

CITY OF JACKSONVILLE
DOWNTOWN INVESTMENT AUTHORITY
BOARD MEETING

Proceedings held on Wednesday, January 16, 2019,
commencing at 3:05 p.m., City Hall, Lynwood Roberts
Room, 1st Floor, 117 West Duval Street, Jacksonville,
Florida, before Diane M. Tropia, FPR, a Notary Public in
and for the State of Florida at Large.

BOARD MEMBERS PRESENT:

JAMES BAILEY, Chairman.
CRAIG GIBBS, Vice Chair.
RON MOODY, Secretary.
OLIVER BARAKAT, Board Member.
DANE GREY, Board Member.
TODD FROATS, Board Member.
MARC PADGETT, Board Member.
BRAXTON GILLAM, Board Member.
CAROL WORSHAM, Board Member.

ALSO PRESENT:

BRIAN HUGHES, Interim Chief Executive Officer.
LORI BOYER, City Council Member.
TOM DALY, DIA, Redevelopment Analyst.
GUY PAROLA, DIA, Redevelopment Manager.
JIM KLEMENT, DIA, Development Coordinator.
JOHN SAWYER, Office of General Counsel.
JACKIE MOTT, DIA, Accountant.

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1 Part A of this is (inaudible), and then
2 we'll flip the presentation so that John Pappas
3 and Public Works starts, and then the TPO
4 presentation is second, and then we'll finalize
5 with kind of a 2018 review of projects and
6 capital investment values just so people can
7 look back at the year we just had and realize
8 how substantial it was.

9 The immediate thing and in front of each
10 of you is the whereas section from the DIA's
11 creation which discusses -- in that resolution
12 is discussing the CEO, and then attached to
13 that is a long -- the long job description that
14 was part of the search activity back then.

15 As you know, we've retained the search
16 committee -- the search firm, rather, for the
17 CEO position, and the principal from that firm,
18 Mr. Jorgenson, will be -- if he has not
19 already, will be reaching out to schedule
20 one-on-one meetings with each of you as board
21 members. He also intends to meet with some of
22 our other City leaders on council and the
23 mayor, but before we got those meetings on the
24 books with you, I wanted you to have this
25 document and, you know, take a -- suggest

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1 PROCEEDINGS
January 16, 2019 3:05 p.m.

2 - - -
3 THE CHAIRMAN: We now open the Downtown
4 Investment Authority meeting with the minutes
5 of December 12th. Has everyone had an
6 opportunity to read the minutes?

7 BOARD MEMBERS: Yes.
8 THE CHAIRMAN: Do we have a motion?
9 BOARD MEMBER GREY: Motion.

10 THE CHAIRMAN: A second?
11 BOARD MEMBER GIBBS: Second.
12 THE CHAIRMAN: Any discussion?

13 BOARD MEMBERS: (No response.)
14 THE CHAIRMAN: All in favor say aye.
15 BOARD MEMBERS: Aye.

16 THE CHAIRMAN: Any opposed, like sign.
17 BOARD MEMBERS: (No response.)
18 THE CHAIRMAN: Thank you.

19 And with that, we are going to change the
20 order of our agenda. Item 4 is going to be our
21 Chief Executive Officer's report.

22 Mr. Hughes.
23 MR. HUGHES: Mr. Chairman, Board, I think
24 I'm going to split it in two, so I'm really
25 going to mess up the agenda.

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1 taking a look, and then getting with him in
2 your one-on-one meetings.

3 If you think there's a deficiency or if
4 there's a -- in hindsight of where Aundra
5 succeeded and what you learned as board
6 members, if there's insight you have on, well,
7 maybe this isn't as important as that is,
8 that's what his meetings with you will be so
9 that he has, in his mind, the best sense of
10 your direction and the types of candidates you
11 all would like to see him pursue.

12 THE CHAIRMAN: Thank you.

13 MR. HUGHES: With that, I would say that
14 the rest of my report could wait until we get
15 these informational presentations done. And
16 I'd just like to say to the board that I think
17 these will both be informative discussions. I
18 think when you look at what's happening
19 downtown, it's an integral part of this. The
20 staff believed that it was a good time to have
21 these folks come in and talk to us about the
22 things they're working on.

23 THE CHAIRMAN: Thank you, Mr. Hughes.

24 With that, we'll do presentations, and
25 we're going to switch A and B. We're going to
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1 start with B, with Public Works.
 2 (Mr. Pappas approaches the podium.)
 3 THE CHAIRMAN: Mr. Pappas, how are you?
 4 MR. PAPPAS: I'm fine. Thank you,
 5 Mr. Chairman. Thank you for having me.
 6 John Pappas with the Public Works
 7 Department. And I have also with me Keith
 8 Jackson with STV. He is running the PowerPoint
 9 and he is our consultant that we have on board
 10 who is preparing our design criteria package
 11 for the Hart Bridge project, the overpass ramps
 12 project.

13 And just to give you a little background,
 14 we will be going out to procure a design-build
 15 contractor. So what you're going to see before
 16 you today is really a conceptual plan that
 17 we've prepared. We are doing some design, and
 18 I'll talk a little bit about that. In some
 19 areas we think we need some lead time to get
 20 DOT approval and other permitting agencies'
 21 approval so that when we do get our
 22 design-build contractor underway we have firmed
 23 things that they can move forward with. So we
 24 think we're doing the right things to get
 25 ourselves ready.

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1 So I'll walk through it. This is a very
 2 quick presentation. All I'm going to do is
 3 talk a little bit about the project itself,
 4 talk a little bit about the funding, and
 5 also -- I call it our "anticipated schedule
 6 forward." We're hopeful we can meet it or beat
 7 it. So I'll move forward with that.

8 The first page is really Page 3. You will
 9 see a brief overview of kind of the reasoning
 10 for the project, removal of the section of the
 11 elevated Hart Bridge from Gator Bowl Boulevard
 12 to A. Philip Randolph. And really this
 13 provides better access to that area.

14 I think everybody realizes when the Hart
 15 Bridge Expressway was built, it was back when
 16 that area was different; industrial ship
 17 building. Now, really, it's an extension of
 18 the city. It's the downtown and part of that.
 19 So it's to remove this barrier, but to also
 20 provide better access to the downtown area.

21 And the total budget right now is
 22 \$39 million for the project. And as I
 23 mentioned earlier, we're pursuing a
 24 design-build contractor.

25 The next page gives you -- I know it's a
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1 very small picture. Back there on the
 2 PowerPoint it gets a little bigger. We also
 3 have a roll-up plan that will help as well, but
 4 basically demolishing three-quarters of a mile
 5 of elevated, four-lane, concrete Hart Bridge
 6 Expressway. We will be at the east end. We
 7 will be constructing a ramp down to the -- I
 8 wish I had a pointer, but -- on the right side
 9 of your paper we'll have -- we'll be
 10 constructing a ramp down from the Hart Bridge
 11 to Gator Bowl Boulevard. You will see a
 12 brand-new intersection at the -- where the
 13 Gator Bowl Boulevard used to curve.

14 And what's important about that
 15 intersection -- and I blow that up a little bit
 16 in some of the other pictures here. There's a
 17 lot to that intersection. Our desire is to
 18 mimic, as best we can, the flow over the
 19 expressway. We've heard a lot of comments
 20 about, we don't want to see slow-downs during
 21 peak hours coming in from the south side, so
 22 we're working every way we can to mimic that
 23 flow. The signals will be timed so that during
 24 those peak hours those flows will be maintained
 25 as best we can.

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1 Dropping down that ramp will certainly
 2 help to access the area. And even during
 3 special events, games, any other events in that
 4 area, gives better access to and from the Hart
 5 Bridge from that area.

6 New ramps from Gator Bowl Boulevard at
 7 A. Philip Randolph will be constructed to
 8 connect back to the elevated structures over
 9 Hogans Creek, taking you, if you're going
 10 westbound, to Duval Street and to Adams. The
 11 ramp that also comes from Forsyth to the area
 12 will remain, and then drop down to the new
 13 section at grade.

14 Again, like I mentioned, a little close-up
 15 of that east end where you see the ramp coming
 16 down from the Hart Bridge and constructing a
 17 new at-grade intersection. It's really going
 18 to function as one signal, but the signal heads
 19 will be in different places to make sure that
 20 it's all coordinated and the movement through
 21 that intersection is very efficient and
 22 effective. And we think we've got a pretty
 23 good plan there to accommodate that.

