers.

- The *Tale Tellers* volunteers read to Duval County Public School pre-kindergarten and kindergarten children to promote early literacy. Seventy-five volunteers read to 3,400 students in 160 pre-K and kindergarten classrooms.
- *Senior Center* volunteers provide assistance in all 19 Senior Centers.
- The *Concerned Adults Reaching Everyone* (CARE Volunteers) live in 10 senior retirement communities where they volunteer to help with security patrols, visit, shop and check on frail and vulnerable elderly residents.
- *Senior Volunteers Available Today* (SWAT Volunteers) participate in short-term assignments with over 35 partner agencies ranging from educational fairs to clean-up blitzes.
- *Craft Club* volunteers sew and make items for Shands Hospital, Salvation Army, Nursing Homes, and the Navy and Marine Relief Corps.
- *Rainbow Caring Card* volunteers make homemade greeting cards for troops overseas through Mission Harvest and for nursing homes.
- RSVP Jacksonville created a *Baby Boomers Task Force* to research how to engage baby boomers in volunteer activities. As a result of their effort, a comprehensive manual was produced which chronicles “best practices” to be used by other RSVP Programs throughout the state. The resource guide is entitled “Civic Engagement: The Ultimate Resource Guide to Capture Baby Boomer Volunteers.”

Eligibility Criteria

- Persons at least 55 years of age

Funding FY 2010-2011

Organization/Agency	Funding Source	Amount	COJ Match
Corporation for National and Community Services	Retired Senior Volunteer Program (RSVP) Grant	\$86,311.00	\$133,000.00

Fiscal year 10-11 funding of \$219,311.00 reflects the total program budget which includes salary and benefits for employees.

The RSVP operates with a staff of three full-time employees and one part-time.

Council on Elder Affairs

The Jacksonville-Duval County Council on Elder Affairs was created by ordinance code to serve as an advocate for older persons in the city. The Council is charged to plan, evaluate, advocate and promote programs and policies that maximize opportunities of self-sufficiency and personal independence designed to help older persons.

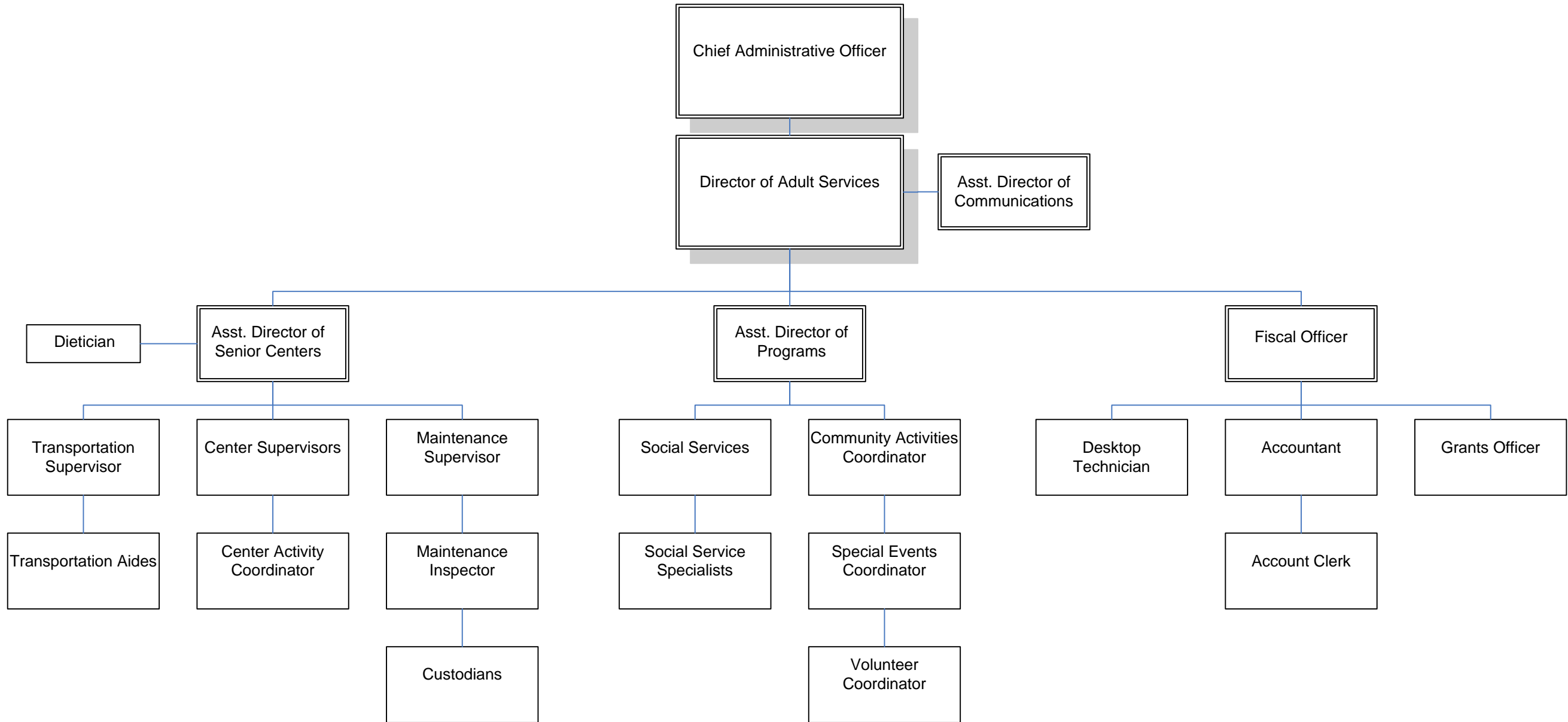
The council is composed of 19 community members, with one paid staff person. This position is budgeted in the Adult Services Division.

Funding FY 2010-2011

Organization/Agency	Funding Source	Amount	COJ Match
City of Jacksonville	General Revenue	*\$117,492.00	N/A

Fiscal year 10-11 funding reflects salary and benefits only. *Budget amount is not included in total division budget on page one.

Senior Transition Team



Administration Sub-committee recommended a thorough study to strategically evaluate the current structure be conducted and to realign positions following the strategic analysis.

We should go beyond this and couple with paragraph below recommending a structure be considered where an individual/citizens committee/non-profit/public or private partnership report to the Mayor with an appropriate yet to be defined working relationship with Adult Services, but separate from Adult Services. This function would serve as an independent authority, compensated with consideration to minimizing the burden to taxpayers who would

- 1) advocate for Seniors within the Mayor's Office ensuring the effect on their quality of life (Transportation, Planning, Public Safety, Housing) is considered in all key decisions, in order to demonstrate Mayor-Elect Brown's directive to prioritize Senior issues within his administration
- 2) develop and execute a Marketing Plan to increase City revenue by promoting Jacksonville nationally as a prime destination and relocation option for Seniors AND elevate the profile of the total population of Seniors who live and play in the Jacksonville Metro area (16.6%+ significantly exceeding the number of school aged children) to build a sense of community and power amongst Seniors,
- 3) advocate for Seniors within the greater Jacksonville Metro area by developing linkages between key Seniors advocacy and service groups in the area, including Adult Services, elevating, strengthening expanding and/or streamlining them to make them more accessible and user friendly to better serve the Senior population and their families,
- 4) identify and employ untapped Senior volunteer resources to increase services to Seniors thereby reducing the overall cost of delivery of services (Volunteer Corps), and
- 5) work within the current structure to increase the number, impact, visibility and diversity of Special Events, resources and activities for Seniors (City Warehouse, Canning Kitchen, Divine 9 National Conclave).

Respectfully submitted,

Gail Kenney

Mayor-Elect Alvin Brown

Transition Committee on Strategic Initiatives

FINAL REPORT

Presented to Mayor Brown on August 8, 2011

Table of Contents

Members of the Committee	2
Introduction	3
Section 1. River Access and Quality	5
Section 2. Regional Planning and Growth Management	8
Section 3. Library System	12
Section 4. Arts and Culture	17
Section 5. Human and Social Services	20
Section 6. Infrastructure and Visual Appearance	25
Section 7. Parks and Recreation	28
Section 8. Small Business and Entrepreneurship	32
Summary and Conclusions	37

Members of the Committee

Preston H. Haskell, *Co-Chairman*
The Haskell Company

Bishop Vaughn McLaughlin, *Co-Chairman*
Potter House Christian Fellowship

Ali Korman
Stellar

Bandele Onasanya
Onas Corporation

Deborah Pass-Durham
Potentiae

Matt Rapp
The Players Championship

Jim Rinaman
Marks Gray

Elton Rivas
Zero Confines

Staff Director
Chris M. Quinn
Jacksonville Regional Chamber of Commerce

Introduction

The transition committee on Strategic Initiatives was given a very broad scope by Mayor-Elect Brown, and consequently drew heavily on the consistent theme articulated throughout his campaign: *We will take Jacksonville to the next level.* The committee interpreted this as its charge: to identify strategic initiatives which will make our city a more prosperous one, a more desirable one, a city characterized by excellence in quality of life and a superior economic climate for all citizens.

The Committee thus identified, studied and made findings in eight key areas, referred to as “topics” which it felt were central to this overarching objective, not necessarily in order of priority:

- River Quality and Access
- Regional Planning and Growth Management
- Library System
- Arts and Culture
- Human and Social Services
- Infrastructure and Visual Appearance
- Parks and Recreation
- Small Business and Entrepreneurial Development

Two major issues this committee decided not to address were downtown development and education. This committee felt that with other transition committees focused on the details of these issues it would be appropriate for us to refer to them as underlying currents in the above initiatives and leave the details to those specific committees. The committee endorses the work and recommendations of those other committees.

