

CITY OF JACKSONVILLE  
DOWNTOWN INVESTMENT AUTHORITY  
BOARD MEETING

Videotaped proceedings held on Wednesday,  
July 15, 2020, commencing at 3:05 p.m., via Zoom  
Videoconference, in Jacksonville, Florida.

BOARD MEMBERS PRESENT:

RON MOODY, Chairman.  
BRAXTON GILLAM, Vice Chair.  
CAROL WORSHAM, Secretary.  
WILLIAM ADAMS, Board Member.  
JIM CITRANO, Board Member.  
TODD FROATS, Board Member.  
CRAIG GIBBS, Board Member.  
DAVID WARD, Board Member.

ALSO PRESENT:

LORI BOYER, Chief Executive Officer.  
GUY PAROLA, DIA, Operations Manager.  
STEVE KELLEY, DIA, Director of Development.  
INA MEZINI, DIA, Marketing and Communications.  
LORI RADCLIFFE-MYERS, Redevelopment Coordinator.  
JOHN CRESCIMBENI, Regulatory Compliance Manager.  
LeANNA CUMBER, City Council Liaison.  
KAREN UNDERWOOD-EILAND, Executive Assistant.

- - -

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

3

1 BOARD MEMBER WORSHAM: In favor.  
2 THE CHAIRMAN: Bill Adams.  
3 BOARD MEMBER ADAMS: In favor.  
4 THE CHAIRMAN: Jim Citrano.  
5 BOARD MEMBER CITRANO: In favor.  
6 THE CHAIRMAN: Todd Froats.  
7 BOARD MEMBER FROATS: In favor.  
8 THE CHAIRMAN: Craig Gibbs.  
9 BOARD MEMBER GIBBS: In favor.  
10 THE CHAIRMAN: David Ward.  
11 BOARD MEMBER WARD: In favor.  
12 THE CHAIRMAN: And Ron Moody also is in  
13 favor.  
14 So let the record reflect, it was eight  
15 ayes, no nays.  
16 Okay. Let's go to Resolution 2020-07-07,  
17 the DPRP program. Ms. Boyer, would you tee  
18 that up, please.  
19 MS. BOYER: Yes. Thank you, Mr. Chairman.  
20 Resolution 2020-07-07 is a  
21 recommendation -- is a resolution from the DIA  
22 recommending that City Council adopt this new  
23 program that we are referring to as DPRP, which  
24 stands for Downtown Preservation and  
25 Revitalization Program. And the attachment to  
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
(904) 821-0300

2

1 P R O C E E D I N G S  
2 July 15, 2020 3:05 p.m.  
3 - - -  
4 THE CHAIRMAN: Let's go now to the  
5 Downtown Investment Authority.  
6 Let's deal with the -- let's deal with the  
7 downtown board minutes. Has everyone had a  
8 chance to review these revised minutes which  
9 were sent to us late yesterday? I understand  
10 the revisions were very, very minor. What's  
11 your pleasure?  
12 BOARD MEMBER WORSHAM: I'll move to  
13 approve the revised minutes as distributed.  
14 THE CHAIRMAN: All right. Are there any  
15 comments or suggestions or discussion?  
16 BOARD MEMBER GIBBS: I'll second that  
17 motion.  
18 THE CHAIRMAN: Okay. Thank you.  
19 Any questions or discussion now?  
20 BOARD MEMBERS: (No response.)  
21 THE CHAIRMAN: Let's go ahead and vote on  
22 it.  
23 Mr. Gillam.  
24 BOARD MEMBER GILLAM: In favor.  
25 THE CHAIRMAN: Carol Worsham.  
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
(904) 821-0300

4

1 the resolution is Exhibit A, which would  
2 potentially form the attachment to a future  
3 piece of legislation that Council might adopt.  
4 So this has taken quite a bit of staff  
5 time over the last month, but let me tell you  
6 the intent of the program and explain its basic  
7 premise.  
8 We know that we have a number of older  
9 buildings downtown, some historically  
10 designated, some not, but that are vacant.  
11 Many of them are vacant, many deteriorating,  
12 some in very poor condition. And we have  
13 people show up at many of our meetings with  
14 public comments about these.  
15 The concern was, or the issue was, what  
16 will it take to move the needle; what is the  
17 real gap and what is the real issue here that  
18 stands in the way of redevelopment and  
19 revitalization of these properties. So we  
20 reviewed the program that was adopted in 2002.  
21 So it's a long time ago when the existing  
22 program was structured and adopted.  
23 That program both had a  
24 million-dollar-per-property cap and it limited  
25 the eligible expenses to relatively low  
Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
(904) 821-0300

5

1 percentages of construction costs. That  
2 combination really made it inadequate to meet  
3 the needs of many of the properties downtown.  
4 So what you saw in resolutions that have come  
5 before you over the last five years or so were  
6 resolutions that asked the City Council to  
7 approve grants larger than a million dollars,  
8 waiving the million dollar cap, but still  
9 trying to stay within the other percentage  
10 requirements.

11 Several examples of those might be the  
12 Jones Brothers' transaction, Ambassador Hotel,  
13 Barnett and Trio. But you also recognize that  
14 many of those projects still didn't happen.  
15 Even with that grant award, construction didn't  
16 begin. So we were tasked with looking at what  
17 would it really take to make these happen, how  
18 would we move the needle and change the face of  
19 downtown to the adaptive reuse buildings.

20 And the proposal that we have before you  
21 and the new program is what we think it will  
22 take. So it really becomes a policy decision  
23 for City Council as to whether they support a  
24 program like this and whether this structure,  
25 on an individual basis, they would be willing

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

6

1 to approve the level of funding that may be  
2 required to fill actual gaps.

3 So very simply, the gap is the difference  
4 between the construction cost to bring one of  
5 these old buildings up to new, renovated,  
6 revitalized use and what they can actually  
7 achieve in rent. And it is that lower rent  
8 rate downtown that really stresses the  
9 construction budget. We all know that the  
10 renovation costs are substantially higher than  
11 building new, which is why we've seen interest  
12 in sites like the Ford on Bay, or LaVilla  
13 Townhomes, or the Vestcor Lofts where we have a  
14 vacant piece of land. This is focused on how  
15 do we get some of the older buildings  
16 revitalized and reoccupied.

17 So the basic program has four components.  
18 We refer to it in the draft as a forgivable  
19 loan. It is currently referred to as a grant.  
20 We're talking about the same thing, because the  
21 grant structure that currently exists in the  
22 Historic Preservation Trust Fund is a five-year  
23 forgivable loan. And at the end of five years,  
24 it becomes a grant, and you no longer have  
25 to -- you don't have to pay any of it back.

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

7

1 So this has a historic preservation  
2 element that would be funded only for buildings  
3 that are historically designated landmarks. It  
4 has a code compliance element which landmarks  
5 could apply for but could also be applied to  
6 properties that are not landmarks. And that's  
7 an important nuance that we've created and  
8 allowed as a new opportunity.

9 And then another portion that is a nuance  
10 that's new is that we require an actual gap  
11 loan that is 20 percent, and the gap loan is  
12 interest bearing and balloons in ten years. So  
13 the gap loan is a piece that both stays out for  
14 a longer term and somewhat ensures that if the  
15 rents do come alive, because many of these  
16 properties get renovated, then we will receive  
17 funds back as a result of that loan repayment.  
18 And if the property were sold in the ten-year  
19 period, that loan would have to be repaid. So  
20 the market comes back more quickly, and in year  
21 five or six, they want to sell it, then the gap  
22 loan portion would be repaid at that time.

23 The basic structure contemplates that  
24 the developer equity has to be a minimum of  
25 10 percent. And if the developer equity is

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

8

1 between 10 and 15 percent, then the City's  
2 portion of the transaction would not exceed  
3 40 percent. If the developer equity is greater  
4 than 15 percent, the City portion could go up  
5 to 50 percent. So that's a lever. That's a  
6 cap on the very top, a limit, that the City  
7 would never be in for more than 50 percent of  
8 the total development costs of the project as  
9 you're looking at it.

10 In addition, this contemplates a small  
11 Historic Preservation Trust Fund grant program.  
12 So the Historic Preservation Trust Fund would  
13 remain in place as a vehicle. Any funds in it  
14 could be used toward the small grants that  
15 would be \$100,000 or less and could be awarded  
16 by DIA without City Council approval. If it is  
17 more than \$100,000, it is a decision on a  
18 case-by-case basis by City Council.

19 So right now, that is a \$50,000 threshold,  
20 that anything over 50,000 goes to City Council.  
21 But the difference here is, as we have  
22 processed these in the last few years, we have  
23 not required that funding be placed into the  
24 trust fund and set aside when City Council  
25 awards those.

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

9

1 City Council can simply award it, and it  
2 becomes an obligation of the General Fund.  
3 It's not an obligation of the CRA or the Tax  
4 Increment District. It's not an obligation of  
5 the trust fund. It is, instead, a General Fund  
6 obligation, much like other economic  
7 development incentives.

8 So if we approve a qualified target  
9 industry match for job creation, that is an  
10 obligation -- when the City Council approves  
11 it, it becomes an obligation of the General  
12 Fund in future years. So that's the way we are  
13 treating these incentives in this program above  
14 and beyond the balance of the trust fund. And,  
15 in fact, that's the way they have been treated  
16 in the last few years as they have come through  
17 City Council. So we still retain that piece,  
18 but it is only for small things.

19 Let me return a little bit to the  
20 qualifying expenses and explain the qualifying  
21 expenses differently than -- how they differ  
22 from the current program.

23 So the current program contemplates that  
24 you could receive up to 50 percent of the cost  
25 of exterior restoration and rehabilitation.

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

10

1 That number was increased to 75 percent. From  
2 a policy perspective, we felt the exterior was  
3 particularly important to other businesses,  
4 other properties downtown, improving the market  
5 value downtown. It also includes 75 percent of  
6 the restoration of historic features on the  
7 interior, but only 30 percent of the  
8 rehabilitation of the interior.

9 The current program limits you to 30  
10 percent of the interior altogether. So we gave  
11 a bump up to 75 percent for things that might  
12 be a restoration of an old elevator,  
13 restoration of historical plaster cornices,  
14 such as you saw in the Barnett restoration. So  
15 if you are actually going to retain the  
16 historic architectural features or elements,  
17 you could be eligible for a higher level of  
18 reimbursement on those expenses. If you are  
19 not, and you're replacing with new Sheetrock  
20 and new granite and new flooring, then, yes,  
21 that may be necessary to make the building  
22 viable, but it's only eligible for 30 percent.

23 As it relates to the code compliance  
24 piece, we allowed up to 75 percent of code  
25 compliance renovations on a historic building.

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

11

1 Right now, it's 30 percent. We recognize that  
2 on both historic and nonhistoric buildings,  
3 code compliance costs are often major obstacles  
4 to rehabilitation of the building. The reason  
5 we included this for nonhistoric -- and we  
6 tried to be very careful that we were still  
7 incentivizing and encouraging and providing a  
8 carrot to someone to designate and become a  
9 local landmark, but we were not excluding an  
10 old building that did not want to designate  
11 from the code compliance piece.

12 And the reason here was, if we have an  
13 older building that needs fire safety  
14 improvements and sprinklers and a fire escape  
15 in order to be able to put back into service,  
16 better that it be put back into service even if  
17 it is not fully restored and designated as a  
18 landmark. So that's why we included that  
19 element.

20 If you are going for code compliance only,  
21 not designated, you are now limited to  
22 25 percent of total development costs as  
23 opposed to the 40 or 50 you could be eligible  
24 for if you were designated. We still have to  
25 have the loan component. So a piece of it

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

12

1 still has to be repaid even if you are only  
2 doing the code compliance pieces.

3 And it's a very lengthy program. I will  
4 tell you that Mr. Kelley spent a lot of time on  
5 Excel spreadsheets looking at various projects  
6 that may be under consideration right now and  
7 projects that have previously been approved and  
8 trying to evaluate how this would impact them  
9 and whether the percentages were right.

10 And we have vetted this with a number of  
11 developers and their agents in the community.  
12 This was a joint effort of your staff and the  
13 Planning Department. We worked extensively  
14 with the Planning Department on it and edited  
15 and received comments back and forth.

16 So I'm happy to answer any questions. And  
17 Mr. Kelley can also answer questions. As I  
18 said, he gets all the credit for the details of  
19 the formula and how they work. And I think it  
20 was really -- I really think it's somewhat of a  
21 stroke of genius in the sense that I do think  
22 it will be what it takes. And I do think  
23 there's been a real focus on not just providing  
24 what is required to fill the gap but how we  
25 protect the City's interests in the meantime.

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

13

1 THE CHAIRMAN: Okay. Thank you, Lori.  
 2 So Resolution 2020-07-07, relating to the  
 3 Downtown Preservation and Revitalization  
 4 Program, what's your pleasure, Board? I need a  
 5 motion.  
 6 BOARD MEMBER GILLAM: Move to approve.  
 7 BOARD MEMBER GIBBS: Second.  
 8 THE CHAIRMAN: Okay. Mr. Gillam moved to  
 9 approve. I have a second through Mr. Gibbs.  
 10 Okay. Let's have some questions and  
 11 discussion. I'm going to work backwards this  
 12 time.  
 13 David Ward, any questions or comments?  
 14 BOARD MEMBER WARD: Nothing from me.  
 15 Thank you.  
 16 THE CHAIRMAN: Mr. Gibbs.  
 17 BOARD MEMBER GIBBS: I seconded the motion  
 18 because this is a great project, and it's great  
 19 to have policy that undergirds anything that we  
 20 take. And because of that, I appreciate the  
 21 CEO and Mr. Kelley's work on this. So I second  
 22 and am in favor.  
 23 THE CHAIRMAN: Okay. Mr. Froats.  
 24 BOARD MEMBER FROATS: I have no comments.  
 25 Really, just I'm in favor of this. I  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

14

1 think there are, you know, a lot of projects  
 2 that can be done, a lot of historical projects.  
 3 Unfortunately, we don't see them get done  
 4 because it's very expensive. So hopefully,  
 5 this helps that. So I'm in favor.  
 6 THE CHAIRMAN: Okay. Jimmy Citrano.  
 7 BOARD MEMBER CITRANO: I, too, am in  
 8 favor. I read this thing a handful of times  
 9 over and over, so I fully understand.  
 10 I do have a question, and this is really  
 11 kind of more out of curiosity. Did staff, in  
 12 applying the different ratios, did it in any  
 13 way estimate or consider what a typical funding  
 14 amount could be, whether it be low end, high  
 15 end, or an average?  
 16 MS. BOYER: The answer to that is yes.  
 17 But the interesting thing is, it's all over the  
 18 board, because in the case of -- so you both  
 19 have the limit that is the percentage of total  
 20 development costs and you also have a limit to  
 21 the gap. So in the case of something like  
 22 Independent Life, there was a \$30 million  
 23 project that came through and requested  
 24 \$3 million. They only had a \$3 million gap.  
 25 So it -- their percentage of costs will  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

15

1 far exceed that, the 75 percent of the exterior  
 2 and all, but you're limited by the gap. So in  
 3 their case, you're talking -- you may see some.  
 4 We may see some that are in the 1- to  
 5 \$3 million range. I think you're going to see  
 6 others that are in the 7-, to 10-, to \$12  
 7 million range.  
 8 And we're (inaudible). And we tried to  
 9 determine if there was a pattern, whether it  
 10 was, oh, it's the exterior, or is it small  
 11 buildings, because in some ways smaller  
 12 buildings are proportionally more challenged  
 13 because they can't get as much rent out of  
 14 them, but the dollar value, then, is not  
 15 necessarily high, but it's proportionately  
 16 higher.  
 17 BOARD MEMBER CITRANO: I know that was a  
 18 loaded question. I just -- I look at the depth  
 19 and the amount of work that you guys have put  
 20 into it, and I'm just curious as to your  
 21 comment applied to that (inaudible) deal or the  
 22 same deal.  
 23 So thank you.  
 24 THE CHAIRMAN: Okay. Mr. Bill Adams,  
 25 comments or questions?  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

16

1 BOARD MEMBER ADAMS: Sure. Thank you.  
 2 And I guess I would echo the comments of  
 3 the other board members. I'd like to extend my  
 4 thanks to Ms. Boyer and the rest of the staff  
 5 for putting this together. Obviously, there's  
 6 a lot of thought into it. And I do appreciate  
 7 the distinction between procedure and policy  
 8 with everything I'm about to say because I  
 9 think there's -- it is a sound policy decision  
 10 to try to invest in downtown, particularly one  
 11 like ours that is regrettably saddled with a  
 12 bunch of neglected buildings and has challenges  
 13 in finances -- challenges to financing to  
 14 restore those buildings. So I think it's a  
 15 good and worthy thing for the City to try and  
 16 step into that gap and make it happen. From a  
 17 procedure perspective, though, in recommending  
 18 these policies, I've got, you know, some  
 19 concerns.  
 20 Now, Lori mentioned that the current  
 21 process calls them grants, and we're converting  
 22 to forgivable loans. But, in fact, these are  
 23 grants. And words matter. You know, these are  
 24 not loans, these are grants. If people do the  
 25 things and live up to the conditions that are  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 being set by the board at the time, they get  
2 the money, and it goes to them. And so, you  
3 know, I think that's important to remember.  
4 Because they're grants, I've been thinking  
5 about this in terms of what it is that we are  
6 trying to accomplish. And, obviously, we're  
7 trying to get people to come into downtown and  
8 take on projects and do them and build them.  
9 And if they do so, we give them potentially  
10 very large sums of money to -- under some set  
11 conditions.

12 I have concerns about the amortization  
13 approach over the course of time. It seems to  
14 me that if our objective is to make sure a  
15 builder complies with code, doesn't sell the  
16 building, you know, is making investments, they  
17 ought to do that for the full five-year period  
18 so that the taxpayers get the return on their  
19 money because I feel sure that there is, at  
20 some point, a curve where the repayment plus  
21 the sale gains cross. And those are -- that  
22 gain is ours, it's not the developer's.