24 And then I blow it up a little bit more
 25 for you on the next page where you can see more
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1 closely how the lane configuration will be set
2 up. Again, continuing access to the Channel 7
3 area.

4 And the other element that I think is also
5 helpful is the -- as you're coming down off of
6 the Hart Bridge, there's a slip lane that can
7 take you more directly to Talleyrand, which we
8 believe is an important component for truck
9 traffic and other access to the Talleyrand
10 area. So that becomes a more efficient flow
11 pattern for that access.

12 Then as you move toward the middle or the
13 area that really is near the stadium on one
14 side and Met Park on the south side, you'll see
15 that we drop down to a four-lane section
16 through there with turn lanes to accommodate
17 all movement.

18 I will draw your attention to the --
19 continuing to have the signal where the
20 pedestrian crossing is currently. We will
21 continue to have -- there we go; there's a
22 pointer. You'll see that remaining. And what
23 you'll also see on the south side, the dark
24 blue is a 12-foot bike-ped path that will be a
25 part of this project as well.

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1 And, really, if you go to the next page --
2 I know I'm moving very quickly, but this is a
3 typical section through the area we were just
4 looking at. And on the right side you see the
5 12-foot pedestrian bike path, multiuse path,
6 and our lane configuration, and keeping the
7 sidewalk on the north side of the travel lane.
8 And this section worked well for us.

9 The next page shows you the -- now the
10 western end of the improvements. And, Keith,
11 if you will point to A. Philip Randolph for me
12 and Intuition Ale. That will give you kind of
13 a perspective as to where we are. That is the
14 location where the ramp makes its way back up
15 to the existing ramps over to Liberty Street.
16 You'll have two lanes heading up that then can
17 take you to Duval Street or to Adams Street,
18 and you'll have two lanes accepting traffic
19 from Forsyth Street, which occurs today. It
20 will then drop down and make its way onto the
21 new at-grade section of Gator Bowl Boulevard.

22 One of the things -- Keith, if you will go
23 back. Point to that hatching, if you would,
24 just above the green median area.

25 It's wide enough in that area to allow for

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1 two lanes to make its way through. We will --
2 our current traffic configuration indicates
3 that one lane is needed, but we have it there
4 for game day and other potential uses that we
5 may need to open that up a little bit. We can
6 just do it by cones or anything else. So we
7 think that's a very functional section.

8 And, again, on the south side you see the
9 bike-ped, 12-foot path that runs along the
10 south side of it as well.

11 And so that kind of brings up the bike-ped
12 component of the project as well. We worked
13 with the Planning Department to make sure we
14 connected this segment up with their proposed
15 locations for bike and pedestrian usage. And
16 as part of this project, along the north side
17 of Duval Street, from Palmetto over to
18 A. Philip Randolph, we're including a 12-foot
19 bike-ped path there, and that will connect up
20 with a path through A. Philip Randolph down to
21 our new section of Gator Bowl Boulevard.

22 And the next page -- or the next thing,
23 the next slide shows how this all connects up
24 with the Planning Department's bike-ped plans
25 for the area.

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1 So, again, we wanted to make sure
2 everybody understood we were coordinating with
3 the Planning Department to make sure we
4 incorporate their needs as well.

5 Then I just wanted to briefly talk a
6 little bit about the budget and the funding
7 associated with it. Again, a \$39 million
8 project. Fourteen million of that is coming
9 from local, City of Jacksonville. And
10 1.5 million was allocated sometime back to
11 allow us to begin design criteria package
12 preparation.

13 And then in this past budget cycle we
14 received \$12-and-a-half million for the
15 project. The State has allocated
16 \$12-and-a-half million for the project. And
17 recently we were awarded the BUILD grant,
18 federal funding, \$12-and-a-half million. We're
19 in the process of moving that grant forward.
20 We're waiting on the feds to get it to us and
21 then we'll be moving very quickly.

22 Our current status: Right now we're
23 continuing to work on our design criteria
24 package, again, to advertise for a design-build
25 contractor. And we're finalizing that first

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1 component of the package, which will be the
 2 qualifications. We will be looking to identify
 3 which contractors can meet our qualifications.
 4 And then we will have a second phase, which
 5 will be their technical component of the
 6 improvements and their price, and I'll talk
 7 about that in a minute.

8 But again, we're finalizing our design
 9 criteria package now. And we are also
 10 performing some permitting efforts associated
 11 with the project ahead of our design criteria
 12 package advertisement. This allows us, again,
 13 to gain some State approvals on what our plans
 14 will be for both the Department of
 15 Transportation and the St. Johns River Water
 16 Management District. I could tell you, we've
 17 had a very positive conversation with them and
 18 we feel like we're in a very good place with
 19 the project from their standpoint.

20 There is significant coordination with the
 21 State DOT. We sit side by side with them every
 22 other week going through this project to make
 23 sure we're all on the same page. And we are,
 24 right now, facilitating the execution of the
 25 federal BUILD grant. As soon as we get that,

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1 we will move that forward.

2 The next page gives you -- it's got quite
 3 a bit of information about our schedule
 4 forward, and I'll just briefly hit that.

5 We expect to advertise for the
 6 design-build qualifications component in the
 7 first quarter. We're hopeful by January,
 8 February, in there. And then once we receive
 9 those proposals back, we will be scoring those
 10 and short-listing the design-build contractors.
 11 And we expect to do that in the second quarter
 12 of 2019.

13 And then we will meet with those that are
 14 short-listed and work with them to see what
 15 technical changes or modifications they believe
 16 would be helpful for the project and spend some
 17 time on those, determining which ones are
 18 appropriate, which ones aren't. Make some
 19 decisions on that part.

20 And then by the mid third quarter we will
 21 be entertaining their final packages, which
 22 will be their technical proposal and their
 23 pricing. And once we have that, we will then
 24 move forward with the best value, which will be
 25 the price divided by the scoring that we place

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1 on their qualifications and their technical
 2 plan for the project.

3 We anticipate by the end of 2019 having
 4 our contracts in place. We talked about moving
 5 that sooner, but there was discussion that we
 6 think it would be best to wait until the season
 7 ends for the Jaguars before we started any sort
 8 of construction. So right now we're looking at
 9 the first quarter of 2020 when we would start
 10 work on the project, and complete the project
 11 by the end of 2021.

12 And with that -- I know that was a lot of
 13 information pretty quick, but I'll certainly
 14 entertain any questions you have.

15 THE CHAIRMAN: Thank you, Mr. Pappas. It
 16 was very thorough too, and we appreciate that.

17 Let's go around and see -- Mr. Barakat, do
 18 you have any questions of Mr. Pappas?

19 BOARD MEMBER BARAKAT: Sure.
 20 Thank you for the presentation.

21 A couple of questions. \$14 million from
 22 the City, what is the source of those funds?

23 MR. PAPPAS: Through -- it was the General
 24 Fund through the CIP budget.

25 BOARD MEMBER BARAKAT: Has this gone
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1 through DDRB yet?

2 MR. PAPPAS: (Shakes head.)

3 BOARD MEMBER BARAKAT: When will it go
 4 through DDRB?

5 MR. PAPPAS: When we bring the
 6 design-build contractor on board, when we get
 7 the -- some of their information together,
 8 we'll be coming back to this group.

9 BOARD MEMBER BARAKAT: Okay. And lastly,
 10 the traffic studies, which I assume you've
 11 done --

12 MR. PAPPAS: Yeah.

13 BOARD MEMBER BARAKAT: -- what is the
 14 impact -- or is there any significant impact on
 15 traffic flow to other downtown arteries or
 16 bridges?

17 MR. PAPPAS: There was -- the DOT
 18 performed a traffic study early for us, and
 19 it's very minor impacts. I think -- and I
 20 didn't bring the exact timing, but I think it
 21 may be a minute increase in travel time at the
 22 most, but very little impact.

23 And the capacity of -- there's the -- the
 24 overpass is not near capacity with the flow of
 25 traffic that comes on it. And so bringing it

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1 down to grade, we're able to mimic, basically,
2 those volumes through that section, even though
3 we have some signals, again, with the timing
4 that we can do with those.

5 And, again, with the significant
6 intersection that we've got proposed for --
7 where you drop down with the movements, we
8 think we've done a very good job of
9 accommodating those flows without having very
10 much impact at all.