In almost each of its topic areas, the committee found that Jacksonville was doing an acceptable or satisfactory job, but not one which met the standard of a great city, or even

one seeking the “next level.” Rather, it found that inadequate financial and intangible resources have been historically committed to these topics, causing us to fall short of having the assets necessary to achieve our objective.

The committee found this unsurprising, given that the City has had a long history of reducing, for political reasons, the ad valorem millage rate which constitutes the bulk of its General Fund revenues. From 1985 until the recent financial crisis and state-mandated millage reductions compounded by doubling of the homestead exemption, each mayor and city council took action to reduce the millage rate, going from 12.5 mills to just over 9 mills. This fiscally unsound policy was quite popular with the majority of taxpayers, but today we find ourselves in a financial hole which has severely compromised our ability to become a great city, with the taxpayers resisting any tax increases.

Thus, the challenge confronting the committee is not only one of identifying the ways in which thoughtful strategic initiatives would fulfill the objective of civic greatness, but making such a compelling case for each one that our elected leaders and community leaders – and ultimately the citizenry at large – would become convinced that the benefits arising from them would clearly exceed their costs. So even after completion of this report, the greater challenge remains of demonstrating to our community that their lives, both qualitatively and economically, would clearly be enhanced by investing in those strategic initiatives recommended herein.

The prospect of Jacksonville becoming one of the great cities of America is an attainable one, but one which requires vision, leadership, thoughtfulness, informed discussion and debate. This paper is intended to help build that case. We hope very much that this is the spirit in which this report will be received by the Mayor and the leadership of Jacksonville.

Section 1. River Quality and Access

Introduction

Many of the great cities of the world are located on and take great advantage of a waterfront. Whether a bay, lake or river, the waterfront area serves as the visual signature for the city. It also serves as the main focal point of activity. Apart from man made challenges (pollution and unwelcoming structures); there are no problems with the St. Johns, or any of the many tributaries, that make it unduly challenging or unsuitable for serving this purpose for Jacksonville.

When examining Jacksonville's relationship with the river, two fundamental elements become almost immediately apparent: water quality and access. If the river is nothing more than a toxic stew of sewage and agricultural run-off that is unsafe to both humans and aquatic life, then there should be no need for access. Therefore, any discussion of the river must start with dramatically improving long-term water quality. River Keeper aptly states, "The opportunity to experience and interact with the river and its tributaries increases our knowledge, understanding, and appreciation of the river and enhances our overall quality of life." We also need to rid our perceptions of the river as an impediment to development or as a utilitarian way to dispose of our messes. Instead, we need to embrace the river as one of the most important features of Jacksonville and prioritize it as part of the downtown core. For more specifics as to water quality, it is recommended that the reader review the recommendations put forth by the Quality of Life Transition Committee.

Lastly, it is an important distinction that we are not starting from scratch. The underlying principles discussed have already been recognized and studied. Specific long-term action plans have been created and implementation has begun on many of the vital aspects of each plan. Two examples stand out: the 2006 St Johns River Accord and the Downtown Jacksonville Pedestrian and Open Space Action Plan of June 2007 prepared by the JEDC.

Both the JEDC assessment/proposals and the Chapter 23 of the ‘Maintaining Jacksonville’s Competitive Advantage’ of June 23, 2011 should be required reading and will be quoted liberally in this summary report. They are the definitive documents on the subjects at hand.

Jacksonville is far from the only city to have taken well meaning but misguided actions that are now limiting its use and benefit from its waterfront. While certainly it is more challenging to remodel an older house that was previously remodeled, there are good examples of cities that have overcome that hurdle. We can turn to these other successful renovations to provide both inspiration as well as a useful road map.

Strategic Recommendations

Jacksonville has many advantages over comparable cities throughout the country, including climate, beaches, and the absence of state income tax; however, no element is as underutilized as the St. Johns River.

1. Focus on Water Quality and Access (especially in the Downtown area)
 - Follow through and appropriately fund the current programs to enhance long-term health of the aquatic system as detailed in the “Maintaining Jacksonville’s Competitive Advantage” document and outlined below.
2. Significantly increase the pace and scope of implementation of the Jacksonville Pedestrian and Open Space Action Plan especially as it relates to:
 - Access through additional boat dockage/ramps, pedestrian bridge enhancements, enhanced water taxi, mooring fields, boat rentals, etc.

- Further enhancement of the Northbank Riverwalk through better connections to the core of Downtown, more dynamic amenities, and extension to Memorial Park
3. Avoid the mistakes of other cities in placing industrial structures, elevated expressways, unpopulated buildings, etc. along the riverfront.
 4. Strongly support the River Accord created by Mayor Peyton and Senator Jim King. Strengthening the River Accord in all aspects is essential to maintaining and improving our economic, health, and quality of life standards.
 5. Celebrate what we already have accomplished through the increased mix of interactive activities along the waterfront, including those based on permanent, new, and existing infrastructure along the riverfront.

Section 2. Regional Planning and Growth Management

Regional Planning Background

Regional Planning on the First Coast has grown slowly since creation of the Northeast Florida Regional Planning Council (NFRPC) in 1977; and expansion of the Jacksonville Transportation Planning Organization (TPO) from Duval County to most of Clay and St Johns Counties, (NE Florida TPO) which will soon be expanded to all of St Johns, Clay, Baker, and most of Nassau Counties. The TPO must maintain a twenty-year transportation plan designating projects that can qualify for state or federal funding, and federal funding supports its planning activities *inside* its planning area, but planning outside must be from local sources, including the seven member counties, the JTA, and the NFRPC. In 2010 the NE Florida Regional Transportation Commission (NEFRTC), was created; charged with reporting to the Legislature by December 2012 on a fifty year vision for transportation in NE Florida, including multi modal solutions, and a regional transportation authority.

Growth Management Background

Growth management in Jacksonville has also developed very slowly over the past twenty years, usually in response to statutory mandates. For nearly twenty years we avoided compliance with the 1983 state laws requiring a Comprehensive Plan and when we finally adopted one we delayed implementation of concurrency requirements, especially for schools. We have always shunned impact fees, common in all other parts of Florida, and played with a flexible "Fair Share" plan for individual developments, which was never "fair" nor "share" on any equitable basis. In June 2011 we adopted a new "Mobility Plan" which applies only to roads, and abolished the Fair Share plan. As to roads only it will spread the cost equitably, with lower cost to developers in built up areas where roads are built and higher cost for developers in areas where new roads must be built. At the

same time the budgets for the NEFRPC and the SJWMD were cut 30%, leaving Jacksonville almost totally in control of its destiny, and at the mercy of developers and polluters, who can be expected to generate political pressure to fill the vacuum, at least temporarily. Keep in mind that a wetland or forest once destroyed by political pressure or bureaucratic fumbling can never be restored.

The 2011 legislature abolished the Department of Community Affairs, which had increasingly controlled and enforced comprehensive plans in local governments since 1985; moved it to the new Department of Economic Opportunity; cut its staff and funding by 50%, and stripped it of any power to enforce the law or local comprehensive plans, except for sewers, solid waste, drainage and potable water, leaving local governments to determine whether to require concurrency for transportation, schools, and parks and recreation, the most expensive results of new development.

Strategic Recommendations

1. Support, engage, and participate in strengthening and better funding the NFRPC, who retain the power to consult and advise on regional planning, growth management and local comprehensive plans - i.e. leverage the powers and capabilities of the NFRPC, the TPO, and Florida DOT to develop, and expedite regional planning and coordination with adjacent counties on planning, growth management, and regional transportation.
2. Revise our Zoning Code and Land Development Regulations to comport with, and implement the purposes of the recent rewrite of our Comprehensive Plan and the new Mobility Plan; and prepare to fend off an assault by developers to suspend or amend our Comprehensive plan for their short term, advantage, in the wake of the recent legislation.

3. Strongly support, engage, and participate in the NE Florida TPO. They have the power to allow us to leverage state and federal funding for OUR priorities on transportation projects.
4. Support and influence creation of a Regional Transportation Authority for at least the five county area, working with the NFRPC, NEFRTC, JTA, DOT. Consider starting with the JTA remaining as member of the new authority, along with the five or seven counties, charged with implementing regional projects together with DOT, under inter-local agreements for cost sharing. This should be gradually phased into the new authority, with help from the NFRPC and DOT, as the counties become more accustomed to working together.
5. Support and contribute to construction of the Regional Transportation Center at the existing Convention Center, working closely with the JTA, Greyhound, AMTRAK, DOT, and the City Council. Create an MOU between the city and JTA for their use of the southeast end of the old rail station, and a plan for development of the convention center to support the Transportation Center, if and when it is vacated.
6. Work with JTA to reorganize our transportation funding so that new projects can be financed in the wake of the Better Jacksonville Plan (BJP), which encumbered JTA's principal source of resources temporarily. JTA suggests that the 1/2 cent sales tax revenues (\$66 million) pledged to BJP roads be restored to JTA, in return for the 6 cent gas tax (\$23 million) going back to the city, and JTA retaining responsibility for it's 1997 bonds, which will cost about \$38 million in 2011-12, and about \$8 million each year thereafter until 2023.
7. Work with the Jacksonville Port Authority (JPA) and the state to get state and federal funding for Mile Point (\$50 million) and channel deepening (up to \$500 million).

8. Work with JPA, DOT, JTA, and the CSX and N&S railroads to accommodate the new Mitsui and Hanjin container terminals with an Inter Modal Container Transfer Facility near Blount Island and/or near the airport; construction of direct rail onto the docks; access to Blount Island for N&S on CSX tracks to reduce truck traffic from Blount Island to the west Jacksonville CSX and N&S rail terminals from 5000 to 2000 per day, and reduce the \$480,000 estimate for road construction needed to accommodate 5000 per day, not to mention the air pollution and future road maintenance caused by that many trucks.

Section 3. Library System

Introduction

The development and nourishment of intellectual capital in any city contributes to its current and future success. Communities develop their intellectual capital through a variety of methods including academic systems, industry and corporate infrastructure and libraries.