23 So I would encourage the City Council to  
24 think about that in their deliberations along  
25 these lines as well because we're dedicating

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

1 large sums of taxpayer dollars to a private  
2 project. If there is a default, I think there  
3 ought to be default interest that's applied on  
4 that amount because we have foregone other  
5 development opportunities with other folks that  
6 could have yielded the same or better result  
7 that would have complied with the program. So  
8 I would encourage that as well.

9 And I would also encourage Council to  
10 consider aligning their procedures in this with  
11 other forms of City incentives. It seems to me  
12 to be an issue that we have, you know, a  
13 five-year grant period in some of our programs,  
14 for example, but you might end up with property  
15 tax abatements for ten years, for example. You  
16 know, that creates another gap for those  
17 taxpayer dollars, the opportunities of those  
18 dollars to slip through the cracks. So we  
19 ought to be -- taxpayers ought to be receiving  
20 that. So I would encourage City Council to  
21 consider closing those gaps and making all of  
22 the incentives align to achieve their  
23 objectives.

24 So that's all. That's a lot. I apologize  
25 for rambling on, but, again, I appreciate the

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

1 hard work that's been put into this, but, you  
2 know, I'm not going to vote in support of the  
3 resolution.

4 Thank you.

5 THE CHAIRMAN: Okay. Carol Worsham,  
6 please.

7 BOARD MEMBER WORSHAM: Thank you.

8 I really am amazed at the amount of work  
9 you all put through this, especially to  
10 revitalize this program that's been probably  
11 not very effective since 2002, so thank you for  
12 that effort.

13 And I'm interested in the \$100,000 limit  
14 and that we could approve or that doesn't have  
15 to go to City Council. If the Council chooses  
16 to hopefully approve the program, why 100,000,  
17 and should we be considering anything at a --  
18 is it a funding proposition for us, as the DIA,  
19 to keep it that low since the obligation would  
20 be for the General Fund, or did you consider  
21 upping that? I mean, 100,000 can go pretty  
22 quickly in some of these buildings.

23 MS. BOYER: So the current limit in the  
24 current program is 50,000.

25 BOARD MEMBER WORSHAM: Fifty, right.

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

1 MS. BOYER: So we doubled it.

2 BOARD MEMBER WORSHAM: Right.

3 MS. BOYER: And the intent here is that  
4 those grants would be funded from the available  
5 balance in the trust fund which basically now  
6 is fully encumbered. So if Council  
7 appropriates in a given year 500,000, 700,000,  
8 a million dollars to the trust fund, then that  
9 would allow us to do five of those in a year or  
10 seven of those in a year. And that's really  
11 why we picked that level.

12 If it is a -- beyond that limit -- and  
13 it's an arbitrary number. I mean, we could  
14 pick a higher number. I certainly was --  
15 thought that the 50- was too low and  
16 unrealistic, but I do think that -- because  
17 we're asking Council to use General Fund  
18 dollars and not necessarily deposit the money  
19 in the trust fund and have it sit there waiting  
20 for projects, that if the projects are of a  
21 greater magnitude -- and, you know, you could  
22 say 200- is the right break point, but I  
23 thought 100- was appropriate -- then it's  
24 appropriate that that money be put to other  
25 uses in the City until such time as the project

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

21

1 is actually completed and needed, at which time  
2 then it would be funded from the General Fund.

3 In the case of anything funded that is DIA  
4 authority only, it has to be in the trust fund  
5 up front. And when we approve it, it gets  
6 encumbered. So now it's going to sit there for  
7 however long it takes this person to finish  
8 that project and get the disbursement. And so  
9 I'm trying to be responsible, not putting too  
10 much in there that gets encumbered.

11 BOARD MEMBER WORSHAM: Well, there are a  
12 lot of things I like about the program. And I  
13 do like the code compliance where folks can get  
14 some things done and bridge that gap. I think  
15 that was a wise addition to the program.

16 So I don't have any other questions.

17 Thank you.

18 THE CHAIRMAN: Okay. Mr. Gillam.

19 BOARD MEMBER GILLAM: I know we've been  
20 here a long time today, but I've got a few  
21 comments and concerns on this one, too.

22 I have one question for Ms. Boyer.

23 The minimum of 10 percent equity for the  
24 developer portion, can that be the value of the  
25 land? So if a developer buys a historic

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

22

1 building that's in bad shape and then puts  
2 together a program to revitalize it consistent  
3 with the requirements of the code and also the  
4 Historic Preservation guidelines, could their  
5 contribution of the property be their  
6 10 percent equity or are you saying they've got  
7 to put a minimum of 10 percent cash in the  
8 renovation project?

9 MS. BOYER: Well, I'll defer to  
10 Mr. Kelley, but I believe the land could count  
11 as long as they don't have debt on the land. I  
12 mean, if they actually paid for the land with  
13 cash, if they have debt on the land, then when  
14 you look at the total development costs, they  
15 don't have equity in that to contribute, and  
16 they would have to have something else that  
17 makes it up.

18 But yes, the idea here -- now, what we  
19 didn't include in total development cost is  
20 developer fees, that any fees or repayments  
21 that they would typically put in a project cost  
22 pro forma can't be included in the total  
23 development costs that provide our cap.

24 BOARD MEMBER GILLAM: Okay. Thank you.

25 So I really would echo Mr. Adams'

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

23

1 comments. I have concerns. This is a very  
2 expensive proposition for the City. I mean,  
3 ultimately, it's going to City Council anyway.  
4 We don't have the authority to -- you know, how  
5 we can recommend it or resolve to recommend it,  
6 but I -- you know, there's a lot of policy  
7 here. And I do think it's policy that may be  
8 above our pay grade as DIA board members if  
9 City Council wants to decide they want to make  
10 this kind of investment. It is potentially a  
11 tremendous investment, though.

12 And I think your comments, Ms. Boyer, I  
13 think are right on when you talked about some  
14 of these might be, you know, ten-plus million  
15 dollar projects. Not projects, our  
16 contribution under this program. And so it's a  
17 lot of money. We're not looking at that.

18 I will tell you, I personally have a  
19 problem from a fiscal responsibility  
20 standpoint. If renovation of a supposedly  
21 historic building is going to cost five times  
22 as much as building new construction of like  
23 quality, I have a real problem with using, you  
24 know, our funding -- our government funding to  
25 support that. That's a failing project, and

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

24

1 we're putting money there that doesn't need to  
2 be put there, in my opinion.

3 Except -- and I guess, I'm talking out of  
4 both sides of my mouth. Except to the extent  
5 that when the government stands in and says you  
6 must -- you must repair/renovate this property  
7 and bring it back to what we say is  
8 appropriate, and the cost of doing that is --  
9 is unreasonable because they can never make a  
10 return on it, they cannot even -- you know,  
11 probably can't even make a living off of it.

12 And so, you know, I've got a problem from  
13 a policy standpoint with requiring landowners  
14 to spend what could be exorbitant amounts of  
15 money. It don't make any fiscal -- they have  
16 no relation, fiscal responsibility to what the  
17 actual cost would be (inaudible).

18 And I guess we're having to buy into it  
19 because it's a failing process. We put these  
20 orders on local, you know, building owners,  
21 property owners, and they have not been able to  
22 get out of the box as it were. We've got many  
23 vacant buildings. And one of the public  
24 comments was about you need to do a better job  
25 preserving these buildings. Well, that's

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

25

1 great, but, I mean, somebody's got to pay for  
2 it. And, obviously, it's not worked so far  
3 for -- you know, for private enterprise to pay  
4 for it, so the government stands in.

5 I do -- at some point, I've got a problem.  
6 It's just like somebody else discussed earlier  
7 today, saying there's no ceiling to it gives me  
8 great concern. We need to be more fiscally  
9 responsible. If a building is gone, if it's  
10 beyond repair, then saying the historic  
11 meaning, we've got to keep it, I have a problem  
12 with that. But again, I acknowledge that's  
13 probably beyond my pay grade.

14 I ultimately will support this resolution  
15 because I know a lot of hard work was put into  
16 it by Ms. Boyer and Mr. Kelley in trying to  
17 respond to really what City Council has asked  
18 of us, which is put together a program that  
19 will respond to resolving the vacant,  
20 unproductive, supposedly historic buildings  
21 downtown.

22 And it's just not -- the program is not  
23 working. The program has failed. So we have  
24 to do something different if we want to  
25 succeed. And this is what we're being told

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

26

1 might succeed. And again, the ultimate  
2 decision on that is going to be City Council.

3 For those reasons, I'll support it, but  
4 it's a reluctant support.

5 THE CHAIRMAN: Okay, Mr. Gillam. Thank  
6 you for your comments.

7 Folks, let me just say a few things real  
8 quickly. You know, a lot of it, I think, is  
9 going to come down to what is our philosophy on  
10 historic buildings because I've heard a lot of  
11 people speak to that issue and they're  
12 concerned that our history is getting away from  
13 us and that we're just going to squander, you  
14 know, some of the really cool stuff from  
15 history. So I see this as a program to, you  
16 know, maybe start making some of that make a  
17 little more sense.

18 I am -- I am far from wanting to just  
19 throw money at people and not be responsible on  
20 how it's spent and doesn't make financial  
21 sense. I'm just not about that at all. But  
22 what I do know is, our system right now is not  
23 working, and we have got to do something  
24 different.

25 Well, I think this is a step in the right  
Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
(904) 821-0300

27

1 direction. Even when I think of some of the  
2 historic buildings that have really been  
3 brought back -- look at the Chophouse. Look at  
4 the Barnett Bank. Which, by the way, I was  
5 reading this week that they now have a hundred  
6 percent occupancy of their residential. Look  
7 at the City Hall, the old May Cohen's place.  
8 So, guys, if this system can work, if this  
9 system can get us closer to making a  
10 difference, then I think it's probably  
11 something that we ought to strongly look at.

12 So let's go ahead. We've got the  
13 Resolution 2020-07-07, we have a motion and  
14 second. What is your pleasure, Board? Let me  
15 run down the list.

16 Mr. Gillam.  
17 BOARD MEMBER GILLAM: I'll vote in favor.  
18 THE CHAIRMAN: Okay. Carol Worsham.  
19 BOARD MEMBER WORSHAM: In favor.  
20 THE CHAIRMAN: Bill Adams.  
21 BOARD MEMBER ADAMS: I'm opposed.  
22 THE CHAIRMAN: Jim Citrano.  
23 BOARD MEMBER CITRANO: In favor.  
24 THE CHAIRMAN: Mr. Froats.  
25 BOARD MEMBER FROATS: In favor.

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

28

1 THE CHAIRMAN: Mr. Gibbs.  
2 BOARD MEMBER GIBBS: In favor.  
3 THE CHAIRMAN: David Ward.  
4 BOARD MEMBER WARD: In favor.  
5 THE CHAIRMAN: All right. So let the  
6 record reflect that on Resolution 2020-07-07  
7 that we have seven ayes and we have one  
8 opposed. So the motion does carry.

9 MS. BOYER: Mr. Chairman?  
10 THE CHAIRMAN: Yes, Ms. Boyer.  
11 MS. BOYER: Before you move on to the next  
12 item, may I add, for the benefit of the board,  
13 after I discussed with Mr. Adams his concerns,  
14 he did look at the possibility -- and, I think,  
15 you know, one option would be to have the  
16 Historic Preservation element and the code  
17 compliance element, quote, ten year all or  
18 nothing grants. So they're not forgiven until  
19 you reach the ten-year point, at which the  
20 property goes back on the tax roll.

21 However, one of the things, in talking to  
22 Mr. Kelley about that, is that -- a concern  
23 that that will somewhat be a disincentive for  
24 redevelopment for anybody who at the 5-, or 6-,  
25 or 7-year point, there's no potential upside

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

29

1 for them, then, because all or any upside would  
2 be absorbed by this.

3 So I think there's a balance that we have  
4 to get to there, and I'm sure this will be a  
5 conversation at City Council. And if they want  
6 to move some or all of it to either a repayment  
7 obligation or a 10-year term consistently  
8 rather than the amortization-type version that  
9 they have right now, what we did was, we  
10 followed the current program which has the  
11 five-year amortization on the historic  
12 preservation element.

13 So I thank him for his comments and his  
14 thought, and it may well be that some or all of  
15 that gets incorporated when it gets to the next  
16 stage.

17 THE CHAIRMAN: Okay. Thank you.

18 MS. BOYER: Thank you.

19 THE CHAIRMAN: All right. Let's go to the  
20 next, Resolution 2020-07-08, allocation of  
21 development rights. I'm going to ask Guy  
22 Parola, our operations manager, to tee that one  
23 up.

24 MR. PAROLA: Thank you.

25 Good afternoon.

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

30

1 Resolution 2020-07-08 allocates -- or  
2 reallocates in this instance, 120 units of  
3 multifamily development rights. Blue Sky  
4 Communities -- this goes back to -- if you read  
5 the -- kind of the whereas clause, you can  
6 tell, this goes back a couple of years.

7 It started off as a low-income housing tax  
8 credit project, switched to a sale project, and  
9 over the course of -- over the last couple of  
10 years have achieved a couple of things.

11 First of all, they have been through  
12 ten-set review, our civil plan review, so we  
13 know they're moving forward. In conversations  
14 with Shawn Wilson, who is part of Blue Sky  
15 Communities -- and I think I saw him on this  
16 meeting -- they're getting ready to submit  
17 building plans. In fact, we've reached out to  
18 them and their contractors. We're helping them  
19 through this.

20 When the COVID thing started, they lost a  
21 couple of months as the lenders and investors  
22 sent them back to committee. They have been  
23 through committee. They've now got approval.  
24 So their full financing is on board, just they  
25 weren't able to make their performance

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

31

1 standards.

2 So if you go to the Sections section of  
3 the -- of this resolution, you see we have a  
4 couple of performance standards in there, one  
5 of them being that they commence construction  
6 within 120 [sic] days. This gives time for  
7 them to get through the entire permitting  
8 process. The permitting process may take a  
9 little longer right now given that, you know,  
10 people may be working from home or something.  
11 And we just want to give them ample time to  
12 succeed.

13 I think you can kind of go through the  
14 rest of the sections to figure out any of the  
15 performance standards. That's the main  
16 operative one.

17 I do want to say that in Section 2, we  
18 reference Resolution 2018-08-04. If we can  
19 treat that as a scrivener's error, we'll  
20 correct it by the time this resolution gets  
21 executed.

22 Again, I'm here for any questions. And  
23 again, I think I saw Shawn Wilson on here, the  
24 developer, if you have any questions for him as  
25 well.

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

32

1 THE CHAIRMAN: Mr. Parola, on Section 4,  
2 you said commence construction within -- you  
3 said 120 days, but the document I'm looking at  
4 says 180 days.