11 BOARD MEMBER BARAKAT: So using the same
12 egress that you have today, you will only lose
13 about a minute?

14 MR. PAPPAS: Yes.

15 BOARD MEMBER BARAKAT: Is that what the
16 study showed? And based on that, you won't
17 lose a lot of drivers on that artery?

18 MR. PAPPAS: We don't believe so.

19 BOARD MEMBER BARAKAT: Thank you.

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

22 BOARD MEMBER GIBBS: The duration of this
23 contract is about a year?

24 MR. PAPPAS: Two years.

25 BOARD MEMBER GIBBS: Two years?

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1 MR. PAPPAS: Roughly.

2 BOARD MEMBER GIBBS: From shovel to
3 completion?

4 MR. PAPPAS: Through the Chair, yes, sir.

5 That includes the design time as well
6 because it a design-build.

7 BOARD MEMBER GIBBS: Is there any
8 compatibility or incompatibility with any other
9 development that may be going on around there,
10 for example, the shipyards?

11 MR. PAPPAS: We will have some flexibility
12 with the project. Certainly where -- the
13 connections that we're showing in the project
14 now, those are connections that are there. And
15 we will work to -- with whoever comes in that
16 area, we'll work to accommodate their needs as
17 well.

18 BOARD MEMBER GIBBS: How about on game
19 day? I'm looking at Page 9. Will those lanes
20 be one way for game day?

21 MR. PAPPAS: That will be worked out with
22 JSO, but I can tell you, for game day access
23 improves quite a bit because if you look -- I
24 go to the Jaguar games and I park in Lot Z,
25 which is on the far west end, and we leave

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1 through the Hart Bridge overpass and there's
2 very little traffic on it.

3 This will allow greater access up to the
4 Hart Bridge instead of having to send everybody
5 back to the west who do want to come up over.
6 You will have greater access directly from the
7 stadium area right up to the Hart Bridge or go
8 the other way heading towards Bay Street.

9 Our evaluation indicates that it greatly
10 improves traffic flow for game day.

11 BOARD MEMBER GIBBS: Page 8, any thought
12 of elevating that pedestrian walkway?

13 MR. PAPPAS: No, sir. I can tell you,
14 again, one of our thoughts is, anything
15 elevated through there creates kind of a wall,
16 a barrier to the river. We think an at-grade
17 walkway certainly connects closer to the river
18 in what we think is a great asset.

19 BOARD MEMBER GIBBS: Thank you.

20 THE CHAIRMAN: Thank you, Mr. Gibbs.
21 Mr. Moody.

22 BOARD MEMBER MOODY: John, will it be
23 necessary to acquire any land from the adjacent
24 landowners with this kind of project?

25 MR. PAPPAS: No, sir. We're working

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1 within our property.

2 THE CHAIRMAN: Thank you.
3 Mr. Padgett.

4 BOARD MEMBER PADGETT: The bike paths, do
5 they -- I just see blue lines that dictate the
6 bike path on there. It just stops. Does it
7 connect to another bike path that's already
8 existing? I didn't follow the plan entirely,
9 but --

10 MR. PAPPAS: There was -- if you look at
11 Page 11, there is a connection. We connect up
12 with kind of the master plan for the area
13 downtown.

14 BOARD MEMBER PADGETT: So we'll put our
15 piece in on this segment and then later, down
16 the road, we're expecting other areas to tie
17 in?

18 MR. PAPPAS: Through the Chair, that is
19 correct. And I will say, where we connect up
20 to Bay Street there's -- there's connection
21 there now.