Libraries are currently facing unprecedented challenges from multiple fronts. As a central point of information flow to all demographics, libraries are challenged by budget cuts, staff reductions, and the ever-changing way that information is exchanged in today's digital and mobile economy. Yet, the usage of library services and facilities remains significantly higher than in years past and continues to grow. This is not a local phenomenon, but rather a global trend.

Fortunately, the Jacksonville Public Library has just completed a comprehensive study, The Library Capacity Plan, which provides an all-inclusive review of the past, present, and future of the library system in Jacksonville. It incorporates multiple facets including, but not limited to, the following items:

- Finances
- Usage
- Holdings
- Information Technology
- Assessment of Services
- Functional Assessment of Facilities
- Physical Assessment of Facilities
- Peer Comparisons

In short, the Jacksonville Public Library has completed the research, outline and strategy to keep up with the growing needs of the city for the future.

Library Impact

In the state of Florida, for every tax dollar received, public libraries provide \$8.32 in value. According to The Capacity Plan there are **four key areas** of impact from our library system to the local economy:

1. **Level the intellectual playing field.** Google ambitions notwithstanding, for the foreseeable future, millions of important information sources will not be available freely online. JPL will promote a strong and healthy democracy by giving everyone equal access to countless books (print, audio, and digital), movies, articles, CDs and more.
2. **Support children's education.** It is nearly impossible to over-estimate the value of libraries in helping children learn – from providing early childhood development through story times to helping high school students succeed on homework assignments. Building a strong library system is one of the best things this city government can do to support the Duval County Public Schools. The library's support for learning does not stop at graduation; it provides rich support for lifelong learning, as well.
3. **Level the technology playing field.** The more important high-speed Internet access becomes, the greater are the obstacles to residents who cannot afford it. By providing free use of computers and the Internet, along with training on how to use them, libraries do more than any other community institution to help bridge the “digital divide.”

4. **Help residents achieve economic success.** From providing resources and assistance to small businesses to providing individuals a way to apply for jobs or government assistance online, JPL will play an increasingly important role in supporting economic growth in Jacksonville.

Key Challenges

The Jacksonville Public Library is currently facing a number of challenges that must be addressed in order to successfully meet the increasing needs of our city's population. These challenges have been outlined in the Godfrey Associates, Inc. study that was completed in March 2011.

- Information Technology & Delivery
- Staffing
- Earned Income
- Capital Budget
- Building Maintenance

It is the recommendation of this committee that each of these challenges is addressed, in alignment, with the Library Board's final recommendation from the Capacity Plan Study. Also, it is believed that there should be special consideration to the changes necessary for the Library to become more efficient and effective in the utilization of information technology to carry out its vision and mission.

It is important to note that as our economy continues to be introduced to new technology, which supports the delivery of information in new mediums, our libraries are challenged to rapidly embrace and integrate these technology changes. The goal of which is to continue to better serve library customers, improve staff productivity, and ultimately provide a greater return on investment. Through this process, even newer technologies are introduced, thus repeating the cycle at a faster pace. We must meet these new

technology related challenges in stride to successfully bridge the gap to the library of the future.

Strategic Recommendations

As discussed, the goal of our public library system is to strive to provide important and relevant informational services to each and every person and business within its service area. With this in mind, along with the projected population increase for Jacksonville by approximately 12% by 2020, The Capacity Plan focuses on key areas for the Jacksonville Public Library:

1. **Information Delivery:** by utilizing information technology, with a focus on information literacy, computing skills, and virtual library development – for customers and constituents of all ages and location within Jacksonville.
2. **Business Services:** providing meaningful services to the business community, with a special emphasis and focus on small businesses; including career readiness.
3. **Generation Connecting Services:** providing service to children (with a special emphasis on the very young and their caregivers), teens and tweens as well as persons age 55 and above.
4. **Building Maintenance and Ample Locations:** focus on completing key building maintenance items that have been delayed due to budget restrictions. Ensure that all areas of Jacksonville receive library service at equal levels; currently two areas of the city (the urban core and northeast Jacksonville) receive inferior service.
5. **Funding:** focus must be on short-term needs as well as long-term structure to ensure sustainable funding sources and capital investment needs are met.

6. **Staffing:** review and increase the number of appointed positions to allow the Library to recruit, hire, and retain the best managerial candidates. This is a key component of the long-term plan for the Library to remain at the leading edge of information flow.

The Jacksonville Public Library has received a recommendation for a 10-year plan from the Godfrey and Associates, Inc. report. This plan includes steps that can be taken to address each of the aforementioned challenges. It is the recommendation of this sub-committee to defer to the final recommendations provided by the Library Board for this 10-year plan. It should also be noted that based on this sub-committee's research, in addition to the Library Board's recommendation, we recommend that the Information Technology challenges facing the city's libraries are unique and specific. These include, but are not limited to, the availability of working computers, increase of bandwidth speed, procurement and replacement process, and the Library's website.

Section 4. Arts and Culture

Introduction

A vibrant atmosphere of arts and culture is essential to the life of any great city. The performing and visual arts provide not only pleasure and education to their audiences, but broad benefits to the community as a whole.

Arts are a means of motivating us intellectually and emotionally. They stimulate creativity, give us a sense of beauty and a means to understand our community and its citizens, and provide a link to our heritage. At the community level, arts and culture reflect our diversity, yet also bring us together, enriching community life and citizen interactions, and forming cultural connections between and among populations. Artistic and cultural activity is a source of pride internally and reputation externally.

A vibrant cultural environment attracts and sustains business and economic development. It brings revenues to the community through tourism, corporate relocation, and jobs growth. It attracts intelligent, well-educated young people to our community. It can inspire community revitalization, including downtown revitalization and neighborhood restoration.

Community Impacts

In addition to concerts, museum exhibitions, events, and performances, Jacksonville's cultural organizations offer a broad range of activities and events involving youth, families, and underserved populations. Examples of the latter include:

- The Cummer Museum's Very Special Arts Day serves 2,400 children with disabilities over a period of four days annually.

- The Jacksonville Symphony Orchestra performs at senior centers and coordinates rides to concerts downtown.
- The Cathedral Arts Project provides after-school programs to 1,200 underserved students at elementary schools throughout the City.
- The Art Center Cooperative hosts more than 1,000 persons monthly at the downtown First Wednesday Art Walk.
- The Jacksonville Children’s Chorus locates Training Choirs in underserved northside and westside neighborhoods.

There are many more such initiatives which enliven and enrich our city, particularly youth, seniors, and underserved segments of our population. In the aggregate, it is inescapably compelling that we, as a city, must maintain and enhance our support, both public and private, of these important institutions.

Economic Considerations

Public grants for the arts have a powerful multiplying effect. At the national level, every dollar that the National Endowment for the Arts gives in grants typically generates seven to eight times more money in terms of matching grants, further donations, and earned revenue, and roughly these same figures apply to Jacksonville. The Cultural Council of Greater Jacksonville estimates that in just one year, the arts and culture industry supports 873 jobs, provides 231,000 free tickets, hosts 689,000 people at events, and serves 340,000 students. The overall economic impact upon the Jacksonville community approximates \$69 million.

However, public support for the arts through City funding of the Cultural Service Grants Program has sharply decreased, in nominal, real, and per capita terms from fiscal 2006-07 to 2010-11. Nominal financial support in these five years has dropped from \$3.75 million to \$3.0 million, a reduction of 20 percent. When adjusted for inflation, the decrease is 32 percent. Finally, when adjusted for population growth of the city, the aggregate decrease is over 38 percent. This reduction has had a severe impact upon our arts and cultural organizations in sustaining their mission to serve the public, to provide programs and support initiatives, and to maintain and improve our quality of life. Most institutions have been forced to make cutbacks and reductions, often severe ones, in programming, personnel and events.

Strategic Recommendations

Clearly, we must reverse these reductions. Simply to return to 2006-2007 levels, the City must increase its support of the Cultural Council Grants Program from \$3.0 million, to \$4.2 million. This increase represents slightly over one-tenth of one percent of the City's General Fund. But this small expenditure carries with it a compelling case and intangible and economic benefits which outweigh the expenditure many, many times.

Additionally, we must be vigilant as a City to ensure that this type of well-intended but damaging budget cutting does not prevail in the future. The direct benefits, the multiplier effects, and the intangible impact are so powerful that a reasonable and thoughtful level of public support should always occupy an important place in City policy and budget making.

Section 5. Human and Social Services

Introduction

The ability to take care of the poor and needy in our city is vital to its growth and development. It is not just economic vitality that is attractive to potential new residents. Economic vitality and livability go hand in hand to attract the kind of people that can take a city to the next level. Meeting these basic physical, sociological and emotional needs as well as that of the aged and the disabled are critical to the life and health of this community. Thus, a thriving Human and Social Service division is critical to the health and the welfare of any great city.

By definition, Human Services are those programs and/or facilities for meeting basic health, welfare, and other needs of a society or group, such as the poor, sick, indigent and elderly. By definition, Social Services are activities organized by state or local authority, and non-profit organization, and carried out by trained professionals. These services mostly synergize and work together in order to create an environment of care and concern that lifts the moral and the comfort level of families in need of assistance in caring for their own.

Jacksonville has in place great programs that are productive in meeting the basic health, welfare and other social needs of these various groups. Our city has the privilege of having well-informed and heavily involved non-profit and faith based volunteers that are working together and along side of government agencies in helping to eliminate the systemic poverty that plagues the poor and indigent in the urban areas of our city. Yet, much more could be done to enhance this working relationship and bring about even a greater sense of health and well-being for the citizens of our great city.