5 MR. PAROLA: I meant 180 days. My  
6 apologies.

7 THE CHAIRMAN: Okay. No problem. No  
8 problem at all.

9 Okay. So, Board, what's your pleasure on  
10 Resolution 2020-07-08?

11 BOARD MEMBER WORSHAM: I'll move to  
12 approve.

13 THE CHAIRMAN: Okay. Carol Worsham has  
14 made a motion.

15 Do we have a second?

16 BOARD MEMBER GIBBS: I'll second.

17 THE CHAIRMAN: Mr. Gibbs has a second.  
18 All right. Let's discuss.

19 Mr. Gillam.

20 BOARD MEMBER GILLAM: No comments or  
21 questions.

22 THE CHAIRMAN: All right. Carol Worsham.

23 BOARD MEMBER WORSHAM: No further -- no  
24 comments, no.

25 THE CHAIRMAN: Mr. Bill Adams.

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

1 BOARD MEMBER ADAMS: Nothing from me.  
 2 THE CHAIRMAN: Mr. Citrano.  
 3 BOARD MEMBER CITRANO: No comments.  
 4 THE CHAIRMAN: Mr. Froats.  
 5 BOARD MEMBER FROATS: No comment.  
 6 THE CHAIRMAN: And Mr. David Ward.  
 7 BOARD MEMBER WARD: None for me.  
 8 Thank you.  
 9 THE CHAIRMAN: All right. Let's call for  
 10 the question. I'll go right down the list.  
 11 Mr. Gillam, on 2020-07-08, how are you --  
 12 are you in favor or against?  
 13 BOARD MEMBER GILLAM: In favor.  
 14 THE CHAIRMAN: Okay. Carol Worsham.  
 15 BOARD MEMBER WORSHAM: In favor.  
 16 THE CHAIRMAN: Okay. Bill Adams.  
 17 BOARD MEMBER ADAMS: In favor.  
 18 THE CHAIRMAN: Jim Citrano.  
 19 BOARD MEMBER CITRANO: In favor.  
 20 THE CHAIRMAN: Todd Froats.  
 21 BOARD MEMBER FROATS: In favor.  
 22 THE CHAIRMAN: Mr. Gibbs.  
 23 BOARD MEMBER GIBBS: In favor.  
 24 THE CHAIRMAN: David Ward.  
 25 BOARD MEMBER WARD: In favor.  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 the Governance Committee and Strategic  
 2 Implementation Committee, contributing to the  
 3 direction and focus of the DIA, as well as  
 4 faithfully attending board meetings.  
 5 And whereas, as an experienced and  
 6 well-respected business owner and general  
 7 contractor, and more particularly, as a  
 8 contractor for multifamily construction,  
 9 Mr. Padgett's technical and financial knowledge  
 10 of construction both informed and then guided  
 11 public investment by the DIA.  
 12 And whereas, Mr. Padgett generously gave  
 13 of his time, skills, and knowledge to the  
 14 Downtown Investment Authority.  
 15 Now, therefore, be it resolved by the  
 16 Downtown Investment Authority, the Downtown  
 17 Investment Authority recognizes and commends  
 18 Mr. Padgett for his years of dedicated service  
 19 to the DIA.  
 20 This is just a thank you for his five  
 21 years of service on the board.  
 22 THE CHAIRMAN: Board, what is your  
 23 pleasure on Resolution 2020-07-09?  
 24 BOARD MEMBER FROATS: I move to approve.  
 25 THE CHAIRMAN: Mr. Froats moved to  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 THE CHAIRMAN: And Ron Moody, likewise, in  
 2 favor.  
 3 Let the record reflect that 2020-07-08 has  
 4 eight in favor and no opposed, so that motion  
 5 carries.  
 6 All right. Let's go to -- we're getting  
 7 close here -- Resolution 2020-07-09.  
 8 Ms. Boyer, will you address that  
 9 resolution? Ms. Boyer, you are muted. Can you  
 10 unmute yourself?  
 11 MS. BOYER: I'm muted by the host it says.  
 12 THE CHAIRMAN: There you go. Now, you're  
 13 back.  
 14 MS. BOYER: Okay. Resolution of the  
 15 Downtown Investment Authority commending and  
 16 recognizing the contributions of Marc Padgett  
 17 to the Downtown Investment Authority for his  
 18 dedication and service in promoting the  
 19 successful revitalization and redevelopment of  
 20 downtown Jacksonville as a Downtown Investment  
 21 Authority board member.  
 22 Whereas, in 2015, Mr. Padgett was  
 23 appointed to the Downtown Investment Authority  
 24 as a mayoral appointee.  
 25 And whereas, Mr. Padgett served on both  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 approve.  
 2 Second?  
 3 BOARD MEMBER GIBBS: I'll second.  
 4 THE CHAIRMAN: Okay. Any discussion?  
 5 BOARD MEMBERS: (No response.)  
 6 THE CHAIRMAN: I worked side by side with  
 7 Mr. Padgett and always found him to be  
 8 well-prepared and really added a lot to the  
 9 group. And I know he was a busy guy. He's  
 10 running projects all over the nation. So I  
 11 really did appreciate his contribution.  
 12 All right. Is there anyone else, anyone  
 13 that wants --  
 14 BOARD MEMBER WARD: Mr. Chairman, this is  
 15 David Ward. I'd just like to echo your  
 16 comments and say that I always found  
 17 Mr. Padgett to be great to work with and really  
 18 valued his insight and his love for the city,  
 19 so I also appreciate his service.  
 20 THE CHAIRMAN: Thank you, Mr. Ward.  
 21 All right. Anyone else?  
 22 BOARD MEMBER GIBBS: Mr. Chair, I second  
 23 the motion because, like you, I worked with  
 24 Mr. Padgett for a number of years and his  
 25 insight in terms of building was very helpful  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

37

1 to the board in making determinations and  
2 during our deliberation. And we appreciate his  
3 busy schedule, but he managed to find time to  
4 attend each board meeting.

5 THE CHAIRMAN: All right. Are there any  
6 other comments before you call for the  
7 question?

8 BOARD MEMBERS: (No response.)

9 THE CHAIRMAN: All right. All in favor of  
10 this motion?

11 Mr. Gillam.

12 BOARD MEMBER GILLAM: I'm in favor of this  
13 motion.

14 THE CHAIRMAN: Carol Worsham.

15 BOARD MEMBER WORSHAM: In favor.

16 THE CHAIRMAN: Bill Adams.

17 BOARD MEMBER ADAMS: In favor.

18 THE CHAIRMAN: Jim Citrano.

19 BOARD MEMBER CITRANO: In favor.

20 THE CHAIRMAN: Todd Froats.

21 BOARD MEMBER FROATS: In favor.

22 THE CHAIRMAN: Craig Gibbs.

23 BOARD MEMBER GIBBS: In favor.

24 THE CHAIRMAN: And Mr. Ward.

25 BOARD MEMBER WARD: In favor.

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

38

1 THE CHAIRMAN: Let the record reflect  
2 2020-07-09 has carried eight to zero.

3 So let's go to the last resolution. We  
4 are at 2020-07-10.

5 Ms. Boyer.

6 MS. BOYER: Resolution 2020-07-10 is a  
7 resolution commending and recognizing the  
8 contributions of Councilman Michael Boylan as  
9 the City Council liaison to the DIA and for his  
10 overall support of the DIA in Jacksonville's  
11 downtown.

12 And I'm not going to read the whole  
13 resolution into the record. I know you've all  
14 had copies and that it is in the agenda. I  
15 will just say that over the years I had the  
16 opportunity to serve as council liaison to the  
17 DIA for a number of years. Some liaisons  
18 attend and participate and some do not, and  
19 Mr. Boylan deserves a lot of credit for showing  
20 up at most of our meetings and actually  
21 engaging in conversation and understanding what  
22 we're doing, and he's really a supporter for us  
23 at City Council, so we want to thank him for  
24 that.

25 THE CHAIRMAN: And I echo those comments.

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

39

1 It was nice to have his input at the meetings.

2 Ms. Boyer, who will be our new liaison?

3 MS. BOYER: LeAnna Cumber.

4 THE CHAIRMAN: Okay. And she is -- is she  
5 in the --

6 MS. BOYER: She is not in the meeting.

7 Her assistant was in the meeting for a while,  
8 but has not been lately. I thought Ms. Cumber  
9 was going to join.

10 COUNCIL MEMBER CUMBER: I am actually --  
11 this is Council Member Cumber. I am here.

12 MS. BOYER: Oh, wonderful.

13 COUNCIL MEMBER CUMBER: Hello. I just am  
14 not -- my face is not on, but I have been  
15 listening to -- I got on before you had your  
16 visitor and it got shut down.

17 MS. BOYER: Oh, my. You've been here a  
18 long time.

19 COUNCIL MEMBER CUMBER: Yes. I have been  
20 quietly listening intently to all of the  
21 debate.

22 MS. BOYER: Thank you so much for  
23 participating.

24 MS. PATAKY: And her assistant is on as  
25 well, and I have been on the whole time.

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

40

1 THE CHAIRMAN: Well, LeAnna --

2 MS. BOYER: Thank you, Debra.

3 THE CHAIRMAN: LeAnna, we're looking  
4 forward to working with you. I know you  
5 represent the San Marco area.

6 Do you also live in that area as well?

7 COUNCIL MEMBER CUMBER: I do. I live  
8 rather close to Lori Boyer.

9 THE CHAIRMAN: All right. Well, a lot of  
10 the issues that we're --

11 COUNCIL MEMBER CUMBER: So, yes, I do.

12 THE CHAIRMAN: -- dealing with affect your  
13 community as well, so we're looking forward to  
14 you being a part of our group.

15 COUNCIL MEMBER CUMBER: Absolutely. Well,  
16 thank you.

17 THE CHAIRMAN: Okay. Our next item of  
18 business is our CEO --

19 BOARD MEMBER GIBBS: Mr. Chair, I'd like  
20 to move Resolution 2020-07-10.

21 THE CHAIRMAN: Oh, thank you very much.  
22 Is there a second?

23 BOARD MEMBER GILLAM: Second.

24 THE CHAIRMAN: Okay. All in favor, give  
25 me a voice recognition.

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

41

1 BOARD MEMBERS: Aye.  
 2 THE CHAIRMAN: Are there any opposed?  
 3 BOARD MEMBERS: (No response.)  
 4 THE CHAIRMAN: Okay. Let the record  
 5 reflect that 2020-07-10 passes, eight in favor,  
 6 zero against.  
 7 So thank you.  
 8 All right. Our next item of business is  
 9 our CEO informational briefing.  
 10 Ms. Boyer.  
 11 MS. BOYER: I'm going to be very brief in  
 12 the briefing, so to let you know that our  
 13 two-way street conversion design project has  
 14 been advertised and is open for bids right now.  
 15 So we're in the process of receiving bids on  
 16 that.  
 17 I mentioned earlier that we hope to have  
 18 our BID and CRA plan update into Procurement in  
 19 the next few weeks. It has four primary tasks,  
 20 and I wanted to share those with you.  
 21 Number one is incentive updates. So to  
 22 look at the various incentives we offer, make  
 23 sure they are correctly positioned. Some of  
 24 the questions that have risen here are exactly  
 25 the type of things that we want to correct in  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

42

1 the underlying programs that are part of the  
 2 plan.  
 3 The second element is the parks plan. We  
 4 talked to you about that last year. And our  
 5 concern is, as we are bringing more residents  
 6 downtown, we want to be sure that we know which  
 7 of the parcels that are in our inventory need  
 8 to be designated for recreational spaces or dog  
 9 parks to meet the needs of our residents before  
 10 we put them out for disposition, so to be  
 11 deliberate about where those parks and  
 12 recreational facilities go.  
 13 The third major element is the district  
 14 branding plan, and that is looking at the  
 15 branding of downtown overall and then each  
 16 individual district and how it is uniquely  
 17 positioned and marketed. So LaVilla would be  
 18 different than the Cathedral District, would be  
 19 different than what we refer to as the "Central  
 20 Core," which is probably not a catchy branding  
 21 name and will likely have some other moniker as  
 22 it moves forward.  
 23 And then the fourth piece is what I'm  
 24 going to refer to as a simplified, in quotes,  
 25 master plan deliverable. You have often heard  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

43

1 criticism of the DIA because we don't have a  
 2 master plan, and I have stated and you have  
 3 also heard we have a 300-and-some-page document  
 4 that is our master plan, but we need a  
 5 condensed graphic illustration version that we  
 6 can share with the public, we can share with  
 7 developers. And so that's a task in the CRA  
 8 update, to ensure that we have that  
 9 deliverable.  
 10 And those are the primary focus areas.  
 11 We have our budget hearing scheduled for  
 12 August 14th before the City Council Finance  
 13 Committee, and our next board meeting is  
 14 August 19th. We have a number of items that  
 15 are -- people are presenting to us and talking  
 16 to us about that we may expect to have on our  
 17 August 19th agenda, so anticipate that it is  
 18 likely that we will have both an REPD and a  
 19 Strategic Implementation meeting in the week --  
 20 two weeks prior to the board meeting.  
 21 That's my quick report.  
 22 THE CHAIRMAN: Okay. Thank you.  
 23 The last item is the chair's report. I  
 24 have just a couple of real quick comments.  
 25 I am currently chair of the Strategic  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

44

1 Implementation Committee. I'm going to need to  
 2 appoint a new person and then also on our new  
 3 Downtown Preservation and Revitalization  
 4 Program, I'm thinking, unless Ms. Boyer  
 5 corrects me, that we should have a chair for  
 6 that committee as well.  
 7 MS. BOYER: My suggestion is that you and  
 8 I will look at the committee membership right  
 9 now, and perhaps we will -- it may be  
 10 appropriate to appoint new chairs to both REPD  
 11 and Strategic Implementation. Since you, as  
 12 board chair, serve as an ex-officio on all  
 13 committees, I think we want to be sure that  
 14 there is a full quorum of members without your  
 15 participation on these committees and allow you  
 16 to fill in if someone is absent or you can  
 17 always attend.  
 18 So I think we're going to do a little bit  
 19 of work on that over the next week or two --  
 20 THE CHAIRMAN: Okay.  
 21 MS. BOYER: -- and you can put out a memo  
 22 to that effect when you're satisfied.  
 23 THE CHAIRMAN: And as board members, if  
 24 you have an unusual interest in making yourself  
 25 available to serve on these committees, please  
 Diane M. Tropia, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 send a note to Ms. Boyer. We'd like to hear  
 2 from you.  
 3 And the last thing, Ms. Boyer, you know,  
 4 when I took this job as chair, I'm not sure I  
 5 realized we would be doing, like, ten  
 6 resolutions. Are we going to do this every  
 7 meeting, 10 or 15?  
 8 MS. BOYER: Well, it just means that  
 9 downtown is busy, despite the pandemic, which  
 10 is a good thing.  
 11 THE CHAIRMAN: All right.  
 12 Okay, folks --  
 13 BOARD MEMBER FROATS: Mr. Moody, can I  
 14 make one comment?  
 15 THE CHAIRMAN: Yes, sir.  
 16 BOARD MEMBER FROATS: I just want to  
 17 commend Ms. Mezini for handling the situation  
 18 today. She handled it very quickly.  
 19 MS. MEZINI: Thank you.  
 20 BOARD MEMBER FROATS: And I applaud her  
 21 for that. I'm sure she's going to be busy  
 22 between now and the next meeting on figuring  
 23 this out, but I commend you on your quick  
 24 reaction to that.  
 25 Thank you.  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 BOARD MEMBER WORSHAM: Well-done. Thanks.  
 2 MS. MEZINI: Thank you.  
 3 THE CHAIRMAN: Ina, I'm not sure she  
 4 realizes how much we appreciate what she does.  
 5 I mean, she really, in the background, is doing  
 6 an awful lot. And she helps me get through  
 7 this meeting and I sure do appreciate her.  
 8 MS. MEZINI: Not a problem. Happy to  
 9 help.  
 10 THE CHAIRMAN: Okay. Folks, I think that  
 11 will conclude our meeting of the July 15th,  
 12 2020, Downtown Investment Authority.  
 13 So thank you for all your participation,  
 14 your good work.  
 15 And, Steve, great job on your  
 16 presentation.  
 17 We will see you next month.  
 18 (The foregoing proceedings were adjourned  
 19 at 3:55 p.m.)  
 20 - - -  
 21  
 22  
 23  
 24  
 25  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

1 CERTIFICATE OF REPORTER  
 2  
 3 STATE OF FLORIDA)  
 )  
 4 COUNTY OF DUVAL )  
 5  
 6  
 7 I, Diane M. Tropa, Florida Professional  
 8 Reporter, certify that I was authorized to and did  
 9 stenographically report the foregoing proceedings  
 10 and that the transcript is a true and complete  
 11 record of my stenographic notes.  
 12  
 13  
 14  
 15 DATED this 28th day of July 2020.  
 16  
 17  
 18 \_\_\_\_\_  
 19 Diane M. Tropa  
 Florida Professional Reporter  
 20  
 21  
 22  
 23  
 24  
 25  
 Diane M. Tropa, Inc., P.O. Box 2375, Jacksonville, FL 32203  
 (904) 821-0300