22 BOARD MEMBER PADGETT: Okay. That's all I
23 had.

24 THE CHAIRMAN: Mr. Gillam.

25 BOARD MEMBER GILLAM: It sounds like a lot

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1 of thought has been put into how this plan
 2 improves game day traffic. How does it affect
 3 game day parking? It seems like we're losing a
 4 lot of parking now. How is that going to --
 5 MR. PAPPAS: Certainly. Great question.
 6 Certainly something that is going to have
 7 to be addressed. There may be some other
 8 opportunities in the area for parking that need
 9 to be looked at, but that is certainly an issue
 10 that needs to be addressed.
 11 BOARD MEMBER GILLAM: Thank you.
 12 THE CHAIRMAN: Ms. Worsham.
 13 BOARD MEMBER WORSHAM: I'm so glad to see
 14 that the bike path coordination has been done
 15 with bike-ped people, especially the width of
 16 it, the 12-foot width of things. It's a great
 17 asset.
 18 You mentioned permitting and the Water
 19 Management District. Are there any other
 20 permitting issues that you think might throw a
 21 wrench in that you're concerned about?
 22 MR. PAPPAS: Through the Chair, no, other
 23 than just we -- we need to stay very close with
 24 DOT, the State, because of the grants and the
 25 federal funding, and we're doing that. But we
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1 think we're in pretty good shape.
 2 And it was very important for us to meet
 3 with the St. Johns River Water Management
 4 District, and it was a very positive meeting.
 5 BOARD MEMBER WORSHAM: No environmental
 6 contamination concerns along that --
 7 MR. PAPPAS: There are some. There are
 8 some elements of contamination, but we think
 9 we've got our arms wrapped around that as well.
 10 BOARD MEMBER WORSHAM: Thank you.
 11 THE CHAIRMAN: Mr. Grey.
 12 BOARD MEMBER GREY: The anticipated
 13 completion date, is that Q4, 2021?
 14 MR. PAPPAS: Yes.
 15 BOARD MEMBER GREY: And that's a hard date
 16 or that's something that we assume?
 17 MR. PAPPAS: That's based on our estimate
 18 right now. We think it's -- for final design
 19 and construction, we think it's close to two
 20 years.
 21 BOARD MEMBER GREY: Okay.
 22 THE CHAIRMAN: Thank you.
 23 Mr. Froats.
 24 BOARD MEMBER FROATS: Just one question.
 25 On the bike path again, is that a shared path?
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1 MR. PAPPAS: Yes.
 2 BOARD MEMBER FROATS: So you're going to
 3 have bikes and pedestrians on the same path?
 4 MR. PAPPAS: Yes, sir.
 5 We will continue to have the sidewalk on
 6 the north side as well, but that will just be
 7 for pedestrians.
 8 BOARD MEMBER FROATS: Is it striped? Is
 9 there like --
 10 MR. PAPPAS: Yes, we will have that.
 11 THE CHAIRMAN: Thank you.
 12 Anything else?
 13 BOARD MEMBERS: (No response.)
 14 THE CHAIRMAN: Councilwoman Boyer, any
 15 comments?
 16 COUNCIL MEMBER BOYER: Just two quick
 17 ones, John.
 18 This is the first time I've seen the ramp
 19 down at A. Philip Randolph. When you actually
 20 get into design, I don't know whether it has to
 21 do with the height of the adjacent area and the
 22 grade change, but if you could leave it --
 23 A. Philip Randolph open so that the ramp-up
 24 starts beyond A. Philip Randolph -- one of the
 25 things that the Downtown Master Plan always
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1 (inaudible) was kind of keep these corridors
 2 and street right-of-ways to the river open, and
 3 it appears that it extends beyond and crosses
 4 over so it's -- there's elevated ramp that
 5 crosses it. So when they get into the final
 6 design aspects, if you can pull that back 20 or
 7 30 feet, that might be really good.
 8 And then the other thing, with respect to
 9 this, on your Page 11 that you provided, it
 10 looks like there's an A. Philip Randolph
 11 connection that's supposed to be part of that?
 12 MR. PAPPAS: Yeah.
 13 COUNCIL MEMBER BOYER: Have you guys
 14 looked at that at all as part of this and --
 15 MR. PAPPAS: I think there's going to be a
 16 lot of discussion on A. Philip Randolph, but I
 17 do know that that was the location -- this is a
 18 connection that has been identified, so there
 19 will have to be some discussion on --
 20 COUNCIL MEMBER BOYER: Figure out how they
 21 make that work if they do?
 22 MR. PAPPAS: (Nods head.)
 23 COUNCIL MEMBER BOYER: And then this looks
 24 to me like you're losing Lot X; is that
 25 correct? I think Lot X is under the -- where
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1 your ramp down is.
 2 BOARD MEMBER GILLAM: And J.
 3 MR. PAPPAS: Let's see.
 4 THE CHAIRMAN: Page 9.
 5 COUNCIL MEMBER BOYER: It's 9 or 10.
 6 I mean, is that -- it's this page
 7 (indicating).
 8 And the reason I'm raising that is, I know
 9 that there are a number of businesses that the
 10 DIA has worked with to incentivize down there,
 11 and encourage, like Intuition and Doro, and
 12 there's a whole bunch of things. And so
 13 they're kind of using that parking right now.
 14 It's maybe something to work on, what alternate
 15 parking we can have for them by the time we get
 16 to this.
 17 MR. PAPPAS: Yes. Great points.
 18 And, again, back to the parking, that's
 19 something we've got to do some work on.
 20 COUNCIL MEMBER BOYER: That's it.
 21 THE CHAIRMAN: That was my only question,
 22 about the parking underneath the ramp, but
 23 moving it the other way decreases that space,
 24 so -- as long as -- I think we put in a walkway
 25 and parking over there for Intuition, so -- as
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1 concerns or issues we need to really focus on.
 2 And one is maintenance of traffic, games or not
 3 games, in total.
 4 And then the other is the -- the first
 5 thing we want to construct is the eastern ramp
 6 down. And so we're going to initiate that
 7 first in the project to make sure that that
 8 ramp gets down, even if we're utilizing the
 9 existing travel-way. However, as we get that
 10 down, as we start to demolish the rest of the
 11 overpass --
 12 But those two things are something we're
 13 going to be working very closely with our
 14 designer and our support consultant on, and
 15 actually even Councilman Wilson, Vice President
 16 Wilson has been engaged in that it's his
 17 district, utilizes the Hart Bridge. So we will
 18 be spending -- I don't have a good answer for
 19 you right now, but we're going to be spending a
 20 lot of time focusing on that.
 21 THE CHAIRMAN: Okay. Thank you.
 22 I do have one question. On the -- coming
 23 off Gator Bowl Boulevard, on the east side,
 24 that will be a ramp coming out to be able to go
 25 southeast on Hart Expressway. I think your
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1 long as we recognize that.
 2 Any other questions? Any comments?
 3 BOARD MEMBERS: (No response.)
 4 THE CHAIRMAN: Anyone --
 5 MR. HUGHES: Mr. Chairman.
 6 THE CHAIRMAN: Yes.
 7 MR. HUGHES: There are a couple other
 8 garages not too far from that area that have --
 9 we continue to contemplate how to increase
 10 their revenue streams.
 11 THE CHAIRMAN: Very good. Thank you.
 12 Any more comments, questions?
 13 BOARD MEMBERS: (No response.)
 14 THE CHAIRMAN: Mr. Pappas, anything else
 15 you need to add to it?
 16 MR. PAPPAS: No.
 17 THE CHAIRMAN: Or anyone from the audience
 18 want to address it?
 19 Mr. Clark.
 20 AUDIENCE MEMBER: How will you handle the
 21 construction during football games?
 22 MR. PAPPAS: That is a great question. It
 23 is another one of our challenges.
 24 There are two things that I didn't talk
 25 about, but I have in here, is our height
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1 Slide Number 6 -- that will be a light at the
 2 top of that ramp, similar to Main Street Bridge
 3 or something where you can access --
 4 MR. PAPPAS: Let me see if I can find that
 5 one.
 6 THE CHAIRMAN: If you're coming south on
 7 Gator Bowl Boulevard and you want to go up on
 8 that ramp --
 9 MR. PAPPAS: Yes.
 10 THE CHAIRMAN: -- there will be a light
 11 there, and then you'll enter? So there will be
 12 a light --
 13 MR. PAPPAS: To the Chair, again, this
 14 signal is -- it's quite complicated. It will
 15 make the intersection work smoothly, but there
 16 will be a signal that will allow you to make
 17 that left turn, which will be next to that slip
 18 lane I talked about to go to Talleyrand, and
 19 then allow you to make a left to make your way
 20 up the ramp.
 21 THE CHAIRMAN: Okay. Good.
 22 Thank you.
 23 BOARD MEMBER BARAKAT: One more question,
 24 Mr. Chairman, if I could.
 25 THE CHAIRMAN: Yes.
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1 BOARD MEMBER BARAKAT: I assume this is
 2 normal course, but I just want to make sure.
 3 In your traffic study, was future demand
 4 extrapolated as part of your study, based on
 5 the proposed development of the shipyards? And
 6 were there any major choke points in that
 7 analysis?
 8 MR. PAPPAS: Through the Chair, it was
 9 taken into account, and not really any choke
 10 points, but that's why the configuration you
 11 see of this intersection, which is -- it's not
 12 a standard T intersection, and that is because
 13 of those flows of traffic that were identified
 14 through our traffic study.
 15 BOARD MEMBER BARAKAT: Thank you.
 16 BOARD MEMBER FROATS: There's somebody in
 17 the audience.
 18 AUDIENCE MEMBER: I just want to point out
 19 one thing.
 20 THE CHAIRMAN: I need you to identify
 21 yourself before --
 22 AUDIENCE MEMBER: Dimitri Demopolis,
 23 Churchwell Lofts.
 24 Mr. Chairman, I was going to point out --
 25 trying to be helpful here. Is there a possible
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1 choke point right where Georgia Street is?
 2 Does that go down to one lane?
 3 I understand you can get through to the
 4 west if you go back up on the ramp and go to
 5 Forsyth and go to Adams and Duval.
 6 MR. PAPPAS: That's a point, again, we're
 7 focused on as well. And that's why you see a
 8 lot of hatching there. So we will have some
 9 flexibility. If we determine that a lot of
 10 traffic does make its way that way, we'll be
 11 able to stripe in another lane.
 12 MR. DEMOPOLIS: Thank you.
 13 THE CHAIRMAN: Very good.
 14 Any other comments or questions?
 15 BOARD MEMBERS: (No response.)
 16 THE CHAIRMAN: Okay. Mr. Pappas, thank
 17 you for attending. Thank you for the
 18 information. Appreciate the guidance. And we
 19 may have more questions. Keep us posted, keep
 20 us updated.
 21 MR. PAPPAS: Will do.
 22 THE CHAIRMAN: This is a great schedule.
 23 Hopefully, you will have it completed before
 24 the beginning of the next season.
 25 MR. PAPPAS: I agree.
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1 Thank you very much.
 2 THE CHAIRMAN: Thank you.
 3 And with that, we have another
 4 presentation from North Florida TPO.
 5 (Mr. Sheffield approaches the podium.)
 6 THE CHAIRMAN: Mr. Sheffield, would you
 7 identify yourself?
 8 MR. SHEFFIELD: Thank you, Mr. Chairman,
 9 members of the board.
 10 Jeff Sheffield, executive director with
 11 North Florida TPO.
 12 I guess I'm just going to say "next slide"
 13 because I don't think the clicker will work
 14 from here.
 15 I think that, to tie these two
 16 presentations together, it is important because
 17 the project that you saw there is a very
 18 practical, traditional kind of infrastructure
 19 project that the TPO would contribute funding
 20 or oversee federal funding to get into our work
 21 program to allow a project like that to happen,
 22 but I think that the conversation that I'll
 23 bring to you today -- we're going to start at
 24 an altitude of 30,000 feet to kind of frame
 25 what's happening regionally in a new initiative
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1 and then bring you down to the Bay Street
 2 innovation corridor and maybe create some
 3 thoughts for how even future growth along the
 4 corridor and development and new mobility
 5 choices might help solve some of those
 6 challenges and create a new opportunity for
 7 downtown. So to tie the two together works
 8 very nicely.
 9 So to raise you to the altitude first on a
 10 regional scale and why we find our space now
 11 into technology and innovation as part of a
 12 transportation solution, this is why: We are
 13 an MPO. We represent the urbanized area here
 14 in Northeast Florida, but this slide sort of is
 15 reflective of every city in America and every
 16 state in the country with a transportation
 17 investment need well in excess of the amount of
 18 revenue.
 19 We are looking at a \$27 billion need in
 20 the Northeast Florida area, that being Duval,
 21 Nassau, Clay, and St. Johns. We look at
 22 transportation needs over that period of time
 23 with about 14 million in revenue. That's
 24 inclusive of federal, state and local expected
 25 funding opportunities. So it is something that
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1 every five years that gap gets bigger, but it's
2 not special to us. That's happening
3 everywhere, so --

4 But it is a backdrop for thinking about
5 how we do things differently instead of just
6 traditional lane widenings and new road
7 projects, which we still do and will be doing.