Another strategic document which needs careful review is Mayor Peyton's *Blueprint for Prosperity*. This plan has some very practical initiatives and recommendations that should not be overlooked and include:

- Improving cooperation and collaboration.
- Preventing service overlaps.
- Marketing programs that reduce overall system cost.
- Making funding contingent on results.
- Recognizing the necessity for the public and private sector to provide leadership within the social service network through support, volunteerism, philanthropy and civic engagement.
- Using technology to provide synergy and management for the social service network.
- Funding organizations that provide services to individuals who are not capable of taking care of themselves because of mental or physical conditions.
- Funding not-for-profits both operationally and with working capital.
- Encouraging all faith-based groups to provide social services.

These recommendations address city needs and make Jacksonville a better place to live.

Community Impact

Our city government has put forth considerate efforts and funding in addressing its human and social needs. Jacksonville models collaborate partnerships with some of the

most efficient and effective agencies of any city its size.

- I. M. Sulzbacher Center supplies an array of services for the homeless and needy in our city.
- Hubbard House is a leader in the care of domestic violence and abuse of all sorts.
- Gateway Community, Youth Crisis Center, River Region Human Services offer refuge and shelter for the drug addicted, homeless and counseling associated with abuse of all sorts.
- Lutheran Social Services, Catholic Charities, Salvation Army, United Way, Clara White Missions, Trinity Rescue Mission, Jacksonville Legal Aid are just a few of the most visible and effective services that the city has to offer that work to take care of the total needs of the total man. These services, along with the others, need continued support and assistance in order to perfect and supply the vital services that keep our citizens functioning in these difficult times.

These agencies, many of which are operated strictly by volunteers, along with city and state funded social workers and social services work hard in reducing our homeless rate, the care and protection of victims of abuse and neglect, people who have physical, mental and behavioral disabilities, as well as helping those residents who abide in neighborhoods that are high risk crime areas.

Because of the inflation and current recession, demands for services have increased significantly while, at the same time, charitable giving, and often government support, have gone down. According to a Jessie Ball DuPont Fund survey, over 42% of non-profits were operating in the red in 2008. It is surely higher at this hour with the current recession becoming even more deeply entrenched over the last 3 years.

Financial Resources

People tend to gravitate to a city where there is proper care of the basics as it relates to human and social services. The proximity of a treatment center, the accessibility of detoxification, access to health care for the aged and acute affordable care for children are all considerations of people moving into any community.

Panhandlers and streetwalkers are a problem and eye sore to any community. Potential residents and businesses are turned away by what they see more often than what they are told about the health and condition of a community. There has to be care for the transients and homeless.

Both public and private sectors need to become creative in granting and funding staff to alleviate and care for those in need of human and social services. Not only does funding and granting create jobs, but more workers also can work to re-activate retired specialists and homebound volunteers which stimulate life and energizes a community.

Even though grants may available, if the quality of life and the basic needs of the less fortunate are going to be met, there must be creative methods to raise additional monies needed to supply the services that these agencies offer. Of the public service grants awarded in 2010, recipients received only 66% of the amount requested. More needs to be done to help these agencies help the poor and the needy of our city.

Strategic Recommendations

One of our main goals as a city ought to be a homeless and hunger free city. Feeding the hungry and supplying a roof over the heads of the poor and needy is a mandate that can change the economic, spiritual and moral climate of this city and bring new life and

attract many who can rest that their human and social needs will be met and addressed.

1. Continued support of all agencies involved in the care of the needy of this community.
2. Facilitate the collaborative effort between the existing government funded agencies and the nonprofit community.
3. Create a more defined network and liaison between the local government and the faith-based community. Churches spend thousands of dollars a year in repeat services to needy people of the community just in supplying food and clothing as well as basic financial assistance for medicine, housing assistance, etc.
4. Create a network database to provide a clearer understanding of the service providers that exist and prevent abuse of services.

The nonprofit community can save our city and its agencies much needed dollars that can be applied to other legitimate needs and even used to help reduce the overall city budget. These are just a few of the recommendations that could address these needs and make Jacksonville a better place to live.

Section 6. Infrastructure and Visual Appearance

Introduction

A healthy, growing City needs a high-quality and coordinated infrastructure system. Jacksonville needs to look beyond the boundaries of Duval County and start to think of the city as a regional hub. However, before we can take steps towards regionalism, we must first take steps to fix our existing system.

When we talk about infrastructure needs in the city, we are referring to urban infrastructure such as power, water, sewer, etc. It is in these areas where we have the most significant problems, but also the most potential. If our city were to better coordinate efforts amongst our agencies and focus on efficient and effective use of resources, Jacksonville could be light years ahead of where it is today.

The community impact of these areas is great. Currently there is no coordination with infrastructure where different parts of the City have different levels of infrastructure needs. Poor infrastructure in certain areas can cause residents to have a lack of pride in their community. There is also the problem of inadequate storm water and wastewater facilities which, in turn, degrade the water quality in the St. Johns River and other waterways.

Economic growth is either boosted by a strong infrastructure system or it is hindered significantly. Poor infrastructure and transportation are drawbacks for recruiting business, increasing residents, and growing tourism dollars.

Strategic Recommendations

Jacksonville must stop looking for short term gain, but must look towards the future. Two areas that need forward thinking are infrastructure and transportation. By addressing these needs we not only place Jacksonville in a position of growth, but we also begin to improve the visual appearance of the city. As we modernize all areas of the city we will start to see blight melt away.

Moving forward, it is important that the city continue its commitment to address the health of the St. Johns River and other waterways through water infrastructure projects to improve storm water systems, wastewater facilities and water reuse.

1. Accelerate JEA plan to increase water reuse from 10% to 30% in the next twenty years.
2. Support and improve the Jacksonville Storm Water Utility, a major faction in reducing river pollution, but more importantly the key to finally resolving our chronic problems with drainage and flooding, especially in low income areas. The storm water fees, like our other new user fees, are the key to improving our city, spreading the cost of services more equitably than if supported only by property taxes needed for more general services.
3. Support, improve, educate the public and find ways to enforce compliance with our irrigation, fertilizer usage, water conservation and septic tank control.
4. Focused infrastructure investments to promote infill and redevelopment. Consider public private partnerships with neighborhoods, town centers and commercial corridors to improve the look of our city and strengthen neighborhoods focusing on “high needs” neighborhoods.

- “Town Center” type improvements in older neighborhoods and commercial areas.
 - Transportation corridor enhancements with landscaping that is low maintenance and drought tolerant.
5. Identify older, close-in neighborhoods where simultaneous reconstruction of the roadway and utilities is feasible. This would potentially entail roadway resurfacing, installing sanitary sewerage (replacing septic tanks), replacing unsightly and poorly maintained drainage ditches with storm water piping, installing “gray water” lines for future use, and placing unsightly overhead utilities underground. The result would be the creation of attractive neighborhoods closer to the central city, providing new and renovated dwellings closer to the city center, and reversing suburban sprawl.
 6. It is recommended that the Mayor appoint a commission to study the best use of resources in order to strengthen the infrastructure and regional transportation for our City.

Section 7. Parks and Recreation

Introduction

A park system should be a tourist attraction, an outdoor classroom, a symbol of our economic vitality and it should be a place to show progressive change. Every great city has a great park system and, as a great city, Jacksonville also has this potential.

In essence, our park system is a canvass that the new administration should utilize as they paint their picture of a greater Jacksonville.

Community Impact

One needs to look only at the numbers provided by the parks department in their transition document to see the effect our park system currently has on the community, as well as the potential for a greater impact:

- More than 80,000 acres of land (9,000 dedicated to active recreation)
- Over 100,000 adults and children participate in athletic leagues using 440 fields
- 5 gyms which are used by over 1,500 people and receive over 90,000 visits annually
- 33 pools and 53 community centers across the city
- 21,000 acres of preservation land for walking, biking, etc.

The Strategic Initiatives committee strongly recommends that the administration focus on the transition paper the park system has written, which clearly states the impact it has on the community. They have eloquently stated in their paper:

Jacksonville's parks also provide a gathering place for communities. They offer a diverse range of structured and non-structured activities that encourage physical fitness and well-being and family togetherness. They are instrumental in creating a sense of pride in neighborhoods, encouraging conservation and preservation, reducing incidences of crime and positioning our city as a destination of choice for tourism and industry.

Economic Considerations

An important factor hindering our Park system is not space, but lack of financial resources. For example, the parks staffing resources have been trimmed to the extent that facilities are operating on "skeleton crews" and, in the event of an unplanned absence, those facilities will need to shut down.

For the past several years, looking back to FY'2009, the Parks and Recreation budget has decreased (along with staffing); however, the level of maintenance and has stayed the same or increased.

Another distributing trend is that the city's comprehensive plan outlines park facilities that need to be constructed. Although the number of parks already exists to fulfill the mandate, there is not enough funding to construct, operate or maintain the facilities.

Finally, the Parks and Recreation department is structurally incoherent and unsound. Not only does it lack a consistent revenue source dedicated solely to parks, but various park functions are sprinkled throughout city government. For example, Public Works is responsible for the maintenance of the system, but the Parks department is held responsible, and the Parks Department contains non-parks-related divisions.

Strategic Recommendations

The parks system has the opportunity to be the shining jewel of Jacksonville; however, there are several areas where changes need to be made for that to occur.

1. The Parks department should be governed by a semi-autonomous Board of Trustees, similar to the Library. This governing board, appointed by the mayor with all appointments confirmed by the Jacksonville City Council. This board will assist in setting policy, advocate for adequate park funding, and assist with the development of public/private partnerships to benefit parks and recreation in Duval County.
2. All park services should be moved out of other departments and consolidated within the Parks department.
3. A non-profit, tax exempt entity should be created (similar to the Library Foundation), to provide through fundraising and contributed income, supplemental revenue for the park system.
4. More organizations need to be developed to support associations and parks. These nonprofit groups would work in coordination with park staff to aid in various maintenance and improvement issues. A clear relationship between the parks and their existing supporting organizations needs to be developed.
5. The park system should work to become more self sustaining. In an effort to support the Mayor's efforts for public/private partnerships and to find sustained funding sources outside of local governmental accounts, the establishment of a central Research and Grant Department within the City of Jacksonville should be examined. This Department can be housed within the Finance Department and made up of resource personnel within the current city employees with expertise

6. Require the Parks department to provide documentation that a good faith effort was made to secure funds for projects before general fund dollars were used.
7. There should be established an equitable system of user fees with revenue dedicated for park use only.