<b>\$</b>	<b>4</b>	<b>advertised</b> [1] - 41:14 <b>affect</b> [1] - 40:12 <b>afternoon</b> [1] - 29:25 <b>agenda</b> [2] - 38:14, 43:17 <b>agents</b> [1] - 12:11 <b>ago</b> [1] - 4:21 <b>ahead</b> [2] - 2:21, 27:12 <b>align</b> [1] - 18:22 <b>aligning</b> [1] - 18:10 <b>alive</b> [1] - 7:15 <b>allocates</b> [1] - 30:1 <b>allocation</b> [1] - 29:20 <b>allow</b> [2] - 20:9, 44:15 <b>allowed</b> [2] - 7:8, 10:24 <b>ALSO</b> [1] - 1:16 <b>altogether</b> [1] - 10:10 <b>amazed</b> [1] - 19:8 <b>Ambassador</b> [1] - 5:12 <b>amortization</b> [3] - 17:12, 29:8, 29:11 <b>amortization-type</b> [1] - 29:8 <b>amount</b> [4] - 14:14, 15:19, 18:4, 19:8 <b>amounts</b> [1] - 24:14 <b>ample</b> [1] - 31:11 <b>answer</b> [3] - 12:16, 12:17, 14:16 <b>anticipate</b> [1] - 43:17 <b>anyway</b> [1] - 23:3 <b>apologies</b> [1] - 32:6 <b>apologize</b> [1] - 18:24 <b>applaud</b> [1] - 45:20 <b>applied</b> [3] - 7:5, 15:21, 18:3 <b>apply</b> [1] - 7:5 <b>applying</b> [1] - 14:12 <b>appoint</b> [2] - 44:2, 44:10 <b>appointed</b> [1] - 34:23 <b>appointee</b> [1] - 34:24 <b>appreciate</b> [8] - 13:20, 16:6, 18:25, 36:11, 36:19, 37:2, 46:4, 46:7 <b>approach</b> [1] - 17:13 <b>appropriate</b> [4] - 20:23, 20:24, 24:8, 44:10 <b>appropriates</b> [1] - 20:7 <b>approval</b> [2] - 8:16, 30:23 <b>approve</b> [12] - 2:13, 5:7, 6:1, 9:8, 13:6, 13:9, 19:14, 19:16,	21:5, 32:12, 35:24, 36:1 <b>approved</b> [1] - 12:7 <b>approves</b> [1] - 9:10 <b>arbitrary</b> [1] - 20:13 <b>architectural</b> [1] - 10:16 <b>area</b> [2] - 40:5, 40:6 <b>areas</b> [1] - 43:10 <b>aside</b> [1] - 8:24 <b>Assistant</b> [1] - 1:20 <b>assistant</b> [2] - 39:7, 39:24 <b>attachment</b> [2] - 3:25, 4:2 <b>attend</b> [3] - 37:4, 38:18, 44:17 <b>attending</b> [1] - 35:4 <b>August</b> [3] - 43:12, 43:14, 43:17 <b>authority</b> [2] - 21:4, 23:4 <b>Authority</b> [9] - 2:5, 34:15, 34:17, 34:21, 34:23, 35:14, 35:16, 35:17, 46:12 <b>AUTHORITY</b> [1] - 1:2 <b>authorized</b> [1] - 47:8 <b>available</b> [2] - 20:4, 44:25 <b>average</b> [1] - 14:15 <b>award</b> [2] - 5:15, 9:1 <b>awarded</b> [1] - 8:15 <b>awards</b> [1] - 8:25 <b>awful</b> [1] - 46:6 <b>aye</b> [1] - 41:1 <b>eyes</b> [2] - 3:15, 28:7	18:6, 24:24 <b>between</b> [4] - 6:4, 8:1, 16:7, 45:22 <b>beyond</b> [4] - 9:14, 20:12, 25:10, 25:13 <b>BID</b> [1] - 41:18 <b>bids</b> [2] - 41:14, 41:15 <b>bill</b> [6] - 3:2, 15:24, 27:20, 32:25, 33:16, 37:16 <b>bit</b> [3] - 4:4, 9:19, 44:18 <b>Blue</b> [2] - 30:3, 30:14 <b>BOARD</b> [69] - 1:3, 1:10, 2:12, 2:16, 2:20, 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 13:6, 13:7, 13:14, 13:17, 13:24, 14:7, 15:17, 16:1, 19:7, 19:25, 20:2, 21:11, 21:19, 22:24, 27:17, 27:19, 27:21, 27:23, 27:25, 28:2, 28:4, 32:11, 32:16, 32:20, 32:23, 33:1, 33:3, 33:5, 33:7, 33:13, 33:15, 33:17, 33:19, 33:21, 33:23, 33:25, 35:24, 36:3, 36:5, 36:14, 36:22, 37:8, 37:12, 37:15, 37:17, 37:19, 37:21, 37:23, 37:25, 40:19, 40:23, 41:1, 41:3, 45:13, 45:16, 45:20, 46:1 <b>board</b> [16] - 2:7, 14:18, 16:3, 17:1, 23:8, 28:12, 30:24, 34:21, 35:4, 35:21, 37:1, 37:4, 43:13, 43:20, 44:12, 44:23 <b>Board</b> [9] - 1:12, 1:13, 1:13, 1:14, 1:14, 13:4, 27:14, 32:9, 35:22 <b>box</b> [1] - 24:22 <b>BOYER</b> [23] - 1:17, 3:19, 14:16, 19:23, 20:1, 20:3, 22:9, 28:9, 28:11, 29:18, 34:11, 34:14, 38:6, 39:3, 39:6, 39:12, 39:17, 39:22, 40:2, 41:11, 44:7, 44:21, 45:8 <b>Boyer</b> [15] - 3:17, 16:4, 21:22, 23:12, 25:16, 28:10, 34:8, 34:9, 38:5, 39:2,		
<b>1</b>	<b>5</b>	<b>advertised</b> [1] - 41:14 <b>affect</b> [1] - 40:12 <b>afternoon</b> [1] - 29:25 <b>agenda</b> [2] - 38:14, 43:17 <b>agents</b> [1] - 12:11 <b>ago</b> [1] - 4:21 <b>ahead</b> [2] - 2:21, 27:12 <b>align</b> [1] - 18:22 <b>aligning</b> [1] - 18:10 <b>alive</b> [1] - 7:15 <b>allocates</b> [1] - 30:1 <b>allocation</b> [1] - 29:20 <b>allow</b> [2] - 20:9, 44:15 <b>allowed</b> [2] - 7:8, 10:24 <b>ALSO</b> [1] - 1:16 <b>altogether</b> [1] - 10:10 <b>amazed</b> [1] - 19:8 <b>Ambassador</b> [1] - 5:12 <b>amortization</b> [3] - 17:12, 29:8, 29:11 <b>amortization-type</b> [1] - 29:8 <b>amount</b> [4] - 14:14, 15:19, 18:4, 19:8 <b>amounts</b> [1] - 24:14 <b>ample</b> [1] - 31:11 <b>answer</b> [3] - 12:16, 12:17, 14:16 <b>anticipate</b> [1] - 43:17 <b>anyway</b> [1] - 23:3 <b>apologies</b> [1] - 32:6 <b>apologize</b> [1] - 18:24 <b>applaud</b> [1] - 45:20 <b>applied</b> [3] - 7:5, 15:21, 18:3 <b>apply</b> [1] - 7:5 <b>applying</b> [1] - 14:12 <b>appoint</b> [2] - 44:2, 44:10 <b>appointed</b> [1] - 34:23 <b>appointee</b> [1] - 34:24 <b>appreciate</b> [8] - 13:20, 16:6, 18:25, 36:11, 36:19, 37:2, 46:4, 46:7 <b>approach</b> [1] - 17:13 <b>appropriate</b> [4] - 20:23, 20:24, 24:8, 44:10 <b>appropriates</b> [1] - 20:7 <b>approval</b> [2] - 8:16, 30:23 <b>approve</b> [12] - 2:13, 5:7, 6:1, 9:8, 13:6, 13:9, 19:14, 19:16,	5 [1] - 28:24 <b>50</b> [5] - 8:5, 8:7, 9:24, 11:23, 20:15 <b>50,000</b> [2] - 8:20, 19:24 <b>500,000</b> [1] - 20:7	<b>6</b>	<b>7</b>	<b>A</b>
<b>2</b>	<b>6</b>	<b>abatement</b> [1] - 18:15 <b>able</b> [3] - 11:15, 24:21, 30:25 <b>absent</b> [1] - 44:16 <b>absolutely</b> [1] - 40:15 <b>absorbed</b> [1] - 29:2 <b>accomplish</b> [1] - 17:6 <b>achieve</b> [2] - 6:7, 18:22 <b>achieved</b> [1] - 30:10 <b>acknowledge</b> [1] - 25:12 <b>actual</b> [3] - 6:2, 7:10, 24:17 <b>ADAMS</b> [7] - 1:12, 3:3, 16:1, 27:21, 33:1, 33:17, 37:17 <b>Adams</b> [7] - 3:2, 15:24, 27:20, 28:13, 32:25, 33:16, 37:16 <b>Adams'</b> [1] - 22:25 <b>adaptive</b> [1] - 5:19 <b>add</b> [1] - 28:12 <b>added</b> [1] - 36:8 <b>addition</b> [2] - 8:10, 21:15 <b>address</b> [1] - 34:8 <b>adjourned</b> [1] - 46:18 <b>adopt</b> [2] - 3:22, 4:3 <b>adopted</b> [2] - 4:20, 4:22	<b>7</b>	<b>B</b>	<b>abatement</b> [1] - 18:15 <b>able</b> [3] - 11:15, 24:21, 30:25 <b>absent</b> [1] - 44:16 <b>absolutely</b> [1] - 40:15 <b>absorbed</b> [1] - 29:2 <b>accomplish</b> [1] - 17:6 <b>achieve</b> [2] - 6:7, 18:22 <b>achieved</b> [1] - 30:10 <b>acknowledge</b> [1] - 25:12 <b>actual</b> [3] - 6:2, 7:10, 24:17 <b>ADAMS</b> [7] - 1:12, 3:3, 16:1, 27:21, 33:1, 33:17, 37:17 <b>Adams</b> [7] - 3:2, 15:24, 27:20, 28:13, 32:25, 33:16, 37:16 <b>Adams'</b> [1] - 22:25 <b>adaptive</b> [1] - 5:19 <b>add</b> [1] - 28:12 <b>added</b> [1] - 36:8 <b>addition</b> [2] - 8:10, 21:15 <b>address</b> [1] - 34:8 <b>adjourned</b> [1] - 46:18 <b>adopt</b> [2] - 3:22, 4:3 <b>adopted</b> [2] - 4:20, 4:22	<b>background</b> [1] - 46:5 <b>backwards</b> [1] - 13:11 <b>bad</b> [1] - 22:1 <b>balance</b> [3] - 9:14, 20:5, 29:3 <b>balloons</b> [1] - 7:12 <b>Bank</b> [1] - 27:4 <b>Barnett</b> [3] - 5:13, 10:14, 27:4 <b>basic</b> [3] - 4:6, 6:17, 7:23 <b>basis</b> [2] - 5:25, 8:18 <b>Bay</b> [1] - 6:12 <b>bearing</b> [1] - 7:12 <b>become</b> [1] - 11:8 <b>becomes</b> [4] - 5:22, 6:24, 9:2, 9:11 <b>begin</b> [1] - 5:16 <b>benefit</b> [1] - 28:12 <b>better</b> [3] - 11:16,
<b>3</b>	<b>7</b>	<b>abatement</b> [1] - 18:15 <b>able</b> [3] - 11:15, 24:21, 30:25 <b>absent</b> [1] - 44:16 <b>absolutely</b> [1] - 40:15 <b>absorbed</b> [1] - 29:2 <b>accomplish</b> [1] - 17:6 <b>achieve</b> [2] - 6:7, 18:22 <b>achieved</b> [1] - 30:10 <b>acknowledge</b> [1] - 25:12 <b>actual</b> [3] - 6:2, 7:10, 24:17 <b>ADAMS</b> [7] - 1:12, 3:3, 16:1, 27:21, 33:1, 33:17, 37:17 <b>Adams</b> [7] - 3:2, 15:24, 27:20, 28:13, 32:25, 33:16, 37:16 <b>Adams'</b> [1] - 22:25 <b>adaptive</b> [1] - 5:19 <b>add</b> [1] - 28:12 <b>added</b> [1] - 36:8 <b>addition</b> [2] - 8:10, 21:15 <b>address</b> [1] - 34:8 <b>adjourned</b> [1] - 46:18 <b>adopt</b> [2] - 3:22, 4:3 <b>adopted</b> [2] - 4:20, 4:22	<b>8</b>	<b>C</b>	<b>1</b>	
<b>\$100,000</b> [3] - 8:15, 8:17, 19:13 <b>\$12</b> [1] - 15:6 <b>\$30</b> [1] - 14:22 <b>\$50,000</b> [1] - 8:19	<b>4</b> [1] - 32:1 <b>40</b> [2] - 8:3, 11:23	<b>advertised</b> [1] - 41:14 <b>affect</b> [1] - 40:12 <b>afternoon</b> [1] - 29:25 <b>agenda</b> [2] - 38:14, 43:17 <b>agents</b> [1] - 12:11 <b>ago</b> [1] - 4:21 <b>ahead</b> [2] - 2:21, 27:12 <b>align</b> [1] - 18:22 <b>aligning</b> [1] - 18:10 <b>alive</b> [1] - 7:15 <b>allocates</b> [1] - 30:1 <b>allocation</b> [1] - 29:20 <b>allow</b> [2] - 20:9, 44:15 <b>allowed</b> [2] - 7:8, 10:24 <b>ALSO</b> [1] - 1:16 <b>altogether</b> [1] - 10:10 <b>amazed</b> [1] - 19:8 <b>Ambassador</b> [1] - 5:12 <b>amortization</b> [3] - 17:12, 29:8, 29:11 <b>amortization-type</b> [1] - 29:8 <b>amount</b> [4] - 14:14, 15:19, 18:4, 19:8 <b>amounts</b> [1] - 24:14 <b>ample</b> [1] - 31:11 <b>answer</b> [3] - 12:16, 12:17, 14:16 <b>anticipate</b> [1] - 43:17 <b>anyway</b> [1] - 23:3 <b>apologies</b> [1] - 32:6 <b>apologize</b> [1] - 18:24 <b>applaud</b> [1] - 45:20 <b>applied</b> [3] - 7:5, 15:21, 18:3 <b>apply</b> [1] - 7:5 <b>applying</b> [1] - 14:12 <b>appoint</b> [2] - 44:2, 44:10 <b>appointed</b> [1] - 34:23 <b>appointee</b> [1] - 34:24 <b>appreciate</b> [8] - 13:20, 16:6, 18:25, 36:11, 36:19, 37:2, 46:4, 46:7 <b>approach</b> [1] - 17:13 <b>appropriate</b> [4] - 20:23, 20:24, 24:8, 44:10 <b>appropriates</b> [1] - 20:7 <b>approval</b> [2] - 8:16, 30:23 <b>approve</b> [12] - 2:13, 5:7, 6:1, 9:8, 13:6, 13:9, 19:14, 19:16,	21:5, 32:12, 35:24, 36:1 <b>approved</b> [1] - 12:7 <b>approves</b> [1] - 9:10 <b>arbitrary</b> [1] - 20:13 <b>architectural</b> [1] - 10:16 <b>area</b> [2] - 40:5, 40:6 <b>areas</b> [1] - 43:10 <b>aside</b> [1] - 8:24 <b>Assistant</b> [1] - 1:20 <b>assistant</b> [2] - 39:7, 39:24 <b>attachment</b> [2] - 3:25, 4:2 <b>attend</b> [3] - 37:4, 38:18, 44:17 <b>attending</b> [1] - 35:4 <b>August</b> [3] - 43:12, 43:14, 43:17 <b>authority</b> [2] - 21:4, 23:4 <b>Authority</b> [9] - 2:5, 34:15, 34:17, 34:21, 34:23, 35:14, 35:16, 35:17, 46:12 <b>AUTHORITY</b> [1] - 1:2 <b>authorized</b> [1] - 47:8 <b>available</b> [2] - 20:4, 44:25 <b>average</b> [1] - 14:15 <b>award</b> [2] - 5:15, 9:1 <b>awarded</b> [1] - 8:15 <b>awards</b> [1] - 8:25 <b>awful</b> [1] - 46:6 <b>aye</b> [1] - 41:1 <b>eyes</b> [2] - 3:15, 28:7	18:6, 24:24 <b>between</b> [4] - 6:4, 8:1, 16:7, 45:22 <b>beyond</b> [4] - 9:14, 20:12, 25:10, 25:13 <b>BID</b> [1] - 41:18 <b>bids</b> [2] - 41:14, 41:15 <b>bill</b> [6] - 3:2, 15:24, 27:20, 32:25, 33:16, 37:16 <b>bit</b> [3] - 4:4, 9:19, 44:18 <b>Blue</b> [2] - 30:3, 30:14 <b>BOARD</b> [69] - 1:3, 1:10, 2:12, 2:16, 2:20, 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 13:6, 13:7, 13:14, 13:17, 13:24, 14:7, 15:17, 16:1, 19:7, 19:25, 20:2, 21:11, 21:19, 22:24, 27:17, 27:19, 27:21, 27:23, 27:25, 28:2, 28:4, 32:11, 32:16, 32:20, 32:23, 33:1, 33:3, 33:5, 33:7, 33:13, 33:15, 33:17, 33:19, 33:21, 33:23, 33:25, 35:24, 36:3, 36:5, 36:14, 36:22, 37:8, 37:12, 37:15, 37:17, 37:19, 37:21, 37:23, 37:25, 40:19, 40:23, 41:1, 41:3, 45:13, 45:16, 45:20, 46:1 <b>board</b> [16] - 2:7, 14:18, 16:3, 17:1, 23:8, 28:12, 30:24, 34:21, 35:4, 35:21, 37:1, 37:4, 43:13, 43:20, 44:12, 44:23 <b>Board</b> [9] - 1:12, 1:13, 1:13, 1:14, 1:14, 13:4, 27:14, 32:9, 35:22 <b>box</b> [1] - 24:22 <b>BOYER</b> [23] - 1:17, 3:19, 14:16, 19:23, 20:1, 20:3, 22:9, 28:9, 28:11, 29:18, 34:11, 34:14, 38:6, 39:3, 39:6, 39:12, 39:17, 39:22, 40:2, 41:11, 44:7, 44:21, 45:8 <b>Boyer</b> [15] - 3:17, 16:4, 21:22, 23:12, 25:16, 28:10, 34:8, 34:9, 38:5, 39:2,		
<b>1</b>	<b>5</b>	<b>abatement</b> [1] - 18:15 <b>able</b> [3] - 11:15, 24:21, 30:25 <b>absent</b> [1] - 44:16 <b>absolutely</b> [1] - 40:15 <b>absorbed</b> [1] - 29:2 <b>accomplish</b> [1] - 17:6 <b>achieve</b> [2] - 6:7, 18:22 <b>achieved</b> [1] - 30:10 <b>acknowledge</b> [1] - 25:12 <b>actual</b> [3] - 6:2, 7:10, 24:17 <b>ADAMS</b> [7] - 1:12, 3:3, 16:1, 27:21, 33:1, 33:17, 37:17 <b>Adams</b> [7] - 3:2, 15:24, 27:20, 28:13, 32:25, 33:16, 37:16 <b>Adams'</b> [1] - 22:25 <b>adaptive</b> [1] - 5:19 <b>add</b> [1] - 28:12 <b>added</b> [1] - 36:8 <b>addition</b> [2] - 8:10, 21:15 <b>address</b> [1] - 34:8 <b>adjourned</b> [1] - 46:18 <b>adopt</b> [2] - 3:22, 4:3 <b>adopted</b> [2] - 4:20, 4:22	5 [1] - 28:24 <b>50</b> [5] - 8:5, 8:7, 9:24, 11:23, 20:15 <b>50,000</b> [2] - 8:20, 19:24 <b>500,000</b> [1] - 20:7	<b>6</b>	<b>7</b>	<b>A</b>
<b>2</b>	<b>6</b>	<b>abatement</b> [1] - 18:15 <b>able</b> [3] - 11:15, 24:21, 30:25 <b>absent</b> [1] - 44:16 <b>absolutely</b> [1] - 40:15 <b>absorbed</b> [1] - 29:2 <b>accomplish</b> [1] - 17:6 <b>achieve</b> [2] - 6:7, 18:22 <b>achieved</b> [1] - 30:10 <b>acknowledge</b> [1] - 25:12 <b>actual</b> [3] - 6:2, 7:10, 24:17 <b>ADAMS</b> [7] - 1:12, 3:3, 16:1, 27:21, 33:1, 33:17, 37:17 <b>Adams</b> [7] - 3:2, 15:24, 27:20, 28:13, 32:25, 33:16, 37:16 <b>Adams'</b> [1] - 22:25 <b>adaptive</b> [1] - 5:19 <b>add</b> [1] - 28:12 <b>added</b> [1] - 36:8 <b>addition</b> [2] - 8:10, 21:15 <b>address</b> [1] - 34:8 <b>adjourned</b> [1] - 46:18 <b>adopt</b> [2] - 3:22, 4:3 <b>adopted</b> [2] - 4:20, 4:22	<b>7</b>	<b>B</b>	<b>1</b>	
<b>1</b> [1] - 15:4 <b>10</b> [7] - 7:25, 8:1, 15:6, 21:23, 22:6, 22:7, 45:7 <b>10-year</b> [1] - 29:7 <b>100</b> [1] - 20:23 <b>100,000</b> [2] - 19:16, 19:21 <b>120</b> [3] - 30:2, 31:6, 32:3 <b>14th</b> [1] - 43:12 <b>15</b> [5] - 1:7, 2:2, 8:1, 8:4, 45:7 <b>15th</b> [1] - 46:11 <b>180</b> [2] - 32:4, 32:5 <b>19th</b> [2] - 43:14, 43:17	<b>4</b> [1] - 32:1 <b>40</b> [2] - 8:3, 11:23	<b>advertised</b> [1] - 41:14 <b>affect</b> [1] - 40:12 <b>afternoon</b> [1] - 29:25 <b>agenda</b> [2] - 38:14, 43:17 <b>agents</b> [1] - 12:11 <b>ago</b> [1] - 4:21 <b>ahead</b> [2] - 2:21, 27:12 <b>align</b> [1] - 18:22 <b>aligning</b> [1] - 18:10 <b>alive</b> [1] - 7:15 <b>allocates</b> [1] - 30:1 <b>allocation</b> [1] - 29:20 <b>allow</b> [2] - 20:9, 44:15 <b>allowed</b> [2] - 7:8, 10:24 <b>ALSO</b> [1] - 1:16 <b>altogether</b> [1] - 10:10 <b>amazed</b> [1] - 19:8 <b>Ambassador</b> [1] - 5:12 <b>amortization</b> [3] - 17:12, 29:8, 29:11 <b>amortization-type</b> [1] - 29:8 <b>amount</b> [4] - 14:14, 15:19, 18:4, 19:8 <b>amounts</b> [1] - 24:14 <b>ample</b> [1] - 31:11 <b>answer</b> [3] - 12:16, 12:17, 14:16 <b>anticipate</b> [1] - 43:17 <b>anyway</b> [1] - 23:3 <b>apologies</b> [1] - 32:6 <b>apologize</b> [1] - 18:24 <b>applaud</b> [1] - 45:20 <b>applied</b> [3] - 7:5, 15:21, 18:3 <b>apply</b> [1] - 7:5 <b>applying</b> [1] - 14:12 <b>appoint</b> [2] - 44:2, 44:10 <b>appointed</b> [1] - 34:23 <b>appointee</b> [1] - 34:24 <b>appreciate</b> [8] - 13:20, 16:6, 18:25, 36:11, 36:19, 37:2, 46:4, 46:7 <b>approach</b> [1] - 17:13 <b>appropriate</b> [4] - 20:23, 20:24, 24:8, 44:10 <b>appropriates</b> [1] - 20:7 <b>approval</b> [2] - 8:16, 30:23 <b>approve</b> [12] - 2:13, 5:7, 6:1, 9:8, 13:6, 13:9, 19:14, 19:16,	21:5, 32:12, 35:24, 36:1 <b>approved</b> [1] - 12:7 <b>approves</b> [1] - 9:10 <b>arbitrary</b> [1] - 20:13 <b>architectural</b> [1] - 10:16 <b>area</b> [2] - 40:5, 40:6 <b>areas</b> [1] - 43:10 <b>aside</b> [1] - 8:24 <b>Assistant</b> [1] - 1:20 <b>assistant</b> [2] - 39:7, 39:24 <b>attachment</b> [2] - 3:25, 4:2 <b>attend</b> [3] - 37:4, 38:18, 44:17 <b>attending</b> [1] - 35:4 <b>August</b> [3] - 43:12, 43:14, 43:17 <b>authority</b> [2] - 21:4, 23:4 <b>Authority</b> [9] - 2:5, 34:15, 34:17, 34:21, 34:23, 35:14, 35:16, 35:17, 46:12 <b>AUTHORITY</b> [1] - 1:2 <b>authorized</b> [1] - 47:8 <b>available</b> [2] - 20:4, 44:25 <b>average</b> [1] - 14:15 <b>award</b> [2] - 5:15, 9:1 <b>awarded</b> [1] - 8:15 <b>awards</b> [1] - 8:25 <b>awful</b> [1] - 46:6 <b>aye</b> [1] - 41:1 <b>eyes</b> [2] - 3:15, 28:7	18:6, 24:24 <b>between</b> [4] - 6:4, 8:1, 16:7, 45:22 <b>beyond</b> [4] - 9:14, 20:12, 25:10, 25:13 <b>BID</b> [1] - 41:18 <b>bids</b> [2] - 41:14, 41:15 <b>bill</b> [6] - 3:2, 15:24, 27:20, 32:25, 33:16, 37:16 <b>bit</b> [3] - 4:4, 9:1		