8 Next slide.

9 That being said, so when we look at that
10 \$14 billion, and 26 years in at the TPO, so
11 we've seen -- I've been through five versions
12 of these long-range plans. I would suggest to
13 you that generally that revenue in the old
14 plans would have been solely in roads and
15 transit investments.

16 What we're seeing over the years is
17 trending towards more investments in the
18 bike-ped space, more investment in the freight
19 space because of the economic components to our
20 infrastructure improvements. I'm really trying
21 to tie more into, if we don't have enough
22 money, make sure we're spending it on corridors
23 that have both an economic impact, plus an
24 impact to the commuter, instead of just
25 investments on the two-hour commute fix, if you

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1 will.

2 And then really why I'm here today is to
3 talk about more -- we've trended heavily into
4 investment, more into the technology space to,
5 frankly, stretch more of our infrastructure and
6 then really think forward to the future of how
7 transportation is evolving, when you hear
8 things like "automatic vehicles" and other
9 ideas in the future, and that's what that TSMO
10 reference is, a DOT term called "Transportation
11 System Management and Operation." To me, it's
12 technology.

13 Next slide.

14 This is why we find ourselves in this
15 space for the last 15 years. We have been in a
16 strong partnership with DOT in this area.
17 You've seen the technology on the interstates
18 with cameras, dynamic message signs, and that
19 sort of thing that DOT is doing. Where the TPO
20 has come into play for the last 15 years is
21 investing in the arterial, so your everyday
22 commuter routes. And that has been these types
23 of investments; installing closed-circuit
24 televisions that monitor the roadways, not red
25 light cameras, but only cameras to monitor the

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1 corridors.

2 We have been changing out signal
3 controllers at every intersection. So the
4 metal boxes are getting new controllers so that
5 we can get away from the need for the City to
6 run bucket trucks out to the intersection and
7 change every signal and manage it from that
8 aspect so that we can begin to run that stuff
9 more fluidly from the computer.

10 We have been making investments,
11 obviously, in dynamic message signs. I will
12 tell you that as cars continue to evolve with
13 new infrastructure, the idea of signage will go
14 away because most of the technology will be
15 communicating directly to your vehicle. But in
16 the interim, those are the kind of improvements
17 that are happening.

18 Not techie, but we've been heavy investors
19 in Road Rangers. Many of you might assume them
20 to be AAA for the most part. What we recognize
21 in the transportation space nationally in
22 surveys is it is the reliability of your
23 commute time, not necessarily the commute time
24 that bothers you. In other words, you've
25 accepted a 35-minute ride, but if it's four or

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1 five or six times a month because of incidents,
2 it's an hour or other challenges. So it's an
3 incident management component that's really
4 critical to fluid transportation mobility than
5 to reduce your travel by three minutes, as we
6 would say.

7 We've been investing in sensors and
8 detectors along the roadways. We have a
9 deployment, a Bluetooth system called BlueTOAD
10 that is now pinging Bluetooth signals via phone
11 or any other device, and we're pulling realtime
12 travel flow on the roadways. So we understand
13 the actual movement in and all the time on
14 those corridors.

15 And we've also deployed road weather
16 information sensors. So basically these are
17 wind sensors on all the bridges in Northeast
18 Florida. These are providing realtime
19 information, particularly during hurricanes and
20 other wind incidents, to control closure and
21 open bridges. And more importantly, to get our
22 first responders off the bridge, holding wind
23 gauges with their hands like this (indicating),
24 which is what they've been doing until this
25 system went out.

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1 So we have been, through various means,
2 deploying the type of infrastructure that it's
3 not only creating more efficiency, but also
4 creating a whole lot of data. And that's what
5 happens in a Smart City space, and we'll kind
6 of touch on that.

7 So with all of those investments -- I
8 think some of you may have been over at some
9 point in time to tour our regional command
10 center. It's now home to 25,000 square feet of
11 first responders and DOT managing our entire
12 infrastructure. And I will offer as a
13 backdrop, just new to us a few weeks ago, now
14 the sheriff's office is actually doing a pilot
15 program for realtime crime management at one of
16 our pods in the command center. So we're
17 evolving beyond transportation now and creating
18 opportunities that are matching those
19 initiatives that I'll speak to you about. So
20 pretty cool opportunity to leverage some new
21 ideas.

22 Next slide.

23 So why we're here. We're calling it North
24 Florida Smart Region because it's four
25 counties, but it's really -- if you've heard

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1 the term nationwide, it's a Smart City
2 movement. The backdrop for us in Northeast
3 Florida, and particularly Jacksonville, is
4 2016, when the U.S. DOT was rolling out a
5 Smart City Challenge Grant, \$40 million to one
6 city with \$10 million from Paul Allen to go
7 with it for automated vehicle testing. So
8 \$50 million to the ultimate winner, Columbus,
9 Ohio.

10 We did, however, partner with Jacksonville
11 and submitted for really furthering the
12 infrastructure that I showed you before. What
13 became very clear, however, was this notion
14 from U.S DOT what a Smart City is, is solving
15 community issues, and that's what they wanted
16 to invest this money in, and they wanted to do
17 that in this context now in the world of data
18 collection and aggregation and analytics and
19 solving in this new millennial sector now of
20 app development and business opportunities to
21 come out of that and solving it in a more -- in
22 a more elaborate way.

23 So with that backdrop in mind, we came
24 back and sort of developed a plan for what we
25 saw for Northeast Florida and what we saw for

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1 Jacksonville in the case of a signature
2 project.

3 Next slide.

4 So we laid out a road map. No time in
5 mind. Really just thought this would sort of
6 happen organically as we started to learn more
7 from our reps at U.S. DOT in Washington of how
8 they kind of saw this movement, if you will,
9 occur. And so we have -- we have sort of done
10 that in a grass-roots effort.

11 I'll ask you to push it twice because I
12 think that little circle will blow up. And
13 then one more, please. So we developed a Smart
14 Region plan. One more slide, please. And this
15 is the framework for that, in the
16 transportation space.

17 So we have five objectives, consistent
18 with what we in transportation are trying to
19 achieve, and that is addressing the fatality
20 issues, which you are aware of our pedestrian
21 fatality challenges in Jacksonville. And so
22 the opportunity to address that is why the
23 other challenges are there.

24 That travel time reliability measure I
25 mentioned. We're heavy as well into the clean

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1 fuels movement. We're helping public fleets
2 convert to compressed natural gas and electric
3 and others, so greenhouse gas emissions is the
4 focus of our effort.

5 And then new to Smart Cities as a whole
6 are these two notions here, ladders of
7 opportunity. This is that recognition of
8 low-income communities with huge intellectual
9 capital, that -- whether transportation or
10 other obstacles, are not getting to good work
11 opportunities and having the opportunity to
12 grow and excel within the communities there.
13 Not uncommon across the country. And there's
14 the belief that there's a better way to kind of
15 solve that with collaboration between public
16 and private sector and data sharing, if you
17 will.

18 And then there's a real economic
19 development component in this Smart City space,
20 again viewed by the U.S. DOT because you're
21 creating this new opportunity now in this
22 millennial sector of, again, entrepreneurialism
23 and app development and business development
24 opportunities that are using data and analytics
25 to solve and create business propositions. So

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1 that backdrop is sort of why we're there.
2 So our framework comes with three
3 components feeding what we believe to be what
4 would make this the first Smart Community or
5 Region in the country. The local intelligence
6 is viewed as the -- frankly, the toys I showed
7 you earlier, plus more that we're going to add.

8 Services, which is really kind of
9 addressing transit; Uber, Lyft, mobility
10 service-type choices, scooters, bikes, you name
11 it.

12 The electrification space is not only our
13 EV, but we started to recognize very quickly,
14 this is outside of transportation. You get
15 into utility and smart metering, smart homes,
16 and all of that kind of stuff that are also
17 integrated into our lifestyles now that feed
18 it.

19 But what we see ourselves as different
20 from the rest of the country that are all
21 stepping up and trying to become a Smart City,
22 is cracking the code of could we develop a
23 regional open-data exchange. So we no longer
24 silo public services and data collection and
25 hold that within that department and/or city,

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1 and we create the opportunity, in a perfect
2 world, that it's all available for our ability
3 to integrate it, add analytics to that, and
4 solve the challenges.