Section 8. Small Business and Entrepreneurship

Introduction

It is a widely agreed upon and fact-based summation that small businesses are the key driver of job creation. Communities throughout the nation have a variety of infrastructure in place to support small businesses and entrepreneurship. Infrastructure includes academia, resource centers, venture capital groups, angel networks, private and public mentorship programs, and other organized lending institutions.

Currently, Northeast Florida has at least 40 organizations that support the success of small businesses throughout the region. These include chambers of commerce, state colleges, technical assistance programs, and networking groups that help business owners operate more effectively. Currently, however, there is no central point of focus for the expansion of the small business and entrepreneurship community within the city government.

This committee recommends that a focus be placed on small business and entrepreneurship for the foreseeable future. This focus should incorporate:

- Attraction, Development and/or Retention of Jobs
- Workforce Development
- Access to Capital for Start-up and Early Stage Businesses
- Coordination of Public and Private Sector Resources
- Creation of an Office of Small Businesses and Entrepreneurship

Small Business and Entrepreneurship Impact

Recent reports indicate that small businesses figure prominently in the region's mix of businesses, with firms employing less than one hundred employees making up 98 percent of all Northeast Florida companies. Additionally, research indicates that up to 80 percent of new jobs are created by existing businesses, while 70 to 80 percent of a community's jobs are created by small businesses.

Additionally, a community of successful entrepreneurs attracts those with similar goals and support infrastructure as well (financiers, workforce, technology, etc.). The direct correlation between high-growth, high-impact businesses and small business innovation and entrepreneurship is significant and ultimately results in job growth, increased tax revenues and long-term economic growth.

Key Challenges

Currently, the development of small business and entrepreneurship is not the primary focus of any traditional economic development organization in the region. While we do have at least 40 organizations in Northeast Florida that support the success of small businesses, there are few centralized resource pools that are widely known. There are a variety of challenges that face entrepreneurs and small businesses in the City:

- Navigation of Government Resources and Aids
- Access to Capital and Financing
- Limited Venture Capital Firms
- Limited Angel Networks
- No Focus on Disruptive Innovation/Commercialization of new Technologies

As mentioned in the Spring of 2011 JCCI Report, Northeast Florida has numerous small business development and support agencies that work with business owners at all levels from start-ups to fast-growing second stage companies, but the region lacks specific strategies and financial resources to expand and elevate the small business base, including attracting successful entrepreneurs to the region and leveraging resources to help existing small businesses expand and grow into larger businesses.

It is the recommendation of this committee that each of these challenges is addressed, in alignment, with the Economic Development Transition Committee and the recommendations below. Also, it is believed that there should be special consideration to the changes necessary for our City to support a great culture of entrepreneurship and innovation as a catalyst for economic development.

Strategic Recommendations

Small businesses and entrepreneurial innovation will continue to play a significant role in the City's economic competitiveness in a global marketplace.

Fostering an environment that supports the creation, development and growth of small businesses is one of the critical elements for our city during the next four years and beyond. It must also be noted that small businesses needs, while many times overlapping, are not the same needs of entrepreneurs. With these items in mind, we recommend the development of an Office of Small Business and Entrepreneurship Services.

1. **Office of Small Business and Entrepreneurship.** The committee recommends the creation of an office within the Office of the Mayor that will directly focus on and respond to the needs of the City's small businesses and entrepreneurs. This office must be organized in a manner that it can move quickly (i.e. at the speed of

2. **Financing Assistance.** It is widely known that for entrepreneurs and small businesses to grow their enterprises access to capital at multiple stages is a key component. We support the recommendation from the Economic Development Transition Committee to improve access to capital. It should be noted that this recommendation appears to address the needs of second stage companies. We believe it is also critical that the Office provides assistance to early stage companies and entrepreneurs in need of financing.
3. **Navigation of City Resources and Aids.** Many times early stage companies and entrepreneurs struggle with navigating City resources. All too often, items get lost in “red tape” or simply between agencies. Our recommendation includes that the new office act as a source of information and referral to other agencies where appropriate.
4. **Focus on Entrepreneurship and Innovation.** As noted, our city has a variety of resources in place for second stage companies. In addition to these resources, it is important to meet the needs of entrepreneurs and early stage companies as well. Entrepreneurs are sources of net employment, economic growth, and innovation. These needs are sometimes as simple as providing workspace and wifi. We must focus on and continue to promote Market-Based Innovation.
5. **Target and Support Rapid Growth Opportunities.** A new office will be able to identify and target rapid growth opportunities. These may be in the form of specific industries, geographic zones or other such items. Rather than utilizing a blanket approach for the development of small businesses and entrepreneurs, it is critical to identify and prioritize which areas will provide the most efficient return on investment.

It is posited that the economic impact from entrepreneurs and small businesses is limited only by our willingness to support their growth. Small businesses accounted for 65% of the 15 million net new jobs created between 1993 and 2009. The economic impact of small businesses can be felt through the statement, “if every small business in the region hired one employee the unemployment rate would be zero.”

Summary and Conclusions

This section summarizes several of the recommendations developed in the preceding issue topics. While only a select few are mentioned below, other recommendations made throughout this report are equally essential to achieving this transition committee's objectives, and their absence from this list should not be seen as minimizing their impact. In either case, most of them are general and directional in nature and will require further study and refinement.

1. Strengthen the River Accord and significantly increase the pace and scope of the Jacksonville Pedestrian and Open Space Action Plan.
2. Avoid the mistakes of other cities in placing industrial structures, elevated expressways and unpopulated buildings along the riverfront.
3. Revise our Zoning Code and Land Development Regulations to comport with the recent rewrite of our Comprehensive Plan and the new Mobility Plan and implement these changes.
4. Support and influence the creation of a Regional Transportation authority for at least the five county areas. The city must support and contribute to construction of the Regional Transportation Center at the existing Convention Center, working closely with the JTA, Greyhound, AMTRAK, DOT, and the City Council. Create an MOU between the city and JTA for their use of the southeast end of the old rail station, and a plan for development of the convention center to support the Transportation Center, if and when it is vacated.
5. Information and technology, staffing, earned income, capital budget and maintenance challenges should be addressed in alignment with the Library Board's final recommendation from the Capacity Plan Study. Also, it is believed

6. Return to 2006-2007 levels for the Cultural Council Grants Program from \$3.0 million to \$4.2 million. This increase represents slightly greater than one-tenth of one percent of the City's General Fund. The direct benefits, the multiplier effects, and the intangible impact are so powerful that a reasonable and thoughtful level of public support should always occupy an important place in City policy and budget making.
7. Create a nonprofit network database to provide a clear understanding of the human and social service providers that exist and to prevent any abuse of their services.
8. Create a more defined network and liaison between the local government and the faith-based community for better regulation in supplying food, clothing, and basic financial assistance for medicine, housing assistance, etc. to the needy.
9. Support and improve the Jacksonville Storm Water Utility, a major faction in reducing river pollution and the key to resolving our chronic problems with drainage and flooding, especially in low income areas.
10. Identify older, close-in neighborhoods where simultaneous reconstruction of the roadway and utilities is feasible. This would entail roadway resurfacing, installing sanitary sewerage (replacing septic tanks), replacing unsightly and poorly maintained drainage ditches with storm water piping, installing "gray water" lines for future use, and placing unsightly overhead utilities underground.
11. The Parks department should be governed by a semi-autonomous Board of Trustees, appointed by the mayor with all appointments confirmed by the

12. Create an office within the office of the Mayor that will directly focus on and respond to the needs of the City's small businesses and entrepreneurs to ensure a dedicated focus on the specific needs of start-up, early stage and gazelle companies.

As the term Strategic Initiatives implies, the recommendations above are not all achievable in the short term. Many of them are aspirational, and attainable only over a period of time. They do, however, set forth a set of policy initiatives which will, if thoughtfully and consistently pursued, indeed make Jacksonville a great city.

Most of them, however, do not come without financial investment, an investment that will be returned many times over, contributing not only to quality of life but to the economic enhancement of our city. That is, they will make Jacksonville an attractive place for new business, will retain and grow existing businesses, will create higher wages and salaries, will spur economic growth, all of which will lead to higher personal incomes.

Compared to its peer cities, Jacksonville has avoided making such investments; indeed, it has sought to reduce taxes and fees at the expense of quality of life and economic growth for its citizens. No other large Florida city/county, by a significant margin, has as low a tax structure as Jacksonville. It is a low-tax city, and thus a city able to make the necessary investments in strategic improvements such as those recommended herein.

The committee realizes, however, that now is not the time to increase taxes or fees. The external economic environment precludes immediate enhancement of investment dollars for strategic initiatives, with the exception of a small number of highly compelling cases. This provides the opportunity to consider, refine, and advocate implementation of the

measures recommended in this report. The committee strongly recommends to the Mayor and his administration careful consideration, and in due course, adoption of these proposed strategic initiatives.

The committee was created, organized, and did its work in approximately 30 days, too short a time to provide as much research and recommendations as it would have liked. Thus, many of its recommendations are incomplete and need further refinement. Members of the committee are available for further discussion and inquiry into its work, should the Mayor request.