<p>40:8, 41:10, 44:4, 45:1, 45:3  <b>Boylan</b> [2] - 38:8, 38:19  <b>branding</b> [3] - 42:14, 42:15, 42:20  <b>BRAXTON</b> [1] - 1:11  <b>break</b> [1] - 20:22  <b>bridge</b> [1] - 21:14  <b>brief</b> [1] - 41:11  <b>briefing</b> [2] - 41:9, 41:12  <b>bring</b> [2] - 6:4, 24:7  <b>bringing</b> [1] - 42:5  <b>Brothers'</b> [1] - 5:12  <b>brought</b> [1] - 27:3  <b>budget</b> [2] - 6:9, 43:11  <b>build</b> [1] - 17:8  <b>builder</b> [1] - 17:15  <b>building</b> [14] - 6:11, 10:21, 10:25, 11:4, 11:10, 11:13, 17:16, 22:1, 23:21, 23:22, 24:20, 25:9, 30:17, 36:25  <b>buildings</b> [16] - 4:9, 5:19, 6:5, 6:15, 7:2, 11:2, 15:11, 15:12, 16:12, 16:14, 19:22, 24:23, 24:25, 25:20, 26:10, 27:2  <b>bump</b> [1] - 10:11  <b>bunch</b> [1] - 16:12  <b>business</b> [3] - 35:6, 40:18, 41:8  <b>businesses</b> [1] - 10:3  <b>busy</b> [4] - 36:9, 37:3, 45:9, 45:21  <b>buy</b> [1] - 24:18  <b>buys</b> [1] - 21:25</p>	<p><b>cash</b> [2] - 22:7, 22:13  <b>catchy</b> [1] - 42:20  <b>Cathedral</b> [1] - 42:18  <b>ceiling</b> [1] - 25:7  <b>Central</b> [1] - 42:19  <b>CEO</b> [3] - 13:21, 40:18, 41:9  <b>certainly</b> [1] - 20:14  <b>CERTIFICATE</b> [1] - 47:1  <b>certify</b> [1] - 47:8  <b>Chair</b> [1] - 1:11  <b>chair</b> [6] - 36:22, 40:19, 43:25, 44:5, 44:12, 45:4  <b>chair's</b> [1] - 43:23  <b>CHAIRMAN</b> [80] - 2:4, 2:14, 2:18, 2:21, 2:25, 3:2, 3:4, 3:6, 3:8, 3:10, 3:12, 13:1, 13:8, 13:16, 13:23, 14:6, 15:24, 19:5, 21:18, 26:5, 27:18, 27:20, 27:22, 27:24, 28:1, 28:3, 28:5, 28:10, 29:17, 29:19, 32:1, 32:7, 32:13, 32:17, 32:22, 32:25, 33:2, 33:4, 33:6, 33:9, 33:14, 33:16, 33:18, 33:20, 33:22, 33:24, 34:1, 34:12, 35:22, 35:25, 36:4, 36:6, 36:20, 37:5, 37:9, 37:14, 37:16, 37:18, 37:20, 37:22, 37:24, 38:1, 38:25, 39:4, 40:1, 40:3, 40:9, 40:12, 40:17, 40:21, 40:24, 41:2, 41:4, 43:22, 44:20, 44:23, 45:11, 45:15, 46:3, 46:10  <b>Chairman</b> [4] - 1:11, 3:19, 28:9, 36:14  <b>chairs</b> [1] - 44:10  <b>challenged</b> [1] - 15:12  <b>challenges</b> [2] - 16:12, 16:13  <b>chance</b> [1] - 2:8  <b>change</b> [1] - 5:18  <b>Chief</b> [1] - 1:17  <b>chooses</b> [1] - 19:15  <b>Chophouse</b> [1] - 27:3  <b>CITRANO</b> [8] - 1:13, 3:5, 14:7, 15:17, 27:23, 33:3, 33:19, 37:19  <b>Citrano</b> [6] - 3:4, 14:6, 27:22, 33:2, 33:18,</p>	<p>37:18  <b>CITY</b> [1] - 1:1  <b>City</b> [29] - 1:20, 3:22, 5:6, 5:23, 8:4, 8:6, 8:16, 8:18, 8:20, 8:24, 9:1, 9:10, 9:17, 16:15, 17:23, 18:11, 18:20, 19:15, 20:25, 23:2, 23:3, 23:9, 25:17, 26:2, 27:7, 29:5, 38:9, 38:23, 43:12  <b>city</b> [1] - 36:18  <b>City's</b> [2] - 8:1, 12:25  <b>civil</b> [1] - 30:12  <b>clause</b> [1] - 30:5  <b>close</b> [2] - 34:7, 40:8  <b>closer</b> [1] - 27:9  <b>closing</b> [1] - 18:21  <b>code</b> [11] - 7:4, 10:23, 10:24, 11:3, 11:11, 11:20, 12:2, 17:15, 21:13, 22:3, 28:16  <b>Cohen's</b> [1] - 27:7  <b>combination</b> [1] - 5:2  <b>commence</b> [2] - 31:5, 32:2  <b>commencing</b> [1] - 1:7  <b>commend</b> [2] - 45:17, 45:23  <b>commending</b> [2] - 34:15, 38:7  <b>comments</b> [1] - 35:17  <b>comment</b> [3] - 15:21, 33:5, 45:14  <b>comments</b> [20] - 2:15, 4:14, 12:15, 13:13, 13:24, 15:25, 16:2, 21:21, 23:1, 23:12, 24:24, 26:6, 29:13, 32:20, 32:24, 33:3, 36:16, 37:6, 38:25, 43:24  <b>committee</b> [4] - 30:22, 30:23, 44:6, 44:8  <b>Committee</b> [4] - 35:1, 35:2, 43:13, 44:1  <b>committees</b> [3] - 44:13, 44:15, 44:25  <b>Communications</b> [1] - 1:18  <b>Communities</b> [2] - 30:4, 30:15  <b>community</b> [2] - 12:11, 40:13  <b>complete</b> [1] - 47:10  <b>completed</b> [1] - 21:1  <b>compliance</b> [9] - 7:4, 10:23, 10:25, 11:3, 11:11, 11:20, 12:2,</p>	<p>21:13, 28:17  <b>Compliance</b> [1] - 1:19  <b>complied</b> [1] - 18:7  <b>complies</b> [1] - 17:15  <b>component</b> [1] - 11:25  <b>components</b> [1] - 6:17  <b>concern</b> [4] - 4:15, 25:8, 28:22, 42:5  <b>concerned</b> [1] - 26:12  <b>concerns</b> [5] - 16:19, 17:12, 21:21, 23:1, 28:13  <b>conclude</b> [1] - 46:11  <b>condensed</b> [1] - 43:5  <b>condition</b> [1] - 4:12  <b>conditions</b> [2] - 16:25, 17:11  <b>consider</b> [4] - 14:13, 18:10, 18:21, 19:20  <b>consideration</b> [1] - 12:6  <b>considering</b> [1] - 19:17  <b>consistent</b> [1] - 22:2  <b>consistently</b> [1] - 29:7  <b>construction</b> [9] - 5:1, 5:15, 6:4, 6:9, 23:22, 31:5, 32:2, 35:8, 35:10  <b>contemplates</b> [3] - 7:23, 8:10, 9:23  <b>contractor</b> [2] - 35:7, 35:8  <b>contractors</b> [1] - 30:18  <b>contribute</b> [1] - 22:15  <b>contributing</b> [1] - 35:2  <b>contribution</b> [3] - 22:5, 23:16, 36:11  <b>contributions</b> [2] - 34:16, 38:8  <b>conversation</b> [2] - 29:5, 38:21  <b>conversations</b> [1] - 30:13  <b>conversion</b> [1] - 41:13  <b>converting</b> [1] - 16:21  <b>cool</b> [1] - 26:14  <b>Coordinator</b> [1] - 1:19  <b>copies</b> [1] - 38:14  <b>Core</b> [1] - 42:20  <b>cornices</b> [1] - 10:13  <b>correct</b> [2] - 31:20, 41:25  <b>correctly</b> [1] - 41:23  <b>corrects</b> [1] - 44:5  <b>cost</b> [7] - 6:4, 9:24, 22:19, 22:21, 23:21, 24:8, 24:17  <b>costs</b> [9] - 5:1, 6:10,</p>	<p>8:8, 11:3, 11:22, 14:20, 14:25, 22:14, 22:23  <b>council</b> [1] - 38:16  <b>COUNCIL</b> [6] - 39:10, 39:13, 39:19, 40:7, 40:11, 40:15  <b>Council</b> [28] - 1:20, 3:22, 4:3, 5:6, 5:23, 8:16, 8:18, 8:20, 8:24, 9:1, 9:10, 9:17, 17:23, 18:9, 18:20, 19:15, 20:6, 20:17, 23:3, 23:9, 25:17, 26:2, 29:5, 38:9, 38:23, 39:11, 43:12  <b>Councilman</b> [1] - 38:8  <b>count</b> [1] - 22:10  <b>COUNTY</b> [1] - 47:4  <b>couple</b> [6] - 30:6, 30:9, 30:10, 30:21, 31:4, 43:24  <b>course</b> [2] - 17:13, 30:9  <b>COVID</b> [1] - 30:20  <b>CRA</b> [3] - 9:3, 41:18, 43:7  <b>cracks</b> [1] - 18:18  <b>Craig</b> [2] - 3:8, 37:22  <b>CRAIG</b> [1] - 1:14  <b>created</b> [1] - 7:7  <b>creates</b> [1] - 18:16  <b>creation</b> [1] - 9:9  <b>credit</b> [3] - 12:18, 30:8, 38:19  <b>CRESCIMBENI</b> [1] - 1:19  <b>criticism</b> [1] - 43:1  <b>cross</b> [1] - 17:21  <b>Cumber</b> [3] - 39:3, 39:8, 39:11  <b>CUMBER</b> [7] - 1:20, 39:10, 39:13, 39:19, 40:7, 40:11, 40:15  <b>curiosity</b> [1] - 14:11  <b>curious</b> [1] - 15:20  <b>current</b> [7] - 9:22, 9:23, 10:9, 16:20, 19:23, 19:24, 29:10  <b>curve</b> [1] - 17:20</p>
				<b>D</b>
				<p><b>DATED</b> [1] - 47:15  <b>DAVID</b> [1] - 1:14  <b>David</b> [6] - 3:10, 13:13, 28:3, 33:6, 33:24, 36:15  <b>days</b> [4] - 31:6, 32:3, 32:4, 32:5</p>