5 I will give you an example in Columbus,
6 Ohio of how that plays out. This is a very
7 micro -- this is not the \$40 million solution.
8 They have an infant mortality rate in three
9 communities that's four times the national
10 average. That's their challenge. And they
11 were asked to look at a different way to solve
12 it. In an traditional way, that's looking at
13 transit and saying that the services are not
14 robust enough to provide that -- the mothers to
15 doctors and things that they're not getting to.
16 These are single mothers. And there would be
17 an attempt to look at how to make that transit
18 service work better.

19 In a Smart Cities environment, it says,
20 can we aggregate public and private information
21 and solve it in a more comprehensive way? So
22 they were able to look at the transit. They
23 were able to talk to Uber and Lyft and others
24 and find out that they won't enter that
25 community for both risk and payment structure.

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1 Credit card based, not a lot of credit card
2 ownership.

3 And then third, they tapped private
4 clinics and hospitals to find out that there's
5 a daily 30 percent cancellation rate in those
6 hospitals. So the mothers aren't getting
7 there. So now you have this aggregated look at
8 how to do it and a better way to solve it. So
9 now hospitals are trying to align doctors
10 appointments better with a transit service that
11 already exists. They're developing a more
12 universal type payment structure and public
13 incentive to Uber and Lyft to go operate in
14 those neighborhoods. And then the hospitals
15 are actually contemplating a private investment
16 in a shuttle because the net profit gain of
17 reducing the cancellation rate is worth it to
18 them.

19 So in a Smart City you solve the community
20 and public issue, you allow the private sector
21 to generate revenue in doing it, and together
22 you collaboratively solved or improved the
23 issue. Neither privatizing the other, just
24 both working together for the benefit.

25 That's what we think we have the
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1 opportunity to create if we can lift this big
2 idea of cracking the code of a regional
3 database exchange.

4 Next slide, please.

5 We are still going to put out some more
6 cool toys, however. What's happened in this
7 initiative already is the perception of us
8 being on the front end of a Smart City and
9 Smart Region effort is vendors from across the
10 country and, frankly, outside the U.S. are
11 calling on our community to want to test their
12 products and -- and deploy in our community,
13 and then be able to hopefully garner deployment
14 throughout our region, and we see that as an
15 asset.

16 So some of the areas that we're seeing are
17 companies with smart pedestrian sensors. So
18 the idea of detecting a pedestrian,
19 communicating that to a vehicle, and maybe in
20 some cases even triggering a signal all at the
21 same time.

22 We're looking at flood sensors for storm
23 drains. Obviously, downtown Jacksonville and
24 some other areas are of interest; Clay County,
25 St. Augustine. The ability to just capture

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1 more and more realtime information and be able
2 to address -- and then more importantly, could
3 we integrate that sensor into a parallel
4 roadway so that as the water is known to be
5 elevating and more traffic will shift and
6 signals automatically adjust to account for the
7 additional traffic movement. So applying more
8 of a "smart" concept.

9 Gate notifications at the ports. Random
10 gate closures happen often, and then the trucks
11 are parked all up and down the sides of the
12 streets. Could we communicate that to truckers
13 in Kingsland and he stays at the Burger King
14 for an hour instead of becoming part of the
15 problem in our community.

16 We have a specific vendor that has been
17 pursuing our community to roll out a pilot
18 project on what's called a Greenwave System.
19 So this is the idea that it will communicate to
20 you two things. The optimum speed to be
21 driving to hit every intersection at the right
22 time instead of the speed-and-stop mentality
23 that usually happens. And then more
24 importantly, even though no one in the room
25 will admit it, as you were all playing with

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1 your phone at the intersection, it will do a
2 countdown to green so that you will put it away
3 prior to the light turning green so we can get
4 back to efficient movement in the intersection.
5 They want to deploy, collect the data, see
6 where there's challenges, and that kind of
7 thing.

8 You should be familiar with the JTA's test
9 track for automated vehicles. Vendors are
10 rolling their vehicles in, I think, every six
11 months or so, and they're testing different
12 types of equipment.

13 We see smart lighting applications, not
14 just LED lighting. We see the idea of true
15 smart lighting with modules that are not only
16 environmental sensors but they're (inaudible)
17 sensors. And they create variability in
18 lighting, so there shouldn't be a nighttime
19 condition where we know that pedestrian
20 fatalities are happening with mid-block
21 crossing. Could we integrate that light to a
22 downstream signal so that as the pedestrian is
23 detected, the light actually elevates brighter
24 than normal, but also the downstream signal
25 goes red and maybe reduces a car conflict in

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1 that moment, and can we create that type of
2 opportunity.

3 And then sort of a real futuristic or
4 even -- looking at ideas of solar road and
5 solar path concepts that can contribute.

6 So some of this is aspirational, some of
7 this is real, and investment is dedicated, but
8 we kind of have the gamut of the picture.

9 Next slide, please.

10 So the next piece to that road map -- and
11 I think what's -- what makes this unique and a
12 paradigm shift of how the public sector works
13 and how the community would operate is how do
14 we sustain kind of the idea behind this. And
15 the vision behind U.S. DOT is, again, you're
16 creating a proposition that engages the private
17 sector, but more than ever.

18 And so with that notion, the idea came to
19 mind that we should spend a lot of time with
20 the Chamber and run through all the committees
21 and boards and -- and they were very gracious
22 to allow that to happen over the last year, and
23 see if this whole message that I'm sharing with
24 you today would resonate. And, in fact, it
25 did.

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1 We discovered a tech community in
2 Jacksonville and Northeast Florida that we
3 didn't know existed, because most of the time
4 there were two guys working out of the garage
5 in Atlantic Beach and they're meeting up over
6 beer and pizza in warehouses, they're not
7 meeting in the River Club and other places, and
8 they're changing the world. They're developing
9 apps and businesses, venture capital and
10 investment, and they're entrepreneurs in our
11 community.

12 And so that message resonated, and it's
13 now resonated at the Chamber level to -- next
14 slide, please -- JAXUSA and -- and the effort
15 has identified one of their four pillars for
16 their next five-year strategic plan for the
17 seven-county region is to be -- amplifies
18 leadership as a preeminent Smart Region.
19 They've defined themselves as this being the
20 differentiator in the country.

21 The other three pillars are very
22 consistent with any other economic arm that are
23 dealing with workforce and education, branding
24 and industry cluster. So this is a very
25 atypical pillar. And, for me, what that did is

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1 sort of further validate the idea that this is
2 resonating in that model of a private sector
3 interest into it. So I feel like it's really
4 created an opportunity to move forward.

5 Next slide.

6 So to that end, this integrated data
7 exchange is the code. This is what we want to
8 do and this is what's resonating with the
9 community. So --

10 Next slide, please.

11 This is what it is. This is the ocean
12 we're attempting to boil, but not today. This
13 is the notion that with all types of sectors,
14 whether it's transportation, waste management,
15 environment, smart buildings, health and human
16 services, you name it, could we integrate all
17 this data into a single open source and create
18 the data model that allows access to that
19 information and the analytics to happen.

20 I will tell you that we are developing a
21 concept in the TPO space, engaging that private
22 sector who are investing private dollars
23 because of the business proposition. So we're
24 developing a transportation-only, right now,
25 platform that will provide realtime data

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1 have Vendor A do something on Road A and
2 Vendor B do something on Road B, and we have no
3 ability to see whether that Greenwave System
4 even works with the next guy who has an app and
5 it does something else, and could we create
6 some market opportunity.

7 So we had a few ideas from a regional
8 context. We have a very aggressive parking
9 management system that's happening in
10 St. Augustine right now, realtime analytics and
11 policy testing and realtime space availability
12 that the (inaudible) is about to roll out, so
13 we've kind of developed that.

14 We're doing a really cool project in Clay
15 County that's looking at -- for transportation
16 folks, it's looking at machine learning and
17 visual analytics for roadway asphalt
18 conditions. So repaving and maintenance
19 systems are done automated now through data
20 collection, and we're doing it with a company
21 that's actually got a machine learning software
22 and an app phone that just bounces to a
23 rearview mirror and will run the roadways and
24 do an assessment now and rank those roads from
25 a maintenance standpoint.