Transition Policy Committee on Transportation

FINAL REPORT

Presented to Mayor Brown on August 8, 2011

Members of the Committee

Co-Chairman

Lisa Strange Weatherby

Co-Chairman

Bishop McKinely Young

Melody Bishop
Michael Blaylock
Calvin Burney
Greg Clary
Ennis Davis
Joseph Debs
Deidra Dix-Wynn
George Gabel
Tony Hansberry
Tomas Jimenez
Robert Mann
Bill Mason
Lisa Robert
Ron Wright
Elizabeth Yates

Staff Director

John C. Shaw

INTRODUCTION

The Transportation Committee's discussions focused on moving people and goods efficiently, safely, and in such a manner as to provide economic stimulus and increase productivity of our City's resources, from Ports to Neighborhoods. Recommendations to accommodate this vision are offered below and include specific Policy's to move our City and Region towards the building of a state of the art, 21st century Transportation System as well as Key Projects. Funding Mechanism recommendations are found at the conclusion of this report. Note, with a regionally networked transportation, freight, and logistics Transportation Plan Policy, and the Mobility Plan Policy along with City wide Complete Context Sensitive Streets Policy firmly rooted in the Mayor's Office, Jacksonville will increase productivity of jobs-to-dollars expended.

PORTS, FREIGHT & LOGISTICS

Recommendation A: Support port related development with enhanced public relations and strategic investments that leverage state and federal funding to ensure near term job growth and long term economic vitality for Jacksonville and the Northeast Florida Region.

- Focus on Mile Point solution should be first priority for Port development. This requires strong and immediate lobbying effort to secure authorization for the Mile Point fix to enable project design to commence and use of non-federal funds if necessary for construction.
- Establish relationship with Hanjin Leadership to demonstrate our commitment and strong partnership.
- Relocate cruise ship terminal to allow construction of Hanjin facility
- Coordinate with Governor Scott to lobby for federal assistance for the Port.
- Develop regional coalition to support state and federal grant funding for port-related improvements (i.e., seek broad based support for TIGER III application by port to establish Intermodal Logistics Transportation Facility near Dames Point and Blount Island).
- Develop strategy for Harbor deepening that identifies funding needed for non-federal match.
- Piggy back channel deepening with effort to obtain nuclear carrier basing at Mayport.
- Consider city support for critical port infrastructure improvements such as Sheet pile rehabilitation of Talleyrand berths 4-5 and dock rehabilitation of Blount Island berths 30-35.
- Address freight mobility. As opportunities for port expansion are seen as a critical component of Jacksonville's economic future, we must focus our efforts on improving the movement of freight throughout Jacksonville and the region. Freight mobility can be enhanced through a variety of improvements including highway, rail, port connectors, Intermodal Container Transfers Facilities (ICTF) and Inland Ports.
- Improve local road system accessing JaxPort to SR 9A and to near/on dock rail.
- Work with Florida Department of Transportation (FDOT) to construct new interchange on MLK Parkway at 21st St. for enhanced access to Talleyrand.
- Construct rail link connecting port to Westside and/or intermodal container transfer facility near port.
- Consider adjusting port fees or providing incentives to encourage more businesses to utilize our port.

- Identify high level staffer (preferably Chief of Staff) to remain engaged with Logistics Advisory Group and assist in developing solutions for movement of freight and local job creation associated with JaxPort development.

Recommendation A implementation timeline:

Immediate (100 days):

- Gain regional support for TIGER III Intermodal Container Transfer Facility application.
 - Letter of support
 - City contribution for non-federal share of projects
- Visit Hanjin
- Lobby for federal assistance for Mile point authorization and harbor deepening in coordination with Governor

Near Term (100 days to 1 year):

- Secure authorization on Mile Point
- Secure non-federal funding for Mile Point
- City funding for sheet pile rehabilitation of Talleyrand Berths 4 and 5

Mid-Term (1 year to 4 years)

- Mile Point dredging complete
- City contribution for dock rehabilitation of Blount Island berths
- Secure federal authorization and funding for harbor deepening to 48-50 feet (with minimum of 45 feet)
- Identify funding for non-federal share of harbor deepening
- Build ICTF
- Construct initial road and railway improvements for port access

Long Term (5 years to 15 years)

- Deepen harbor
- Long term rail and roadway enhancements to Port

TRANSPORTATION NETWORK

Recommendation B: Lead effort to develop Regional Transportation Plan and Implementation Strategy and participate in regional initiatives geared toward transportation. Dedicate key mayoral staff to monitor and participate in the Regional Transportation Study Commission.

Recommendation C: Call for and lead a consolidated and COMPREHENSIVE PLAN of the ideas and plans already in process by numerous groups, i.e. JCCI, TPO, JTA, JAA, TPO, JAXPORT, RTSC, NEFRC, et al. Thereby “championing” a master comprehensive long-term plan for Jacksonville and NE Florida Region!

Recommendation D: Coordinate rail planning between JAXPORT, JTA, COJ, CSX, FEC & NS. Planning now to pool these entity's resources could reduce the cost and time frame of rail

improvements for everyone, bringing better economic development to the port and Northside neighborhoods, and a viable mass transit corridor for the entire city.

However, it is important for the future economic growth of the region that any commuter rail plans on private freight lines ensure that sufficient capacity exists to move goods, both now and in the future, and we do not jeopardize our ability to use our freight rail network to attract new businesses to Northeast Florida. In studying the potential for such service, it is also critical that the existing level of safety is maintained, the owners of the property are fully insured against new risks tied to introducing passengers on their lines, and fair compensation is provided based on the value of the property.

In addition, JAXPORT has worked with CSX to develop a plan for an on-dock intermodal container transfer facility (ICTF), and CSX has committed to invest \$40M of its proceeds from the SunRail project into rail infrastructure connecting to Dames Point, subject to the ICTF being built and two trainloads per day of container traffic coming out of the facility. Building such density is critical to developing the kind of on-dock rail service that will enable JAXPORT to compete with the Port of Savannah for discretionary cargo destined for inland markets. Mayor Brown should strongly support efforts by JAXPORT to secure funding for the on-dock facility.

Recommendation E: Publicly endorse the mass transit based (start streetcar/commuter rail lines) priority projects funded by the 2030 Mobility Plan by working to progress their engineering/design, integrate DT land use goals and lobbying State and Federal entities for additional funding when the opportunity presents itself (ex. TIGGER, Urban Circulator grants, etc.). Streetcars offer an ability to attract new investments. The ratio of new investments to dollars spent from a Cincinnati study found the average to be \$14 to \$1.

Recommendation F: Adopt “Complete Streets” policies in an effort to facilitate the goals of the recently adopted 2030 Mobility Plan. These goals include encouraging/building multimodal connectivity throughout the community, integrating transportation infrastructure investment with adjacent land uses and designing all roadway facilities in a manner that treats auto/truck, transit, bicycle and pedestrian movement as equal priorities.

Recommendation implementation timeline:

Near-Term (100 days to 1 year):

- Adoption of “Complete Streets” Policy in support of 2030 Mobility Plan
- Public promotion of 2030 Mobility Plan starter transit corridors
- Modification of COJ Public Works Department Roadway Design specifications to support “Complete Streets” design approach.
- Modification of JTA Roadway Design specifications to support “Complete Streets” design approach.
- Discussion on modifying land use and zoning regulations needed to encourage pedestrian friendly development patterns and slow the negative proliferation of sprawl.
- A downtown transportation/land use integration plan with more efficient use of the skyway as a focal point.

- Overhaul the process of reviews and starting of all projects to cut red tape and streamline the process.

Mid-Term (1 year to 4 years)

- Modification of land use and zoning regulations complete to facilitate the success of the 2030 Mobility Plan.
- Successful examples of complete streets roadway projects become reality.
- DT-Riverside Streetcar & S-Line commuter rail engineering and design projects underway, along with private sector TOD (transit oriented developments) beginning construction along their corridors in downtown and adjacent neighborhoods.
- Better utilization of the Skyway by possibly eliminating duplicate bus routes (lower O&M costs, higher ridership), integrating downtown land use (economic development, higher ridership), leasing retail kiosks within existing stations, allowing train wrap advertising (revenue generation) and implementing 24/7 on call service (end user reliability).

Recommendation G: Create Transportation Task Force to Develop City-Wide Transportation Strategic Plan to address near-term job creation opportunities, long term policy guidance (including a funding strategy) and coordinate planning between various agencies involved in transportation planning and implementation.

- Create special Mayor’s Task Force on transportation/infrastructure to take ownership in developing job creation initiatives relative to advancing the transportation/infrastructure needs of the Port, Cecil Field and overall Duval County critical transportation needs, inclusive of private sector engagement.
- Make recommendation on priority infrastructure projects as well as job creation opportunities. Identify 5,000 public/private jobs over the next three years.
- Coordinate various agencies plans (Jacksonville Transportation Authority (JTA), Jacksonville Port Authority (JaxPort), Jacksonville Aviation Authority (JAA), Beaches and Baldwin) and create high level strategic transportation plan for Jacksonville/Duval County. The plan would identify major policy goals and priorities to help guide infrastructure investments and help address key policy issues such as the long term funding mechanisms needed to adequately address our transportation needs.

Recommendation G implementation timeline:

Immediate (100 Days)

- Create Transportation Task Force to Develop City-Wide Transportation Strategic Plan

Recommendation H: Commit to Transit Supportive Land Use. Land Use Policies that ensure effective and efficient Transportation Mobility.