<p><b>deal</b> [4] - 2:6, 15:21, 15:22  <b>dealing</b> [1] - 40:12  <b>debate</b> [1] - 39:21  <b>Debra</b> [1] - 40:2  <b>debt</b> [2] - 22:11, 22:13  <b>decide</b> [1] - 23:9  <b>decision</b> [4] - 5:22, 8:17, 16:9, 26:2  <b>dedicated</b> [1] - 35:18  <b>dedicating</b> [1] - 17:25  <b>dedication</b> [1] - 34:18  <b>default</b> [2] - 18:2, 18:3  <b>defer</b> [1] - 22:9  <b>deliberate</b> [1] - 42:11  <b>deliberation</b> [1] - 37:2  <b>deliberations</b> [1] - 17:24  <b>deliverable</b> [2] - 42:25, 43:9  <b>Department</b> [2] - 12:13, 12:14  <b>deposit</b> [1] - 20:18  <b>depth</b> [1] - 15:18  <b>deserves</b> [1] - 38:19  <b>design</b> [1] - 41:13  <b>designate</b> [2] - 11:8, 11:10  <b>designated</b> [6] - 4:10, 7:3, 11:17, 11:21, 11:24, 42:8  <b>despite</b> [1] - 45:9  <b>details</b> [1] - 12:18  <b>deteriorating</b> [1] - 4:11  <b>determinations</b> [1] - 37:1  <b>determine</b> [1] - 15:9  <b>developer</b> [7] - 7:24, 7:25, 8:3, 21:24, 21:25, 22:20, 31:24  <b>developer's</b> [1] - 17:22  <b>developers</b> [2] - 12:11, 43:7  <b>development</b> [10] - 8:8, 9:7, 11:22, 14:20, 18:5, 22:14, 22:19, 22:23, 29:21, 30:3  <b>Development</b> [1] - 1:18  <b>DIA</b> [15] - 1:17, 1:18, 1:18, 3:21, 8:16, 19:18, 21:3, 23:8, 35:3, 35:11, 35:19, 38:9, 38:10, 38:17, 43:1  <b>Diane</b> [2] - 47:7, 47:19  <b>differ</b> [1] - 9:21</p>	<p><b>difference</b> [3] - 6:3, 8:21, 27:10  <b>different</b> [5] - 14:12, 25:24, 26:24, 42:18, 42:19  <b>differently</b> [1] - 9:21  <b>direction</b> [2] - 27:1, 35:3  <b>Director</b> [1] - 1:18  <b>disbursement</b> [1] - 21:8  <b>discuss</b> [1] - 32:18  <b>discussed</b> [2] - 25:6, 28:13  <b>discussion</b> [4] - 2:15, 2:19, 13:11, 36:4  <b>disincentive</b> [1] - 28:23  <b>disposition</b> [1] - 42:10  <b>distinction</b> [1] - 16:7  <b>distributed</b> [1] - 2:13  <b>district</b> [2] - 42:13, 42:16  <b>District</b> [2] - 9:4, 42:18  <b>document</b> [2] - 32:3, 43:3  <b>dog</b> [1] - 42:8  <b>dollar</b> [4] - 4:24, 5:8, 15:14, 23:15  <b>dollars</b> [6] - 5:7, 18:1, 18:17, 18:18, 20:8, 20:18  <b>done</b> [4] - 14:2, 14:3, 21:14, 46:1  <b>doubled</b> [1] - 20:1  <b>down</b> [4] - 26:9, 27:15, 33:10, 39:16  <b>DOWNTOWN</b> [1] - 1:2  <b>Downtown</b> [12] - 2:5, 3:24, 13:3, 34:15, 34:17, 34:20, 34:23, 35:14, 35:16, 44:3, 46:12  <b>downtown</b> [15] - 2:7, 4:9, 5:3, 5:19, 6:8, 10:4, 10:5, 16:10, 17:7, 25:21, 34:20, 38:11, 42:6, 42:15, 45:9  <b>DPRP</b> [2] - 3:17, 3:23  <b>draft</b> [1] - 6:18  <b>during</b> [1] - 37:2  <b>DUVAL</b> [1] - 47:4</p>	<p><b>effect</b> [1] - 44:22  <b>effective</b> [1] - 19:11  <b>effort</b> [2] - 12:12, 19:12  <b>eight</b> [4] - 3:14, 34:4, 38:2, 41:5  <b>EILAND</b> [1] - 1:20  <b>either</b> [1] - 29:6  <b>element</b> [8] - 7:2, 7:4, 11:19, 28:16, 28:17, 29:12, 42:3, 42:13  <b>elements</b> [1] - 10:16  <b>elevator</b> [1] - 10:12  <b>eligible</b> [4] - 4:25, 10:17, 10:22, 11:23  <b>encourage</b> [4] - 17:23, 18:8, 18:9, 18:20  <b>encouraging</b> [1] - 11:7  <b>encumbered</b> [3] - 20:6, 21:6, 21:10  <b>end</b> [4] - 6:23, 14:14, 14:15, 18:14  <b>engaging</b> [1] - 38:21  <b>ensure</b> [1] - 43:8  <b>ensures</b> [1] - 7:14  <b>enterprise</b> [1] - 25:3  <b>entire</b> [1] - 31:7  <b>equity</b> [6] - 7:24, 7:25, 8:3, 21:23, 22:6, 22:15  <b>error</b> [1] - 31:19  <b>escape</b> [1] - 11:14  <b>especially</b> [1] - 19:9  <b>estimate</b> [1] - 14:13  <b>evaluate</b> [1] - 12:8  <b>ex</b> [1] - 44:12  <b>ex-officio</b> [1] - 44:12  <b>exactly</b> [1] - 41:24  <b>example</b> [2] - 18:14, 18:15  <b>examples</b> [1] - 5:11  <b>exceed</b> [2] - 8:2, 15:1  <b>Excel</b> [1] - 12:5  <b>except</b> [2] - 24:3, 24:4  <b>excluding</b> [1] - 11:9  <b>executed</b> [1] - 31:21  <b>Executive</b> [2] - 1:17, 1:20  <b>Exhibit</b> [1] - 4:1  <b>existing</b> [1] - 4:21  <b>exists</b> [1] - 6:21  <b>exorbitant</b> [1] - 24:14  <b>expect</b> [1] - 43:16  <b>expenses</b> [4] - 4:25, 9:20, 9:21, 10:18  <b>expensive</b> [2] - 14:4, 23:2  <b>experienced</b> [1] - 35:5</p>	<p><b>explain</b> [2] - 4:6, 9:20  <b>extend</b> [1] - 16:3  <b>extensively</b> [1] - 12:13  <b>extent</b> [1] - 24:4  <b>exterior</b> [4] - 9:25, 10:2, 15:1, 15:10</p> <p style="text-align: center;"><b>F</b></p> <p><b>face</b> [2] - 5:18, 39:14  <b>facilities</b> [1] - 42:12  <b>fact</b> [3] - 9:15, 16:22, 30:17  <b>failed</b> [1] - 25:23  <b>failing</b> [2] - 23:25, 24:19  <b>faithfully</b> [1] - 35:4  <b>far</b> [3] - 15:1, 25:2, 26:18  <b>favor</b> [38] - 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 3:13, 13:22, 13:25, 14:5, 14:8, 27:17, 27:19, 27:23, 27:25, 28:2, 28:4, 33:12, 33:13, 33:15, 33:17, 33:19, 33:21, 33:23, 33:25, 34:2, 34:4, 37:9, 37:12, 37:15, 37:17, 37:19, 37:21, 37:23, 37:25, 40:24, 41:5  <b>features</b> [2] - 10:6, 10:16  <b>fees</b> [2] - 22:20  <b>felt</b> [1] - 10:2  <b>few</b> [5] - 8:22, 9:16, 21:20, 26:7, 41:19  <b>fifty</b> [1] - 19:25  <b>figure</b> [1] - 31:14  <b>figuring</b> [1] - 45:22  <b>fill</b> [3] - 6:2, 12:24, 44:16  <b>Finance</b> [1] - 43:12  <b>finances</b> [1] - 16:13  <b>financial</b> [2] - 26:20, 35:9  <b>financing</b> [2] - 16:13, 30:24  <b>finish</b> [1] - 21:7  <b>fire</b> [2] - 11:13, 11:14  <b>first</b> [1] - 30:11  <b>fiscal</b> [3] - 23:19, 24:15, 24:16  <b>fiscally</b> [1] - 25:8  <b>five</b> [10] - 5:5, 6:22, 6:23, 7:21, 17:17, 18:13, 20:9, 23:21, 29:11, 35:20  <b>five-year</b> [4] - 6:22,</p>	<p>17:17, 18:13, 29:11  <b>flooring</b> [1] - 10:20  <b>Florida</b> [3] - 1:8, 47:7, 47:19  <b>FLORIDA</b> [1] - 47:3  <b>focus</b> [3] - 12:23, 35:3, 43:10  <b>focused</b> [1] - 6:14  <b>folks</b> [5] - 18:5, 21:13, 26:7, 45:12, 46:10  <b>followed</b> [1] - 29:10  <b>Ford</b> [1] - 6:12  <b>foregoing</b> [2] - 46:18, 47:9  <b>foregone</b> [1] - 18:4  <b>forgivable</b> [3] - 6:18, 6:23, 16:22  <b>forgiven</b> [1] - 28:18  <b>form</b> [1] - 4:2  <b>forma</b> [1] - 22:22  <b>forms</b> [1] - 18:11  <b>formula</b> [1] - 12:19  <b>forth</b> [1] - 12:15  <b>forward</b> [4] - 30:13, 40:4, 40:13, 42:22  <b>four</b> [2] - 6:17, 41:19  <b>fourth</b> [1] - 42:23  <b>Froats</b> [7] - 3:6, 13:23, 27:24, 33:4, 33:20, 35:25, 37:20  <b>FROATS</b> [11] - 1:13, 3:7, 13:24, 27:25, 33:5, 33:21, 35:24, 37:21, 45:13, 45:16, 45:20  <b>front</b> [1] - 21:5  <b>full</b> [3] - 17:17, 30:24, 44:14  <b>fully</b> [3] - 11:17, 14:9, 20:6  <b>fund</b> [7] - 8:24, 9:5, 9:14, 20:5, 20:8, 20:19, 21:4  <b>Fund</b> [9] - 6:22, 8:11, 8:12, 9:2, 9:5, 9:12, 19:20, 20:17, 21:2  <b>funded</b> [4] - 7:2, 20:4, 21:2, 21:3  <b>funding</b> [6] - 6:1, 8:23, 14:13, 19:18, 23:24  <b>funds</b> [2] - 7:17, 8:13  <b>future</b> [2] - 4:2, 9:12</p>
	<b>E</b>			<b>G</b>
	<p><b>echo</b> [4] - 16:2, 22:25, 36:15, 38:25  <b>economic</b> [1] - 9:6  <b>edited</b> [1] - 12:14</p>			<p><b>gain</b> [1] - 17:22  <b>gains</b> [1] - 17:21  <b>gap</b> [13] - 4:17, 6:3, 7:10, 7:11, 7:13, 7:21, 12:24, 14:21,</p>

<p>14:24, 15:2, 16:16, 18:16, 21:14  <b>gaps</b> [2] - 6:2, 18:21  <b>general</b> [1] - 35:6  <b>General</b> [6] - 9:2, 9:5, 9:11, 19:20, 20:17, 21:2  <b>generously</b> [1] - 35:12  <b>genius</b> [1] - 12:21  <b>GIBBS</b> [12] - 1:14, 2:16, 3:9, 13:7, 13:17, 28:2, 32:16, 33:23, 36:3, 36:22, 37:23, 40:19  <b>Gibbs</b> [7] - 3:8, 13:9, 13:16, 28:1, 32:17, 33:22, 37:22  <b>GILLAM</b> [10] - 1:11, 2:24, 13:6, 21:19, 22:24, 27:17, 32:20, 33:13, 37:12, 40:23  <b>Gillam</b> [8] - 2:23, 13:8, 21:18, 26:5, 27:16, 32:19, 33:11, 37:11  <b>given</b> [2] - 20:7, 31:9  <b>Governance</b> [1] - 35:1  <b>government</b> [3] - 23:24, 24:5, 25:4  <b>grade</b> [2] - 23:8, 25:13  <b>granite</b> [1] - 10:20  <b>grant</b> [6] - 5:15, 6:19, 6:21, 6:24, 8:11, 18:13  <b>grants</b> [8] - 5:7, 8:14, 16:21, 16:23, 16:24, 17:4, 20:4, 28:18  <b>graphic</b> [1] - 43:5  <b>great</b> [6] - 13:18, 25:1, 25:8, 36:17, 46:15  <b>greater</b> [2] - 8:3, 20:21  <b>group</b> [2] - 36:9, 40:14  <b>guess</b> [3] - 16:2, 24:3, 24:18  <b>guided</b> [1] - 35:10  <b>guidelines</b> [1] - 22:4  <b>guy</b> [1] - 36:9  <b>GUY</b> [1] - 1:17  <b>Guy</b> [1] - 29:21  <b>guys</b> [2] - 15:19, 27:8</p>	<p>42:25, 43:3  <b>hearing</b> [1] - 43:11  <b>held</b> [1] - 1:6  <b>hello</b> [1] - 39:13  <b>help</b> [1] - 46:9  <b>helpful</b> [1] - 36:25  <b>helping</b> [1] - 30:18  <b>helps</b> [2] - 14:5, 46:6  <b>high</b> [2] - 14:14, 15:15  <b>higher</b> [4] - 6:10, 10:17, 15:16, 20:14  <b>Historic</b> [5] - 6:22, 8:11, 8:12, 22:4, 28:16  <b>historic</b> [12] - 7:1, 10:6, 10:16, 10:25, 11:2, 21:25, 23:21, 25:10, 25:20, 26:10, 27:2, 29:11  <b>historical</b> [2] - 10:13, 14:2  <b>historically</b> [2] - 4:9, 7:3  <b>history</b> [2] - 26:12, 26:15  <b>home</b> [1] - 31:10  <b>hope</b> [1] - 41:17  <b>hopefully</b> [2] - 14:4, 19:16  <b>host</b> [1] - 34:11  <b>Hotel</b> [1] - 5:12  <b>housing</b> [1] - 30:7  <b>hundred</b> [1] - 27:5</p>	<p><b>included</b> [3] - 11:5, 11:18, 22:22  <b>includes</b> [1] - 10:5  <b>income</b> [1] - 30:7  <b>incorporated</b> [1] - 29:15  <b>increased</b> [1] - 10:1  <b>Increment</b> [1] - 9:4  <b>Independent</b> [1] - 14:22  <b>individual</b> [2] - 5:25, 42:16  <b>industry</b> [1] - 9:9  <b>informational</b> [1] - 41:9  <b>informed</b> [1] - 35:10  <b>input</b> [1] - 39:1  <b>insight</b> [2] - 36:18, 36:25  <b>instance</b> [1] - 30:2  <b>instead</b> [1] - 9:5  <b>intent</b> [2] - 4:6, 20:3  <b>intently</b> [1] - 39:20  <b>interest</b> [4] - 6:11, 7:12, 18:3, 44:24  <b>interested</b> [1] - 19:13  <b>interesting</b> [1] - 14:17  <b>interests</b> [1] - 12:25  <b>interior</b> [3] - 10:7, 10:8, 10:10  <b>inventory</b> [1] - 42:7  <b>invest</b> [1] - 16:10  <b>Investment</b> [9] - 2:5, 34:15, 34:17, 34:20, 34:23, 35:14, 35:16, 35:17, 46:12  <b>INVESTMENT</b> [1] - 1:2  <b>investment</b> [3] - 23:10, 23:11, 35:11  <b>investments</b> [1] - 17:16  <b>investors</b> [1] - 30:21  <b>issue</b> [4] - 4:15, 4:17, 18:12, 26:11  <b>issues</b> [1] - 40:10  <b>item</b> [4] - 28:12, 40:17, 41:8, 43:23  <b>items</b> [1] - 43:14</p>	<p><b>Jimmy</b> [1] - 14:6  <b>job</b> [4] - 9:9, 24:24, 45:4, 46:15  <b>JOHN</b> [1] - 1:19  <b>join</b> [1] - 39:9  <b>joint</b> [1] - 12:12  <b>Jones</b> [1] - 5:12  <b>July</b> [4] - 1:7, 2:2, 46:11, 47:15</p>	<p>43:18  <b>likewise</b> [1] - 34:1  <b>limit</b> [6] - 8:6, 14:19, 14:20, 19:13, 19:23, 20:12  <b>limited</b> [3] - 4:24, 11:21, 15:2  <b>limits</b> [1] - 10:9  <b>lines</b> [1] - 17:25  <b>list</b> [2] - 27:15, 33:10  <b>listening</b> [2] - 39:15, 39:20  <b>live</b> [3] - 16:25, 40:6, 40:7  <b>living</b> [1] - 24:11  <b>loaded</b> [1] - 15:18  <b>loan</b> [9] - 6:19, 6:23, 7:11, 7:13, 7:17, 7:19, 7:22, 11:25  <b>loans</b> [2] - 16:22, 16:24  <b>local</b> [2] - 11:9, 24:20  <b>Lofts</b> [1] - 6:13  <b>look</b> [9] - 15:18, 22:14, 27:3, 27:6, 27:11, 28:14, 41:22, 44:8  <b>looking</b> [8] - 5:16, 8:9, 12:5, 23:17, 32:3, 40:3, 40:13, 42:14  <b>LORI</b> [2] - 1:17, 1:19  <b>Lori</b> [3] - 13:1, 16:20, 40:8  <b>lost</b> [1] - 30:20  <b>love</b> [1] - 36:18  <b>low</b> [5] - 4:25, 14:14, 19:19, 20:15, 30:7  <b>low-income</b> [1] - 30:7  <b>lower</b> [1] - 6:7</p>
<p><b>H</b></p> <p><b>Hall</b> [1] - 27:7  <b>handful</b> [1] - 14:8  <b>handled</b> [1] - 45:18  <b>handling</b> [1] - 45:17  <b>happy</b> [2] - 12:16, 46:8  <b>hard</b> [2] - 19:1, 25:15  <b>hear</b> [1] - 45:1  <b>heard</b> [3] - 26:10,</p>	<p><b>I</b></p> <p><b>idea</b> [1] - 22:18  <b>illustration</b> [1] - 43:5  <b>impact</b> [1] - 12:8  <b>Implementation</b> [4] - 35:2, 43:19, 44:1, 44:11  <b>important</b> [3] - 7:7, 10:3, 17:3  <b>improvements</b> [1] - 11:14  <b>improving</b> [1] - 10:4  <b>INA</b> [1] - 1:18  <b>Ina</b> [1] - 46:3  <b>inadequate</b> [1] - 5:2  <b>inaudible</b> [1] - 15:21  <b>inaudible</b> [2] - 15:8, 24:17  <b>incentive</b> [1] - 41:21  <b>incentives</b> [5] - 9:7, 9:13, 18:11, 18:22, 41:22  <b>incentivizing</b> [1] - 11:7  <b>include</b> [1] - 22:19</p>	<p><b>J</b></p> <p><b>JACKSONVILLE</b> [1] - 1:1  <b>Jacksonville</b> [2] - 1:8, 34:20  <b>Jacksonville's</b> [1] - 38:10  <b>Jim</b> [4] - 3:4, 27:22, 33:18, 37:18  <b>JIM</b> [1] - 1:13</p>	<p><b>K</b></p> <p><b>KAREN</b> [1] - 1:20  <b>keep</b> [2] - 19:19, 25:11  <b>KELLEY</b> [1] - 1:18  <b>Kelley</b> [5] - 12:4, 12:17, 22:10, 25:16, 28:22  <b>Kelley's</b> [1] - 13:21  <b>kind</b> [4] - 14:11, 23:10, 30:5, 31:13  <b>knowledge</b> [2] - 35:9, 35:13</p>	<p><b>L</b></p> <p><b>land</b> [6] - 6:14, 21:25, 22:10, 22:11, 22:12, 22:13  <b>landmark</b> [2] - 11:9, 11:18  <b>landmarks</b> [3] - 7:3, 7:4, 7:6  <b>landowners</b> [1] - 24:13  <b>large</b> [2] - 17:10, 18:1  <b>larger</b> [1] - 5:7  <b>last</b> [9] - 4:5, 5:5, 8:22, 9:16, 30:9, 38:3, 42:4, 43:23, 45:3  <b>late</b> [1] - 2:9  <b>lately</b> [1] - 39:8  <b>LaVilla</b> [2] - 6:12, 42:17  <b>leANNA</b> [1] - 1:20  <b>LeAnna</b> [3] - 39:3, 40:1, 40:3  <b>legislation</b> [1] - 4:3  <b>lenders</b> [1] - 30:21  <b>lengthy</b> [1] - 12:3  <b>less</b> [1] - 8:15  <b>level</b> [3] - 6:1, 10:17, 20:11  <b>lever</b> [1] - 8:5  <b>liaison</b> [3] - 38:9, 38:16, 39:2  <b>Liaison</b> [1] - 1:20  <b>liaisons</b> [1] - 38:17  <b>Life</b> [1] - 14:22  <b>likely</b> [2] - 42:21,</p>
<p><b>H</b></p>	<p><b>I</b></p>	<p><b>J</b></p>	<p><b>L</b></p>	<p><b>L</b></p>
<p><b>H</b></p>	<p><b>I</b></p>	<p><b>J</b></p>	<p><b>L</b></p>	<p><b>M</b></p> <p><b>magnitude</b> [1] - 20:21  <b>main</b> [1] - 31:15  <b>major</b> [2] - 11:3, 42:13  <b>managed</b> [1] - 37:3  <b>manager</b> [1] - 29:22  <b>Manager</b> [2] - 1:17, 1:19  <b>Marc</b> [1] - 34:16  <b>Marco</b> [1] - 40:5  <b>market</b> [2] - 7:20, 10:4  <b>marketed</b> [1] - 42:17  <b>Marketing</b> [1] - 1:18  <b>master</b> [3] - 42:25, 43:2, 43:4  <b>match</b> [1] - 9:9  <b>matter</b> [1] - 16:23  <b>mayoral</b> [1] - 34:24  <b>mean</b> [6] - 19:21, 20:13, 22:12, 23:2,</p>