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1 collection that will be able to (inaudible),
2 whether we're meeting federal performance
3 measures. That's a product for me, but the
4 reality is now, once we've done that, these
5 software developers and startups that are doing
6 this on our behalf now have a value proposition
7 to other cities in the country, and what we get
8 is to approve a concept at this data exchange
9 that now can grow outward.

10 And what's already happened in
11 conversation is we've seen interest in law
12 enforcement included in there, we've seen
13 interest in utility included in there, and
14 we're continuing to engage now in other
15 sectors. So this is a real heavy lift, but
16 this becomes a public utility and a paradigm
17 shift on how we function as a community, but it
18 puts us right in line with the evolution of
19 what's happening in the country.

20 Next slide.

21 And the last piece for us right now and
22 where we really tie into you folks is, we see
23 an opportunity for some signature projects
24 within the region, as we've had these vendors
25 call. What made sense to us was, let's not

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1 And when you look at a value to a county,
2 who may or may not even assess their roads even
3 every five years, you start to create a very
4 low-cost opportunity to have data-driven
5 maintenance instead of, frankly, equity or
6 politics to drive that. It becomes a real need
7 as opposed to -- to that.

8 But probably the most signature project
9 that really started to develop, the backdrop to
10 that was JTA aggressively kind of working on
11 the AV. We're starting to see the economic
12 development opportunities that were popping up
13 with -- along the corridor. You had the
14 backdrop of the Hart Bridge project. You have
15 an investor in Shad Khan, who wants to do some
16 amazing things. And you had a Chamber now who
17 was supporting what we were doing.

18 Next slide.

19 So the notion was the Bay Jax Innovation
20 Corridor, which some of you know and probably
21 heard about. The idea of, could we create the
22 idea of an innovation corridor now that allows
23 all of these vendors one corridor, to be able
24 to deploy these systems, integrate them. We
25 see how they operate and decide whether we

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1 deploy them throughout the region.
2 And I'll be honest with you, that was the
3 first thought, was merely, could we integrate
4 ped sensors, smart lighting, solar roads, flood
5 sensors, and all of that kind of stuff, but
6 what's happened over time already is that --
7 what I see is three kind of levels to this
8 corridor.

9 It started for us as this infrastructure
10 piece. It has now become this massive
11 marketing tool, whether you're the Chamber or
12 the City, frankly, that is drawing in the
13 interest of the demographic that every city in
14 America is trying to capture, the millennial
15 innovation sector. And so it's coming from
16 everywhere.

17 And so you've got this marketing
18 opportunity now that brands this region and
19 this community from an innovation aspect that
20 says this is the kind of community that we are
21 and want to be. And then on top of that,
22 because we have started to discover that tech
23 community and we have now been to the
24 warehouses over beer and pizza or we've been
25 presenting at MOSH on the rooftop to 102

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1 software developers in our community -- these
2 folks do these meet-ups all the time, gather,
3 invest in each other, partner and share, and
4 are looking for that kind of culture.

5 So now the third piece of what Bay Jax has
6 become, in my mind, is the place; the place
7 that the Bay can become for that culture to
8 meet and come together, and we develop
9 investment opportunity.

10 And what's happened on the peripheral of
11 this now is massive venture capital investment
12 from outside of our community in this space.
13 And that's what we spend most of our time on
14 now is meeting with these folks who have a lot
15 of money, looking for those startups to invest
16 in that are doing good things early.

17 And so it has happened not at all like we
18 planned because we're not smart enough to plan
19 it that way. It has happened in a way that has
20 aligned with tremendous economic growth that's
21 going to happen now up and down the corridor,
22 and everything looks like it's nicely fitting
23 together.

24 And so all that being said, there's a
25 second part to the BUILD grant, 12-and-a-half

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1 million going to the innovation part of the
2 corridor, and it's a natural fit for the two to
3 go together. And it will contribute mostly
4 funding -- on that 12-and-a-half, most of that
5 will be going to the AV, but there is a portion
6 of it to go to what we consider the rest of the
7 innovation corridor and some of those things
8 I've talked about.

9 The TPO also has a million dollars that
10 will become available July 1st to begin to
11 deploy some of that infrastructure as well.

12 So I know it's a lot to talk about, but I
13 also think -- I probably get to see you guys
14 once every few years, so -- so it's a chance to
15 kind of give you an idea of what this looks
16 like.

17 And I don't want to belabor it. I will
18 tell you, though, there is -- we do have, like,
19 a three-minute video if you're so inclined. If
20 not, I'm happy to not show it, but I think it
21 really kind of paints the whole picture and we
22 can kind of close it with that unless you're
23 really tough on time. That's your call,
24 Mr. Chairman.

25 THE CHAIRMAN: This was impressive. Only
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1 27 years, huh? That's impressive.

2 Let's go through and see if we have any
3 questions first.

4 Mr. Barakat, do you have any questions?

5 BOARD MEMBER BARAKAT: I've got a lot, but
6 I won't ask them now. I might ask them to you
7 privately.

8 I do think -- I know our consultant,
9 during our CEO search once, had a list of
10 projects occurring in the downtown, and for
11 some reason accomplishments, which probably
12 (inaudible) put together, which will be
13 helpful, but having this kind of project on the
14 list, I think, will help attract the caliber of
15 person we're trying to -- that caliber of
16 person is going to be attracted to this kind of
17 thinking, these kinds of projects happening
18 downtown. Very timely. The presentation is
19 very timely.

20 THE CHAIRMAN: Mr. Gibbs.

21 BOARD MEMBER GIBBS: Like Mr. Barakat, a
22 ton of questions I have. I won't belabor them
23 at this point, but it's a fascinating
24 presentation. And if you could e-mail that
25 video --

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1 MR. SHEFFIELD: Yeah.
 2 BOARD MEMBER GIBBS: -- to the board
 3 members, if we don't see it today.
 4 MR. SHEFFIELD: I would love for you to
 5 see it. We've got the audio playing. I don't
 6 know if it will work. I think it kind of
 7 frames the entire thing for you. And it's a
 8 nice take-away if -- if you have a few minutes.
 9 THE CHAIRMAN: Yes. I think we can take
 10 that through --
 11 MR. SHEFFIELD: Okay. We can do the
 12 questions and then I'll --
 13 THE CHAIRMAN: Mr. Moody.
 14 BOARD MEMBER MOODY: No questions. Very
 15 exciting. The best is yet to come.
 16 MR. SHEFFIELD: Thank you.
 17 BOARD MEMBER GILLAM: No questions.
 18 BOARD MEMBER WORSHAM: Who owns the
 19 corridor?
 20 MR. SHEFFIELD: Who owns the --
 21 BOARD MEMBER WORSHAM: Who owns the data
 22 and the -- who's in charge --
 23 MR. SHEFFIELD: The corridor the City of
 24 Jacksonville owns and always will.
 25 BOARD MEMBER WORSHAM: So, I mean, is this
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1 in data management, IT support, and software
 2 development, and does it in silos by
 3 department. So you're spending way more than
 4 you should, all of us, in that aspect.
 5 In an open-data exchange there's the
 6 opportunities on the front end from a capital
 7 standpoint that we're all cost sharing now into
 8 this regional clearinghouse for data
 9 management.
 10 And then the second component to that
 11 becomes the value add now of aggregated
 12 nonintuitive data in some cases together and
 13 the analytics that come from it, which is the
 14 value proposition to the private sector.
 15 So if you have public sector contribution
 16 and you create a value proposition in the
 17 private sector, you start to see both. And
 18 that's where the U.S. DOT sees this region
 19 different from the rest of the country at the
 20 moment, is the approach. And what they see is
 21 what they really want, is a pendulum swing to
 22 where recurring revenue is done from a private
 23 investment standpoint instead of public. And
 24 if we do it right, that's what happens. And
 25 then it -- technically, there's not a real
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1 a --
 2 MR. SHEFFIELD: No, I would suggest to
 3 you -- no, I would suggest to you -- and that's
 4 one of the paradigm shifts that has to happen
 5 in this environment. No one owns the data, if
 6 you're successful in developing the open-data
 7 exchange. I mean, at the end of the day --
 8 BOARD MEMBER WORSHAM: I guess "managed"
 9 would be a better --
 10 MR. SHEFFIELD: Managed --
 11 BOARD MEMBER WORSHAM: Managed becomes --
 12 (Simultaneous speaking.)
 13 MR. SHEFFIELD: -- (inaudible), correct.
 14 And that becomes part of the whole
 15 evolution of how this exchange and this heavy
 16 lift comes about.
 17 I would suggest to you, only currently in
 18 the moment the proof of concept lies within the
 19 TPO because it's a project we're doing, but we
 20 will have to have legitimate conversations
 21 long-term.
 22 If the business model works and you create
 23 an open-data exchange, that -- in a perfect
 24 world what we see is public sector -- I'm one
 25 of them. Public sector spends a lot of money
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1 owner, but yes, there's cost components
 2 assessed for the management of it.
 3 BOARD MEMBER WORSHAM: Interesting.
 4 MR. SHEFFIELD: So yeah. It took me a
 5 while to kind of buy into that, but that's how
 6 the world is operating. And it's just -- we
 7 have to kind of get used to it. I'm having a
 8 tough time with that, but I accept that it's
 9 real.
 10 BOARD MEMBER WORSHAM: Thanks.
 11 THE CHAIRMAN: Mr. Grey.
 12 BOARD MEMBER GREY: No questions.
 13 THE CHAIRMAN: Mr. Froats.
 14 BOARD MEMBER FROATS: What are the cyber
 15 security risks involved in that?
 16 MR. SHEFFIELD: Lots, I mean, to think
 17 about. And that's why, again, we're careful
 18 not to boil the ocean we just talked about.
 19 Every bit of this is to be deliberate and
 20 understand all of those dynamics.
 21 I would suggest to you that some of that
 22 uniqueness of this venture capital is the fact
 23 that we're able to tap resources outside the
 24 U.S. that are far more progressive in this
 25 space.
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1 We have an individual that happens to live
2 in Atlantic Beach with hundreds of millions of
3 dollars in investment in Northern Poland in
4 cyber security data management systems and is
5 willing to offer up their expertise to help us
6 think through that. So it will evolve.