- Implement Mobility Fee Ordinance to replace concurrency-based Fair Share system
- Amend Zoning Code to encourage transit oriented development

Recommendation H implementation timeline:

Immediate (100 days)

- Adopt Mobility Fee Ordinance

Near Term (100 days to 1 year)

- Develop Station area master plan concepts (JTA)
- Develop TOD ordinance code revisions

Recommendation I: Study the feasibility of supporting the conversion of the Prime Osborn Convention Center site to accommodate a state of the art, efficient and compact Regional Transportation Center; should the Convention Center be relocated re-assessment of the sprawling site plan is underscored. The Jacksonville Regional Transportation Center (JRTC) should be a defining project for Northeast Florida. The JRTC will serve as the heart of our region's transportation system providing connections both within our region and to the external reaches of the Southeast and beyond. A commitment to the JRTC is a commitment to Jacksonville's downtown. The JRTC will provide much-needed support to downtown redevelopment and will provide an excellent gateway for local, regional and long-distance travelers.

Recommendation J: Establish and adhere to a Downtown development policy which supports the use of transit as the primary mode of transportation Downtown and limits the number of new parking garages built Downtown.

Recommendation K: Develop Strategy for Sustainable Transportation Funding. As competition for state and federal funding grows and available funding for new transportation capacity improvements shrinks, it is essential that Jacksonville is prepared to address long term transportation needs for our community. This requires long-term funding sustainability as Jacksonville transportation faces a long term funding crisis. The 6-cent Local Option Gas Tax (LOGT) is scheduled to expire in 2016; the Better Jacksonville Plan (BJP) funding has been exhausted and much of the revenues from the existing ½ cent local Option Transportation Sales Tax is committed to pay off debt from BJP. Additionally, the Transportation Sales Tax has vastly underperformed compared to projections. As a result, funding available to run a mass transit system and invest in critical new transportation infrastructure is limited and as will face a crisis stage when the LOGT expires in 2016. Potential options for a sustainable transportation fund include:

- Mobility Fee Implementation
- Extension of LOGT beyond 2016
- Managed Lanes / SunPASS system roadways
- Extension of one half percent Infrastructure Sales Tax beyond 2030

Recommendation L: Support Implementation of New Mobility Fee. The city has developed a new Mobility Fee and plan that is aimed to replace the concurrency-based fair share system with a more predictable and equitable fee that encourages infill and Transit Oriented Development (TOD).

Recommendation M: Form a CITIZEN TASK FORCE to determine the “fairest” method of capitalizing transportation projects (must be tied to a long range plan and be sustainable). Should be diverse, dependable & fair to all users (tax payers). Not be an “impact” or a retrofit type of fees (this is a disincentive for growth). All revenue sources should be considered & all stakeholder agencies should be invested. Seek all state and federal sources (only possible with a COMPREHENSIVE REGIONAL PLAN). Tie new business incentives to transportation funding. Renegotiate all interagency agreements to meet the need of the regional goals.

Recommendation N: Immediately release transportation projects that are on hold and are approved for design or construction.

Executive Summary of Transportation Projects

Near-Term, Mid-Term and Long-Term Initiatives

Focus on Key Projects

Jacksonville should focus on key near, mid and long term projects. Priority projects should be further vetted and prioritized in a proposed City Transportation Vision and Strategic Plan.

Near-Term Projects (1 year to 2 years)

- Mile Point
- Bus Rapid Transit -- Downtown and North Corridor
- Jacksonville Regional Transportation Center (JRTC) – Greyhound
- Passenger Rail -- System Plan and Alternatives Analysis
- Develop Downtown Circulation Strategy -- including Skyway future, Streetcar, Trolley, Bus Rapid Transit (BRT) interface
- Intermodal Container Transfer Facility

Mid-Term Projects (2 years to 10 years)

- Harbor Deepening
- BRT Corridors – Southeast, East and Southwest
- JRTC -- Amtrak Relocation, Bus Terminal
- Freight Rail Connector
- Port Roadway and Access Enhancements
- Implementation Downtown Circulation Strategy
- First Coast Outer Beltway
- Intercity rail – Restoration of Amtrak Service and Southeast High Speed Rail Development
- Implement Mobility Plan
- Modify zoning/LDR to better integrate w/ transportation, making it simple to facilitate sustainable development
- Reassessment of design plans for Jacksonville Regional Transportation Center should occur if the convention center is relocated
- Commence planning/engineering studies for regional commuter rail
- Begin construction of Regional Transportation Center w/ intercity bus terminal
- Commence planning/engineering studies for urban core streetcar line
- Restripe roads, when possible, to reduce travel lanes and/or accommodate bike lanes
- Commence planning/engineering studies for rail link connecting port to westside intermodal terminals
- Implement Local bus/skyway operational improvements
 - Streamline route duplication through system redesign, including ending routes at Skyway terminal points

- BRT style service along select corridors (NW and SE lines) with existing rolling stock and system redesign
- Revisit the public/private partnership concept for funding new bus shelters
- Initiate streetcar project
- Increase Skyway utilization through fare elimination, expanded hours, wrap advertising, leasing space in ground level of stations, land-use coordination, and consolidating southbank private shuttle uses w/ Skyway
- Relocate cruise ship terminal to allow construction of Hanjin facility
- Construct rail link connecting port to Westside and/or intermodal container transfer facility near port
- Working with state and regional partners, commence river dredging for port expansion
- Convert one-way streets downtown to two-way (except for Main/Ocean, Bay/Forsyth, & State/Union)
- Construct initial streetcar line connecting downtown and Riverside
- Implement first line of regional commuter rail service
- Construct Amtrak and commuter rail station at Regional Transportation Center
- Implement BRT service to the beaches and Orange Park (east and southwest lines)
- Construct major modification to I-95/JTB interchange

Long-Term Projects (10 years to 30 years)

- Full Commuter Rail System
- BRT corridor development to include dedicated right of way (BJP funding) capable of conversion of light rail
- Matthews Bridge Replacement
- Managed Lane System – Express Bus and High Occupancy Toll Lanes.
- Northern Outer Beltway
- Extend streetcar line to Springfield and Stadium
- Implement additional regional commuter rail lines
- Extend Skyway to San Marco (Atlantic Blvd)
- Implement BRT service on Southside Blvd (Regency to Avenues)
- Work with FDOT to construct flyover from I-95 to Airport Road (avoids Duval Rd intersection)
- Construct JIA North Access Road (connecting to I-95/Pecan Park interchange)
- Widen Main Street/US 17 (New Berlin Rd to Pecan Park Rd) to 4 lanes
- Work with FDOT to re-construct I-10/US 301 interchange to afford better freight connections
- Build flyover Hecksher Road at railroad crossing

Jacksonville Mayor Alvin Brown Transition Team
Workforce Development Committee
Rev. James Sampson & Dr. Steven Wallace, Co-Chairs

Report of Recommendations
Presented to Mayor Brown on August 8, 2011

1. We recommend that the Mayor consider designating, appointing, contracting for, or employing (at least) one person who will be responsible for coordinating and improving Workforce Development in Duval County.

This leader would facilitate and improve communication and promote alliances among the area's job seekers, employers and educational institutions. This person could also staff the Workforce Development Council (described in #2 below) to inform workforce training providers and the school system of current and future workforce development needs. Workforce Development could fall under the scope of a senior staff member serving as the education czar/chief/liaison to the Duval County School Board, Chamber of Commerce, and other education/workforce development groups including labor and the private sector. However, we strongly recommend that these two positions (Education and Workforce Development) remain separate.

2. We recommend that the Mayor establish a Workforce Development Council comprised of local leaders in economic development, education and training, employer services, employment services, workforce transportation, workforce housing, small business development, programs for target populations (veterans, ex-offenders, etc.) and labor market projections. The council would meet regularly for the purpose of advising the Mayor on current and emerging opportunities to increase the quantity and quality of jobs in Jacksonville. The council could be officially launched through a "Mayor's Workforce Development Summit" and could work with the Mayor to convene and coordinate an annual workshop under the direction of the designated senior staff member to address Workforce Development issues with a focus on doing whatever it takes to help people prepare for and secure jobs.

We recommend that the Mayor provide the vision, charge and scope for the Workforce Development Council. Subsequently, the Council would provide coordination and optimization of all agencies and organizations that participate in Workforce Development in accordance with the Mayor's direction to:

-Develop an Asset Map identifying: all **currently** existing programs **and** all organizations involved in Jacksonville's workforce development network with the inclusion of a description of the capabilities and capacity of each such organization. Also included would be a comprehensive review of these to determine the effectiveness of existing programs and to identify any gaps in training services needed.

- *Analyze* the current unemployed and underemployed populations; especially those not currently looking (the chronically unemployed for reasons of literacy etc).
- *Analyze* workforce development initiatives in cities with similar demographics.
- **Inform** dislocated workers of employment opportunities that are available, as well opportunities that may be available in the near future.
- *Examine* the gap between job seekers and availability of practical, first hand job information and training. Determining whether the targeted individuals are receiving adequate support.
- *Concentrate* on:
 - The jobs and education in the industries that employ the majority (78%) of our workers; Science, Technology, Engineering and Mathematics (STEM) areas; Emerging opportunities (Seaport and Spaceport);
 - Skills common to all small employers (Accounting, Finance, Marketing, Labor etc.);
 - Remedial English and mathematics skills required for all jobs, unless this is covered sufficiently elsewhere.
- *Convene* regular meetings, workshops and summits to report findings and make recommendations.

3. We recommend that the Mayor invest in the future employment capabilities of our youth by educating, equipping and empowering them for the workforce by providing summer jobs and mentoring opportunities for those seeking employment. As an integral part of the Mayor's "Learn to Earn" initiative, the Mayor could create a youth training/employment initiative and convene all organizations currently involved with successful experience implementing programs to employ our young people. The Council could provide assistance in finding mentors for students, paid summer internships for students in career academy programs, and business partners who will serve in an advisory role for career academies. As a long-term strategy, the Mayor should work with the Duval County School Board to restore career counselors in the high schools.

4. We recommend that the Mayor, or his designee, identify, research, and secure all federal, state and private funding resources available for workforce development. All resources should be leveraged along with local dollars to the maximum extent possible. All agencies and organizations should be evaluated for their effectiveness in providing equal opportunity and access to Workforce Development, for the persons (especially dislocated workers) that live in the urban core because those citizens' unemployment rate is four (4) times higher than the national average.