<p>25:1, 46:5  <b>meaning</b> [1] - 25:11  <b>means</b> [1] - 45:8  <b>meant</b> [1] - 32:5  <b>meantime</b> [1] - 12:25  <b>meet</b> [2] - 5:2, 42:9  <b>MEETING</b> [1] - 1:3  <b>meeting</b> [11] - 30:16, 37:4, 39:6, 39:7, 43:13, 43:19, 43:20, 45:7, 45:22, 46:7, 46:11  <b>meetings</b> [4] - 4:13, 35:4, 38:20, 39:1  <b>member</b> [1] - 34:21  <b>MEMBER</b> [68] - 2:12, 2:16, 2:24, 3:1, 3:3, 3:5, 3:7, 3:9, 3:11, 13:6, 13:7, 13:14, 13:17, 13:24, 14:7, 15:17, 16:1, 19:7, 19:25, 20:2, 21:11, 21:19, 22:24, 27:17, 27:19, 27:21, 27:23, 27:25, 28:2, 28:4, 32:11, 32:16, 32:20, 32:23, 33:1, 33:3, 33:5, 33:7, 33:13, 33:15, 33:17, 33:19, 33:21, 33:23, 33:25, 35:24, 36:3, 36:14, 36:22, 37:12, 37:15, 37:17, 37:19, 37:21, 37:23, 37:25, 39:10, 39:13, 39:19, 40:7, 40:11, 40:15, 40:19, 40:23, 45:13, 45:16, 45:20, 46:1  <b>Member</b> [6] - 1:12, 1:13, 1:13, 1:14, 1:14, 39:11  <b>members</b> [4] - 16:3, 23:8, 44:14, 44:23  <b>MEMBERS</b> [6] - 1:10, 2:20, 36:5, 37:8, 41:1, 41:3  <b>membership</b> [1] - 44:8  <b>memo</b> [1] - 44:21  <b>mentioned</b> [2] - 16:20, 41:17  <b>Mezini</b> [1] - 45:17  <b>MEZINI</b> [4] - 1:18, 45:19, 46:2, 46:8  <b>Michael</b> [1] - 38:8  <b>might</b> [6] - 4:3, 5:11, 10:11, 18:14, 23:14, 26:1  <b>million</b> [10] - 4:24, 5:7, 5:8, 14:22, 14:24, 15:5, 15:7, 20:8,</p>	<p>23:14  <b>million-dollar-per-property</b> [1] - 4:24  <b>minimum</b> [3] - 7:24, 21:23, 22:7  <b>minor</b> [1] - 2:10  <b>minutes</b> [3] - 2:7, 2:8, 2:13  <b>money</b> [9] - 17:2, 17:10, 17:19, 20:18, 20:24, 23:17, 24:1, 24:15, 26:19  <b>moniker</b> [1] - 42:21  <b>month</b> [2] - 4:5, 46:17  <b>months</b> [1] - 30:21  <b>MOODY</b> [1] - 1:11  <b>Moody</b> [3] - 3:12, 34:1, 45:13  <b>most</b> [1] - 38:20  <b>motion</b> [10] - 2:17, 13:5, 13:17, 27:13, 28:8, 32:14, 34:4, 36:23, 37:10, 37:13  <b>mouth</b> [1] - 24:4  <b>move</b> [9] - 2:12, 4:16, 5:18, 13:6, 28:11, 29:6, 32:11, 35:24, 40:20  <b>moved</b> [2] - 13:8, 35:25  <b>moves</b> [1] - 42:22  <b>moving</b> [1] - 30:13  <b>MR</b> [2] - 29:24, 32:5  <b>MS</b> [26] - 3:19, 14:16, 19:23, 20:1, 20:3, 22:9, 28:9, 28:11, 29:18, 34:11, 34:14, 38:6, 39:3, 39:6, 39:12, 39:17, 39:22, 39:24, 40:2, 41:11, 44:7, 44:21, 45:8, 45:19, 46:2, 46:8  <b>multifamily</b> [2] - 30:3, 35:8  <b>must</b> [2] - 24:6  <b>muted</b> [2] - 34:9, 34:11  <b>MYERS</b> [1] - 1:19</p>	<p><b>needed</b> [1] - 21:1  <b>needle</b> [2] - 4:16, 5:18  <b>needs</b> [3] - 5:3, 11:13, 42:9  <b>neglected</b> [1] - 16:12  <b>never</b> [2] - 8:7, 24:9  <b>new</b> [14] - 3:22, 5:21, 6:5, 6:11, 7:8, 7:10, 10:19, 10:20, 23:22, 39:2, 44:2, 44:10  <b>next</b> [10] - 28:11, 29:15, 29:20, 40:17, 41:8, 41:19, 43:13, 44:19, 45:22, 46:17  <b>nice</b> [1] - 39:1  <b>none</b> [1] - 33:7  <b>nonhistoric</b> [2] - 11:2, 11:5  <b>note</b> [1] - 45:1  <b>notes</b> [1] - 47:11  <b>nothing</b> [3] - 13:14, 28:18, 33:1  <b>nuance</b> [2] - 7:7, 7:9  <b>Number</b> [1] - 41:21  <b>number</b> [8] - 4:8, 10:1, 12:10, 20:13, 20:14, 36:24, 38:17, 43:14</p>	<p>18:5, 18:17  <b>opportunity</b> [2] - 7:8, 38:16  <b>opposed</b> [5] - 11:23, 27:21, 28:8, 34:4, 41:2  <b>option</b> [1] - 28:15  <b>order</b> [1] - 11:15  <b>orders</b> [1] - 24:20  <b>ought</b> [5] - 17:17, 18:3, 18:19, 27:11  <b>overall</b> [2] - 38:10, 42:15  <b>owner</b> [1] - 35:6  <b>owners</b> [2] - 24:20, 24:21</p>	<p>27:6  <b>percentage</b> [3] - 5:9, 14:19, 14:25  <b>percentages</b> [2] - 5:1, 12:9  <b>performance</b> [3] - 30:25, 31:4, 31:15  <b>perhaps</b> [1] - 44:9  <b>period</b> [3] - 7:19, 17:17, 18:13  <b>permitting</b> [2] - 31:7, 31:8  <b>person</b> [2] - 21:7, 44:2  <b>personally</b> [1] - 23:18  <b>perspective</b> [2] - 10:2, 16:17</p>
		<p><b>O</b></p>	<p><b>P</b></p>	
<p><b>name</b> [1] - 42:21  <b>nation</b> [1] - 36:10  <b>nays</b> [1] - 3:15  <b>necessarily</b> [2] - 15:15, 20:18  <b>necessary</b> [1] - 10:21  <b>need</b> [7] - 13:4, 24:1, 24:24, 25:8, 42:7, 43:4, 44:1</p>	<p><b>objective</b> [1] - 17:14  <b>objectives</b> [1] - 18:23  <b>obligation</b> [8] - 9:2, 9:3, 9:4, 9:6, 9:10, 9:11, 19:19, 29:7  <b>obstacles</b> [1] - 11:3  <b>obviously</b> [3] - 16:5, 17:6, 25:2  <b>occupancy</b> [1] - 27:6  <b>OF</b> [4] - 1:1, 47:1, 47:3, 47:4  <b>offer</b> [1] - 41:22  <b>Officer</b> [1] - 1:17  <b>officio</b> [1] - 44:12  <b>often</b> [2] - 11:3, 42:25  <b>old</b> [4] - 6:5, 10:12, 11:10, 27:7  <b>older</b> [3] - 4:8, 6:15, 11:13  <b>one</b> [13] - 6:4, 16:10, 21:21, 21:22, 24:23, 28:7, 28:15, 28:21, 29:22, 31:4, 31:16, 41:21, 45:14  <b>open</b> [1] - 41:14  <b>Operations</b> [1] - 1:17  <b>operations</b> [1] - 29:22  <b>operative</b> [1] - 31:16  <b>opinion</b> [1] - 24:2  <b>opportunities</b> [2] -</p>	<p><b>p.m</b> [3] - 1:7, 2:2, 46:19  <b>Padgett</b> [8] - 34:16, 34:22, 34:25, 35:12, 35:18, 36:7, 36:17, 36:24  <b>Padgett's</b> [1] - 35:9  <b>paid</b> [1] - 22:12  <b>pandemic</b> [1] - 45:9  <b>parcels</b> [1] - 42:7  <b>parks</b> [3] - 42:3, 42:9, 42:11  <b>Parola</b> [2] - 29:22, 32:1  <b>PAROLA</b> [3] - 1:17, 29:24, 32:5  <b>part</b> [3] - 30:14, 40:14, 42:1  <b>participate</b> [1] - 38:18  <b>participating</b> [1] - 39:23  <b>participation</b> [2] - 44:15, 46:13  <b>particularly</b> [3] - 10:3, 16:10, 35:7  <b>passes</b> [1] - 41:5  <b>PATAKY</b> [1] - 39:24  <b>pattern</b> [1] - 15:9  <b>pay</b> [5] - 6:25, 23:8, 25:1, 25:3, 25:13  <b>people</b> [7] - 4:13, 16:24, 17:7, 26:11, 26:19, 31:10, 43:15  <b>per</b> [1] - 4:24  <b>percent</b> [22] - 7:11, 7:25, 8:1, 8:3, 8:4, 8:5, 8:7, 9:24, 10:1, 10:5, 10:7, 10:10, 10:11, 10:22, 10:24, 11:1, 11:22, 15:1, 21:23, 22:6, 22:7,</p>	<p><b>philosophy</b> [1] - 26:9  <b>pick</b> [1] - 20:14  <b>picked</b> [1] - 20:11  <b>piece</b> [8] - 4:3, 6:14, 7:13, 9:17, 10:24, 11:11, 11:25, 42:23  <b>pieces</b> [1] - 12:2  <b>place</b> [2] - 8:13, 27:7  <b>placed</b> [1] - 8:23  <b>plan</b> [8] - 30:12, 41:18, 42:2, 42:3, 42:14, 42:25, 43:2, 43:4  <b>Planning</b> [2] - 12:13, 12:14  <b>plans</b> [1] - 30:17  <b>plaster</b> [1] - 10:13  <b>pleasure</b> [5] - 2:11, 13:4, 27:14, 32:9, 35:23  <b>plus</b> [2] - 17:20, 23:14  <b>point</b> [5] - 17:20, 20:22, 25:5, 28:19, 28:25  <b>policies</b> [1] - 16:18  <b>policy</b> [8] - 5:22, 10:2, 13:19, 16:7, 16:9, 23:6, 23:7, 24:13  <b>poor</b> [1] - 4:12  <b>portion</b> [5] - 7:9, 7:22, 8:2, 8:4, 21:24  <b>positioned</b> [2] - 41:23, 42:17  <b>possibility</b> [1] - 28:14  <b>potential</b> [1] - 28:25  <b>potentially</b> [3] - 4:2, 17:9, 23:10  <b>premise</b> [1] - 4:7  <b>prepared</b> [1] - 36:8  <b>PRESENT</b> [2] - 1:10, 1:16  <b>presentation</b> [1] - 46:16  <b>presenting</b> [1] - 43:15  <b>Preservation</b> [8] -</p>	