5. We recommend that federal dollars sent to this region be proportionally allocated and spent based on the demographics and unemployment figures in the region and the urban core as documented by the Workforce Development Council, or other appropriate authority. This will ensure that Dislocated Workers in our communities will have equal access to Workforce training and development. (i.e. if the urban core has a 40%

unemployment rate it should not be receiving a disproportionate amount of the federal dollars).

6. We recommend that the Mayor make workforce literacy a priority for funding allocations, while maintaining focus on early literacy programs. This can be accomplished through the continuation of support and funding for those agencies and organizations that have a proven record of passion, capacity and commitment to educate, equip and empower all of our children, the unemployed and underemployed citizens of our City.

7. We recommend that the Mayor's chief education officer work closely with all Duval County Public Schools, private schools, the Jacksonville Regional Chamber of Commerce, and all Colleges and Universities to optimize the impact of **high school Career Academies** on the targeted and effective preparation of Jacksonville's future workforce in alignment with the anticipated employment needs and opportunities in the City.

8. We recommend the Mayor continue funding the Jacksonville Commitment Scholarship Program to assure that no high school graduate in Jacksonville is denied the opportunity to attend college due to limited income. This "human capital" investment will allow Jacksonville to take full advantage of talented low income citizens who will bring an unprecedented level of educational qualifications to the improvement of economic development and prosperity in our City.

9. We recommend that the Mayor seek other organizations that will provide access and opportunities for Workforce Development, for those persons who may not fit established organizations and agencies requirements, criteria, standards, or profiles. For example, reading programs could be implemented in prisons to improve reading skills prior to release.

10. We recommend that the Mayor (funding is a must) work with faith-based organizations and non-profits to further Workforce Development efforts. Many churches around Jacksonville teach for free English as a Second Language (ESL) classes. These efforts could be expanded to writing and math skills as well. (second chance programs)

11. We recommend and encourage the Mayor to facilitate collaboration and alliances among all existing and new Workforce Development providers by developing a [marketing consortium] to promote the Mayor's vision.

The Mayor should strive to unify marketing/outreach so there is a single source of contact for all job/workforce services, agencies, and programs. The continuum of services should be marketed together in a way that students, job seekers,

underemployed workers, etc. will be able access the service/training/job needed. If there is already a sufficient marketing plan in place through WorkSource, the Mayor could increase or better target marketing efforts to communicate its purpose and services.

We trust that the recommendations from this committee will provide strength, structure, and stability to the process of workforce development this Community.

Definition of Workforce: the workers engaged in a specific activity or enterprise <the factory's workforce>; the number of workers potentially assignable for any purpose <the nation's workforce>

Definition of Development: the act, process, or result of developing <development of new ideas> <an interesting development>; the state of being developed <a project in development>; a developed tract of land; especially, one with houses built on it

Mission Statement: Educate, Equip and Empower

Motto: Lifelong Learning

We have worked to fit our recommendations into the criteria provided by our Co-Chairs as follows: 1) The proposals fit within the scope of the Mayor's authority/duty; 2) The proposals are sensitive to the resources available; and, 3) The proposals have been tailored to impact the largest number of citizens.



MAYOR-ELECT ALVIN BROWN

Strategic Co-Chair
Peter S. Rummell

Strategic Co-Chair
Dr. Rev. Henry Rhim

Strategic Co-Chair
Delores Weaver

Co-Chair
Audrey Moran

Co-Chair
State Sen. Tony Hill

Admin to Strategic Leadership; Personnel and Education & Children:
Rachelle Sundry

Boards & Commissions
Co-Chairs:
Charles "Bucky" Clarkson
Robert Spohrer
Members:
Karen Landry
Bobby Martin
Clara McLaughlin
Doug Milne
Seth Pajcic
Eric Smith
Marcella Washington
Jim Winston
Staff: Chris Sutton
Admin: Kathy Robinson

Downtown Revitalization
Co-Chairs:
Dr. Chester Aikens
Bob Rhodes
Members:
Tony Allegretti
Jim Bailey
Oliver Barakat
Michelle Bedoya Barnett
Stephen Dare
Chris Flagg
Mike Langton
Dorothy Merrick
Hassan Pordeli
Beth Slater
Jerry Spinks
Mya Surrency
Ronald Udenze
Staff: Lindsey Kimball
Staff: Cedric Cruse
Admin: Yonner Wheeler-Danner

Education & Children
Co-Chairs:
Betty Burney
Dr. Kerry Romesburg
Members:
Carol Brady
Terrie Brady
Albert Buckner
Toni Crawford
Trey Csar
Evan Daniels
Deborah Gianoulis
Constance Hall
Carol Hazouri
Debra Lynch
Ben MacKay
Tom Madjanics
Kenneth Reddick
Staff: Brenda Harris
Staff: Alanna Zelinski

Legal
Chair:
Paul Perez
Members:
Brian Clarke
Hugh Cotney
Hank Cox
Katie Dearing
Cleveland Ferguson
Craig Gibbs
Peter Goplerud
Kim Israel
Paola Parra
Tatiana Salvador
Rhonda Peoples-Waters
Staff: Everton Morris
Admin: Christine Schmelz-Lyle

Neighborhoods & Housing
Co-Chairs:
John Newman
Dr. Wayne Wood
Members:
Beth Asbury
Carrie Davis
Tillis DeV Vaughn
Kim Glasgal
Carmen Godwin
Marc Hardesty
Lad Hawkins
Alberta Hipps
Ju'Coby Pittman-Peale
Chris Shakib
Brenda Simmons
Staff: Deborah Robinson
Admin: Yonner Wheeler-Danner

Pensions
Co-Chairs:
C. Ronald Belton
John Thompson
Members:
Walt Bussells
Bill Bond
Russell Harper
Maggie Jo Hilliard
Reginald Luster
Pam Prier
Ray Reid
Staff: Ben Pennymon
Admin: Stella Morse

Public Health & Safety
Co-Chairs:
Nat Glover
Amb. Nancy Soderberg
Members:
Ray Alfred
Tommy Chandler
Kevin Gay
Jeff Goldhagen
Charles McIntosh
Larry Osborne
Randy Russell
Shelly Thompson
German Vivas
Staff: Tommy Rodgers
Admin: Alice Checorski

Seniors
Co-Chairs:
Lee McClure
Betty Holzendorf
Members:
Becky Gay
David Holladay
Earl Kitchings
Linda Levin
Kate Moorehead
Gordon Robbie
Bertha Padgett
Carol Thompson
Norma White
Staff: Ron Walters
Admin: Alice Checorski

Transportation
Co-Chairs:
Bishop McKinley Young
Lisa Strange Weatherby
Members:
Calvin Burney
Melody Bishop
Greg Clary
Ennis Davis
Tony Hansberry
Bob Mann
Bill Mason
Ron Wright
Deidra Dix-Wynn
Tomas Jimenez
Staff: John Shaw
Admin: Michelle Innes

Budget/Finance
Co-Chairs:
Charlie Appleby
Matt Carlucci
Members:
Lois Chepenik
E.C. Gregory
Kevin Hyde
Ava Parker
Shari Shuman
Terry Wood
Martha Valdes Pellino
Staff: Sarah Patent
Staff: Noah Kaplan
Admin: Stella Morse

Economic Development
Co-Chairs:
A. Hugh Greene
State Rep. Mia Jones
Members:
Willie Gonzalez
Jerry Mallott
Ginny Myrick
Carlton Robinson
Staff: Cedric Cruse
Staff: Lindsey Kimball
Admin: Yonner Wheeler-Danner

Inter-Governmental Relations
Co-Chairs:
Cyrus Jollivette
State Rep. Mike Weinstein
Members:
Michelle Barth
Carolyn Chatman
Jay Demetree
Ken Hamilton
Jimmy Midyette
Michael O'Malley
Dylan Rummell
Penny Thompson
Chuck Young
Staff: Amy Kennedy
Admin: Elaine Faloon

Military Affairs
Co-Chairs:
Donnie Horner
Bobby Stein
Members:
Aaron Bowman
Travis Bridges
Ken Johnson
Jay McGovern
Staff: Andrea Douglas
Admin: Michelle Innes

Operations & Infrastructure
Co-Chairs:
Rick Cox
Neil Henrichsen
Members:
Bruce Barcelo
Curtis Hart
Kenneth Covington
Lad Daniels
Matt Kane
Ren Mohan
Staff: Jennifer Savage
Admin: Stella Morse

Personnel
Co-Chairs:
Adam Herbert
Wally Lee
Staff: Jarik Conrad
Admin: Rachelle Sundry

Quality of Life
Co-Chairs:
Isaiah Rumlun
Quinton White
Members:
Neil Armingeon
Khesahn Barker
Ann Hicks
Connie Hodges
Beverly McLein
Bryant Rollins
Vida Vongsay
Nina Waters
Bob White
Willie Walker
Dorothy Young
Harry Reagan
Staff: Sharon Laird
Admin: Kathy Robinson

Strategic Initiatives
Co-Chairs:
Preston Haskell
Bishop Vaughn McLaughlin
Members:
Ali Korman
Bandeale Onasanya
Deborah Pass-Durham
Matt Rapp
Jim Rinaman
Elton Rivas
Staff: Chris Quinn
Admin: Alice Checorski

Workforce Development
Co-Chairs:
Rev. James Sampson
Steve Wallace
Members:
Hank Bonar
Clyde Collins
Steve Diebenow
Bruce Ferguson
Chris Force
Sunny Gettinger
Carolyn Girardeau
Juan Gray
Charles Hutcherson
Davalu Parrish
Jason Parry
Duke Wadsworth
Staff: James Poindexter
Admin: Michelle Innes