<p>3:24, 6:22, 8:11, 8:12, 13:3, 22:4, 28:16, 44:3  <b>preservation</b> [2] - 7:1, 29:12  <b>preserving</b> [1] - 24:25  <b>pretty</b> [1] - 19:21  <b>previously</b> [1] - 12:7  <b>primary</b> [2] - 41:19, 43:10  <b>private</b> [2] - 18:1, 25:3  <b>pro</b> [1] - 22:22  <b>problem</b> [8] - 23:19, 23:23, 24:12, 25:5, 25:11, 32:7, 32:8, 46:8  <b>procedure</b> [2] - 16:7, 16:17  <b>procedures</b> [1] - 18:10  <b>proceedings</b> [3] - 1:6, 46:18, 47:9  <b>process</b> [5] - 16:21, 24:19, 31:8, 41:15  <b>processed</b> [1] - 8:22  <b>Procurement</b> [1] - 41:18  <b>Professional</b> [2] - 47:7, 47:19  <b>program</b> [28] - 3:17, 3:23, 4:6, 4:20, 4:22, 4:23, 5:21, 5:24, 6:17, 8:11, 9:13, 9:22, 9:23, 10:9, 12:3, 18:7, 19:10, 19:16, 19:24, 21:12, 21:15, 22:2, 23:16, 25:18, 25:22, 25:23, 26:15, 29:10  <b>Program</b> [3] - 3:25, 13:4, 44:4  <b>programs</b> [2] - 18:13, 42:1  <b>project</b> [12] - 8:8, 13:18, 14:23, 18:2, 20:25, 21:8, 22:8, 22:21, 23:25, 30:8, 41:13  <b>projects</b> [11] - 5:14, 12:5, 12:7, 14:1, 14:2, 17:8, 20:20, 23:15, 36:10  <b>promoting</b> [1] - 34:18  <b>properties</b> [5] - 4:19, 5:3, 7:6, 7:16, 10:4  <b>property</b> [7] - 4:24, 7:18, 18:14, 22:5, 24:6, 24:21, 28:20  <b>proportionally</b> [1] - 15:12  <b>proportionately</b> [1] -</p>	<p>15:15  <b>proposal</b> [1] - 5:20  <b>proposition</b> [2] - 19:18, 23:2  <b>protect</b> [1] - 12:25  <b>provide</b> [1] - 22:23  <b>providing</b> [2] - 11:7, 12:23  <b>public</b> [4] - 4:14, 24:23, 35:11, 43:6  <b>put</b> [14] - 11:15, 11:16, 15:19, 19:1, 19:9, 20:24, 22:7, 22:21, 24:2, 24:19, 25:15, 25:18, 42:10, 44:21  <b>puts</b> [1] - 22:1  <b>putting</b> [3] - 16:5, 21:9, 24:1</p>	<p><b>reallocates</b> [1] - 30:2  <b>really</b> [19] - 5:2, 5:17, 5:22, 6:8, 12:20, 13:25, 14:10, 19:8, 20:10, 22:25, 25:17, 26:14, 27:2, 36:8, 36:11, 36:17, 38:22, 46:5  <b>reason</b> [2] - 11:4, 11:12  <b>reasons</b> [1] - 26:3  <b>receive</b> [2] - 7:16, 9:24  <b>received</b> [1] - 12:15  <b>receiving</b> [2] - 18:19, 41:15  <b>recognition</b> [1] - 40:25  <b>recognize</b> [2] - 5:13, 11:1  <b>recognizes</b> [1] - 35:17  <b>recognizing</b> [2] - 34:16, 38:7  <b>recommend</b> [2] - 23:5  <b>recommendation</b> [1] - 3:21  <b>recommending</b> [2] - 3:22, 16:17  <b>record</b> [7] - 3:14, 28:6, 34:3, 38:1, 38:13, 41:4, 47:11  <b>recreational</b> [2] - 42:8, 42:12  <b>Redevelopment</b> [1] - 1:19  <b>redevelopment</b> [3] - 4:18, 28:24, 34:19  <b>refer</b> [3] - 6:18, 42:19, 42:24  <b>reference</b> [1] - 31:18  <b>referred</b> [1] - 6:19  <b>referring</b> [1] - 3:23  <b>reflect</b> [5] - 3:14, 28:6, 34:3, 38:1, 41:5  <b>regrettably</b> [1] - 16:11  <b>Regulatory</b> [1] - 1:19  <b>rehabilitation</b> [3] - 9:25, 10:8, 11:4  <b>reimbursement</b> [1] - 10:18  <b>relates</b> [1] - 10:23  <b>relating</b> [1] - 13:2  <b>relation</b> [1] - 24:16  <b>relatively</b> [1] - 4:25  <b>reluctant</b> [1] - 26:4  <b>remain</b> [1] - 8:13  <b>remember</b> [1] - 17:3  <b>renovated</b> [2] - 6:5, 7:16  <b>renovation</b> [3] - 6:10, 22:8, 23:20</p>	<p><b>renovations</b> [1] - 10:25  <b>rent</b> [3] - 6:7, 15:13  <b>rents</b> [1] - 7:15  <b>reoccupied</b> [1] - 6:16  <b>repaid</b> [3] - 7:19, 7:22, 12:1  <b>repair</b> [1] - 25:10  <b>repair/renovate</b> [1] - 24:6  <b>repayment</b> [3] - 7:17, 17:20, 29:6  <b>repayments</b> [1] - 22:20  <b>REPD</b> [2] - 43:18, 44:10  <b>replacing</b> [1] - 10:19  <b>report</b> [3] - 43:21, 43:23, 47:9  <b>REPORTER</b> [1] - 47:1  <b>Reporter</b> [2] - 47:8, 47:19  <b>represent</b> [1] - 40:5  <b>requested</b> [1] - 14:23  <b>require</b> [1] - 7:10  <b>required</b> [3] - 6:2, 8:23, 12:24  <b>requirements</b> [2] - 5:10, 22:3  <b>requiring</b> [1] - 24:13  <b>residential</b> [1] - 27:6  <b>residents</b> [2] - 42:5, 42:9  <b>Resolution</b> [10] - 3:16, 13:2, 27:13, 28:6, 29:20, 31:18, 32:10, 34:7, 35:23, 40:20  <b>resolution</b> [14] - 3:20, 3:21, 4:1, 19:3, 25:14, 30:1, 31:3, 31:20, 34:9, 34:14, 38:3, 38:6, 38:7, 38:13  <b>resolutions</b> [3] - 5:4, 5:6, 45:6  <b>resolve</b> [1] - 23:5  <b>resolved</b> [1] - 35:15  <b>resolving</b> [1] - 25:19  <b>respected</b> [1] - 35:6  <b>respond</b> [2] - 25:17, 25:19  <b>response</b> [4] - 2:20, 36:5, 37:8, 41:3  <b>responsibility</b> [2] - 23:19, 24:16  <b>responsible</b> [3] - 21:9, 25:9, 26:19  <b>rest</b> [2] - 16:4, 31:14  <b>restoration</b> [5] - 9:25, 10:6, 10:12, 10:13,</p>	<p>10:14  <b>restore</b> [1] - 16:14  <b>restored</b> [1] - 11:17  <b>result</b> [2] - 7:17, 18:6  <b>retain</b> [2] - 9:17, 10:15  <b>return</b> [3] - 9:19, 17:18, 24:10  <b>reuse</b> [1] - 5:19  <b>review</b> [3] - 2:8, 30:12  <b>reviewed</b> [1] - 4:20  <b>revised</b> [2] - 2:8, 2:13  <b>revisions</b> [1] - 2:10  <b>Revitalization</b> [3] - 3:25, 13:3, 44:3  <b>revitalization</b> [2] - 4:19, 34:19  <b>revitalize</b> [2] - 19:10, 22:2  <b>revitalized</b> [2] - 6:6, 6:16  <b>rights</b> [2] - 29:21, 30:3  <b>risen</b> [1] - 41:24  <b>roll</b> [1] - 28:20  <b>Ron</b> [2] - 3:12, 34:1  <b>RON</b> [1] - 1:11  <b>run</b> [1] - 27:15  <b>running</b> [1] - 36:10</p>
<b>Q</b>		<p><b>qualified</b> [1] - 9:8  <b>qualifying</b> [2] - 9:20  <b>quality</b> [1] - 23:23  <b>questions</b> [11] - 2:19, 12:16, 12:17, 13:10, 13:13, 15:25, 21:16, 31:22, 31:24, 32:21, 41:24  <b>quick</b> [3] - 43:21, 43:24, 45:23  <b>quickly</b> [4] - 7:20, 9:22, 26:8, 45:18  <b>quietly</b> [1] - 39:20  <b>quite</b> [1] - 4:4  <b>quorum</b> [1] - 44:14  <b>quote</b> [1] - 28:17  <b>quotes</b> [1] - 42:24</p>		
<b>R</b>		<p><b>RADCLIFFE</b> [1] - 1:19  <b>RADCLIFFE-MYERS</b> [1] - 1:19  <b>rambling</b> [1] - 18:25  <b>range</b> [2] - 15:5, 15:7  <b>rate</b> [1] - 6:8  <b>rather</b> [2] - 29:8, 40:8  <b>ratios</b> [1] - 14:12  <b>reach</b> [1] - 28:19  <b>reached</b> [1] - 30:17  <b>reaction</b> [1] - 45:24  <b>read</b> [3] - 14:8, 30:4, 38:12  <b>reading</b> [1] - 27:5  <b>ready</b> [1] - 30:16  <b>real</b> [6] - 4:17, 12:23, 23:23, 26:7, 43:24  <b>realized</b> [1] - 45:5  <b>realizes</b> [1] - 46:4</p>		
<b>S</b>		<p><b>saddled</b> [1] - 16:11  <b>safety</b> [1] - 11:13  <b>sale</b> [2] - 17:21, 30:8  <b>San</b> [1] - 40:5  <b>satisfied</b> [1] - 44:22  <b>saw</b> [4] - 5:4, 10:14, 30:15, 31:23  <b>schedule</b> [1] - 37:3  <b>scheduled</b> [1] - 43:11  <b>scrivener's</b> [1] - 31:19  <b>second</b> [14] - 2:16, 13:7, 13:9, 13:21, 27:14, 32:15, 32:16, 32:17, 36:2, 36:3, 36:22, 40:22, 40:23, 42:3  <b>seconded</b> [1] - 13:17  <b>Secretary</b> [1] - 1:12  <b>section</b> [1] - 31:2  <b>Section</b> [2] - 31:17, 32:1  <b>Sections</b> [1] - 31:2  <b>sections</b> [1] - 31:14  <b>see</b> [7] - 14:3, 15:3, 15:4, 15:5, 26:15, 31:3, 46:17  <b>sell</b> [2] - 7:21, 17:15  <b>send</b> [1] - 45:1  <b>sense</b> [3] - 12:21, 26:17, 26:21</p>		

<p><b>sent</b> [2] - 2:9, 30:22  <b>serve</b> [3] - 38:16, 44:12, 44:25  <b>served</b> [1] - 34:25  <b>service</b> [6] - 11:15, 11:16, 34:18, 35:18, 35:21, 36:19  <b>set</b> [4] - 8:24, 17:1, 17:10, 30:12  <b>seven</b> [2] - 20:10, 28:7  <b>several</b> [1] - 5:11  <b>shape</b> [1] - 22:1  <b>share</b> [3] - 41:20, 43:6  <b>Shawn</b> [2] - 30:14, 31:23  <b>Sheetrock</b> [1] - 10:19  <b>show</b> [1] - 4:13  <b>showing</b> [1] - 38:19  <b>shut</b> [1] - 39:16  <b>sic</b> [1] - 31:6  <b>side</b> [2] - 36:6  <b>sides</b> [1] - 24:4  <b>simplified</b> [1] - 42:24  <b>simply</b> [2] - 6:3, 9:1  <b>sit</b> [2] - 20:19, 21:6  <b>sites</b> [1] - 6:12  <b>situation</b> [1] - 45:17  <b>six</b> [1] - 7:21  <b>skills</b> [1] - 35:13  <b>Sky</b> [2] - 30:3, 30:14  <b>slip</b> [1] - 18:18  <b>small</b> [4] - 8:10, 8:14, 9:18, 15:10  <b>smaller</b> [1] - 15:11  <b>sold</b> [1] - 7:18  <b>someone</b> [2] - 11:8, 44:16  <b>somewhat</b> [3] - 7:14, 12:20, 28:23  <b>sound</b> [1] - 16:9  <b>spaces</b> [1] - 42:8  <b>spend</b> [1] - 24:14  <b>spent</b> [2] - 12:4, 26:20  <b>spreadsheets</b> [1] - 12:5  <b>sprinklers</b> [1] - 11:14  <b>squander</b> [1] - 26:13  <b>staff</b> [4] - 4:4, 12:12, 14:11, 16:4  <b>stage</b> [1] - 29:16  <b>standards</b> [3] - 31:1, 31:4, 31:15  <b>standpoint</b> [2] - 23:20, 24:13  <b>stands</b> [4] - 3:24, 4:18, 24:5, 25:4  <b>start</b> [1] - 26:16  <b>started</b> [2] - 30:7, 30:20</p>	<p><b>STATE</b> [1] - 47:3  <b>stay</b> [1] - 5:9  <b>stays</b> [1] - 7:13  <b>stenographic</b> [1] - 47:11  <b>stenographically</b> [1] - 47:9  <b>step</b> [2] - 16:16, 26:25  <b>STEVE</b> [1] - 1:18  <b>Steve</b> [1] - 46:15  <b>still</b> [6] - 5:8, 5:14, 9:17, 11:6, 11:24, 12:1  <b>Strategic</b> [4] - 35:1, 43:19, 43:25, 44:11  <b>street</b> [1] - 41:13  <b>stresses</b> [1] - 6:8  <b>stroke</b> [1] - 12:21  <b>strongly</b> [1] - 27:11  <b>structure</b> [3] - 5:24, 6:21, 7:23  <b>structured</b> [1] - 4:22  <b>stuff</b> [1] - 26:14  <b>submit</b> [1] - 30:16  <b>substantially</b> [1] - 6:10  <b>succeed</b> [3] - 25:25, 26:1, 31:12  <b>successful</b> [1] - 34:19  <b>suggestion</b> [1] - 44:7  <b>suggestions</b> [1] - 2:15  <b>sums</b> [2] - 17:10, 18:1  <b>support</b> [7] - 5:23, 19:2, 23:25, 25:14, 26:3, 26:4, 38:10  <b>supporter</b> [1] - 38:22  <b>supposedly</b> [2] - 23:20, 25:20  <b>switched</b> [1] - 30:8  <b>system</b> [3] - 26:22, 27:8, 27:9</p>	<p><b>ten-plus</b> [1] - 23:14  <b>ten-set</b> [1] - 30:12  <b>ten-year</b> [2] - 7:18, 28:19  <b>term</b> [2] - 7:14, 29:7  <b>terms</b> [2] - 17:5, 36:25  <b>THE</b> [80] - 2:4, 2:14, 2:18, 2:21, 2:25, 3:2, 3:4, 3:6, 3:8, 3:10, 3:12, 13:1, 13:8, 13:16, 13:23, 14:6, 15:24, 19:5, 21:18, 26:5, 27:18, 27:20, 27:22, 27:24, 28:1, 28:3, 28:5, 28:10, 29:17, 29:19, 32:1, 32:7, 32:13, 32:17, 32:22, 32:25, 33:2, 33:4, 33:6, 33:9, 33:14, 33:16, 33:18, 33:20, 33:22, 33:24, 34:1, 34:12, 35:22, 35:25, 36:4, 36:6, 36:20, 37:5, 37:9, 37:14, 37:16, 37:18, 37:20, 37:22, 37:24, 38:1, 38:25, 39:4, 40:1, 40:3, 40:9, 40:12, 40:17, 40:21, 40:24, 41:2, 41:4, 43:22, 44:20, 44:23, 45:11, 45:15, 46:3, 46:10  <b>therefore</b> [1] - 35:15  <b>they've</b> [2] - 22:6, 30:23  <b>thinking</b> [2] - 17:4, 44:4  <b>third</b> [1] - 42:13  <b>threshold</b> [1] - 8:19  <b>throw</b> [1] - 26:19  <b>today</b> [3] - 21:20, 25:7, 45:18  <b>Todd</b> [3] - 3:6, 33:20, 37:20  <b>TODD</b> [1] - 1:13  <b>together</b> [3] - 16:5, 22:2, 25:18  <b>took</b> [1] - 45:4  <b>top</b> [1] - 8:6  <b>total</b> [6] - 8:8, 11:22, 14:19, 22:14, 22:19, 22:22  <b>toward</b> [1] - 8:14  <b>Townhomes</b> [1] - 6:13  <b>transaction</b> [2] - 5:12, 8:2  <b>transcript</b> [1] - 47:10  <b>treat</b> [1] - 31:19  <b>treated</b> [1] - 9:15</p>	<p><b>treating</b> [1] - 9:13  <b>tremendous</b> [1] - 23:11  <b>tried</b> [2] - 11:6, 15:8  <b>Trio</b> [1] - 5:13  <b>Tropia</b> [2] - 47:7, 47:19  <b>true</b> [1] - 47:10  <b>Trust</b> [3] - 6:22, 8:11, 8:12  <b>trust</b> [7] - 8:24, 9:5, 9:14, 20:5, 20:8, 20:19, 21:4  <b>try</b> [2] - 16:10, 16:15  <b>trying</b> [6] - 5:9, 12:8, 17:6, 17:7, 21:9, 25:16  <b>two</b> [3] - 41:13, 43:20, 44:19  <b>two-way</b> [1] - 41:13  <b>type</b> [2] - 29:8, 41:25  <b>typical</b> [1] - 14:13  <b>typically</b> [1] - 22:21</p>	<p><b>uses</b> [1] - 20:25</p> <p style="text-align: center;"><b>V</b></p> <p><b>vacant</b> [5] - 4:10, 4:11, 6:14, 24:23, 25:19  <b>value</b> [3] - 10:5, 15:14, 21:24  <b>valued</b> [1] - 36:18  <b>various</b> [2] - 12:5, 41:22  <b>vehicle</b> [1] - 8:13  <b>version</b> [2] - 29:8, 43:5  <b>Vestcor</b> [1] - 6:13  <b>vetted</b> [1] - 12:10  <b>via</b> [1] - 1:7  <b>viable</b> [1] - 10:22  <b>Vice</b> [1] - 1:11  <b>Videoconference</b> [1] - 1:8  <b>Videotaped</b> [1] - 1:6  <b>visitor</b> [1] - 39:16  <b>voice</b> [1] - 40:25  <b>vote</b> [3] - 2:21, 19:2, 27:17</p>
	<p style="text-align: center;"><b>T</b></p> <p><b>target</b> [1] - 9:8  <b>task</b> [1] - 43:7  <b>tasked</b> [1] - 5:16  <b>tasks</b> [1] - 41:19  <b>Tax</b> [1] - 9:3  <b>tax</b> [3] - 18:15, 28:20, 30:7  <b>taxpayer</b> [2] - 18:1, 18:17  <b>taxpayers</b> [2] - 17:18, 18:19  <b>technical</b> [1] - 35:9  <b>tee</b> [2] - 3:17, 29:22  <b>ten</b> [8] - 7:12, 7:18, 18:15, 23:14, 28:17, 28:19, 30:12, 45:5</p>		<p style="text-align: center;"><b>U</b></p> <p><b>ultimate</b> [1] - 26:1  <b>ultimately</b> [2] - 23:3, 25:14  <b>under</b> [3] - 12:6, 17:10, 23:16  <b>undergirds</b> [1] - 13:19  <b>underlying</b> [1] - 42:1  <b>UNDERWOOD</b> [1] - 1:20  <b>UNDERWOOD-</b>  <b>EILAND</b> [1] - 1:20  <b>unfortunately</b> [1] - 14:3  <b>uniquely</b> [1] - 42:16  <b>units</b> [1] - 30:2  <b>unless</b> [1] - 44:4  <b>unmute</b> [1] - 34:10  <b>unproductive</b> [1] - 25:20  <b>unrealistic</b> [1] - 20:16  <b>unreasonable</b> [1] - 24:9  <b>unusual</b> [1] - 44:24  <b>up</b> [13] - 3:18, 4:13, 6:5, 8:4, 9:24, 10:11, 10:24, 16:25, 18:14, 21:5, 22:17, 29:23, 38:20  <b>update</b> [2] - 41:18, 43:8  <b>updates</b> [1] - 41:21  <b>upping</b> [1] - 19:21  <b>upside</b> [2] - 28:25, 29:1</p>	<p style="text-align: center;"><b>W</b></p> <p><b>waiting</b> [1] - 20:19  <b>waiving</b> [1] - 5:8  <b>wants</b> [2] - 23:9, 36:13  <b>WARD</b> [8] - 1:14, 3:11, 13:14, 28:4, 33:7, 33:25, 36:14, 37:25  <b>ward</b> [1] - 36:20  <b>Ward</b> [7] - 3:10, 13:13, 28:3, 33:6, 33:24, 36:15, 37:24  <b>ways</b> [1] - 15:11  <b>Wednesday</b> [1] - 1:6  <b>week</b> [3] - 27:5, 43:19, 44:19  <b>weeks</b> [2] - 41:19, 43:20  <b>well-done</b> [1] - 46:1  <b>well-prepared</b> [1] - 36:8  <b>well-respected</b> [1] - 35:6  <b>whereas</b> [5] - 30:5, 34:22, 34:25, 35:5, 35:12  <b>whole</b> [2] - 38:12, 39:25  <b>WILLIAM</b> [1] - 1:12  <b>willing</b> [1] - 5:25  <b>Wilson</b> [2] - 30:14, 31:23  <b>wise</b> [1] - 21:15</p>

**wonderful** [1] - 39:12  
**words** [1] - 16:23  
**Worsham** [7] - 2:25,  
19:5, 27:18, 32:13,  
32:22, 33:14, 37:14  
**WORSHAM** [13] -  
1:12, 2:12, 3:1, 19:7,  
19:25, 20:2, 21:11,  
27:19, 32:11, 32:23,  
33:15, 37:15, 46:1  
**worthy** [1] - 16:15

**Y**

**year** [12] - 6:22, 7:18,  
7:20, 17:17, 18:13,  
20:7, 20:9, 20:10,  
28:17, 28:19, 29:11,  
42:4  
**years** [14] - 5:5, 6:23,  
7:12, 8:22, 9:12,  
9:16, 18:15, 30:6,  
30:10, 35:18, 35:21,  
36:24, 38:15, 38:17  
**yesterday** [1] - 2:9  
**yielded** [1] - 18:6  
**yourself** [2] - 34:10,  
44:24

**Z**

**zero** [2] - 38:2, 41:6  
**Zoom** [1] - 1:7