7 We really want to treat this as sort of
8 organic, like I said, so that we are making
9 sure all that kind of stuff is being dealt
10 with. I would suggest to you that in the
11 interim -- we are currently doing this under an
12 AWS, Amazon Web Service cloud partnership.
13 They've contributed all of that to us, but
14 going forward we have to think different in how
15 we do it.

16 THE CHAIRMAN: Okay. Council member, any
17 questions?

18 COUNCIL MEMBER BOYER: No.

19 THE CHAIRMAN: Okay. Let's see --

20 MR. SHEFFIELD: I'm going to set it up
21 real quick. The audio is ready too. I
22 appreciate your patience on this because I --

23 we're kind of proud of it, so that's why I --

24 THE CHAIRMAN: Okay.

25 (Video presentation.)

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1 picture going forward. And I think that's part
2 of what will happen through the BUILD grant.

3 If the JTA is successful, they would be
4 deploying close to 15 vehicles and be the
5 largest deployment in the country at the time
6 for what they're doing. And I think it creates
7 a unique opportunity, along with the other
8 stuff that's happening.

9 So we're just happy to kind of be up here
10 pushing the -- an initiative, and then being
11 able to create some funding ourselves and
12 contribute to what's happening within the city,
13 so ...

14 THE CHAIRMAN: That's great.

15 MR. SHEFFIELD: Thank you.

16 THE CHAIRMAN: Any comments or questions?

17 BOARD MEMBERS: (No response.)

18 THE CHAIRMAN: It is impressive. And if
19 anybody -- we can't go as a group, but if
20 anybody wants to go over and see the facility
21 and meet with him, you're welcome to. I
22 encourage it. It would be great to see.

23 That's impressive. As a matter of fact, I
24 would reverse it, like Mr. Moody said. Show
25 that video first, and why and what and how.

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1 THE CHAIRMAN: You ought to be proud of
2 that. That was well done.

3 MR. SHEFFIELD: That was another one that
4 we didn't pay for. The interest -- we had --
5 one of our consultants at the national level
6 invested their own dollars because they want to
7 be a part of it.

8 I would tell you that, to -- to Brian's
9 comments about the parking garages and to the
10 other challenges of the game, I would suggest
11 to you that part of the thought process going
12 forward anyway is the fact that, if all the
13 development is happening up and down the
14 corridor like we hope it does, that it isn't
15 all about congregating just there, and so the
16 mobility opportunities to just park along the
17 corridor and have mobility choices to and from
18 the events creates -- mitigates some of the
19 challenges that may even come from losing
20 Lot Z.

21 So I think there's ways to think about it
22 different, not just physically moving the car,
23 now we move people up and down the corridor
24 because there's unique opportunities that exist
25 throughout, and I think that's kind of the

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1 That's good.

2 MR. SHEFFIELD: Thank you.

3 THE CHAIRMAN: Thank you. Appreciate you
4 being here.

5 MR. SHEFFIELD: Sure.

6 THE CHAIRMAN: That was worth being here
7 today. That was the only reason I'm here now.

8 That was good. I, too, am leaving town, and I
9 apologize. Mr. Padgett had to leave, and I've
10 got to leave. I know we have a couple of
11 reports to go, but I'm going to ask Mr. Gibbs
12 if he will take over the meeting. And I've got
13 to be out of town, so thank you very much.

14 (Vice Chairman Gibbs assumes the Chair.)

15 (Mr. Bailey exits the proceedings.)

16 THE CHAIRMAN: Safe travels.

17 Did we do the chief executive's report?

18 MR. HUGHES: Mr. Chairman, I was going to
19 go through the accomplishments list. That was
20 sort of the other half. It's here for the
21 members. It was just there to kind of -- pat
22 yourselves on the back. You had a pretty
23 successful and aggressive 2018. The list is
24 there, and that concludes my report.

25 THE CHAIRMAN: Thank you.

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1 I'll pass -- questions?

2 BOARD MEMBER GILLAM: I had one question.

3 THE CHAIRMAN: Sure.

4 BOARD MEMBER GILLAM: Through the Chair,

5 and I don't want to belabor it. I appreciate

6 the expediency of that report. On the first

7 page, the things that were accomplished last

8 year as far as what we approved, can you go

9 through -- or maybe you could address it next

10 meeting if you'd like -- which of those has

11 gone through City Council and actually moving

12 forward? I know some of those are still

13 midstream.

14 MR. HUGHES: Perhaps to be more productive

15 too, let you all keep this copy and maybe add a

16 column that gives us the basic status --

17 BOARD MEMBER GILLAM: Thank you.

18 MR. HUGHES: -- which part of the process

19 this is in.

20 MR. DALY: I could also answer that

21 question right here. There's only two that are

22 midstream.

23 BOARD MEMBER GILLAM: Only two?

24 MR. DALY: Yeah. The Berkman II has not

25 been -- legislation has not been submitted yet,

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1 and the Ambassador Hotel has been through

2 committees this week and should be at council

3 next Tuesday. All the others are either at DIA

4 level approval or have been through council.

5 BOARD MEMBER GILLAM: That was easy.

6 Thank you.

7 THE CHAIRMAN: Thank you.

8 Anything else, Brian?

9 MR. HUGHES: No.

10 THE CHAIRMAN: Thank you.

11 Mr. Klement, DDRB briefing.

12 MR. KLEMENT: Yes. Briefly, Mr. Chairman.

13 Working with VyStar in the February DDRB

14 meeting to move forward, hopefully, with their

15 building identification signs is our subject

16 matter at this point in time.

17 THE CHAIRMAN: Anything else?

18 MR. KLEMENT: No, sir. We've got a couple

19 of helicopters and that vocabulary hovering

20 around looking to make applications, but we

21 have not received them as of yet, so we're kind

22 of on stand by.

23 THE CHAIRMAN: Okay. Thank you.

24 Any questions of Mr. Klement?

25 BOARD MEMBERS: (No response.)

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1 THE CHAIRMAN: None? Old business? Any

2 new business?

3 BOARD MEMBERS: (No response.)

4 STAFF MEMBERS: (No response.)

5 THE CHAIRMAN: Any public comments? I

6 don't have any cards.

7 AUDIENCE MEMBERS: (No response.)

8 THE CHAIRMAN: Seeing none, we will take a

9 motion to adjourn.

10 BOARD MEMBER MOODY: So moved.

11 BOARD MEMBER GREY: Second.

12 THE CHAIRMAN: Thank you.

13 (The above proceedings were adjourned at

14 4:14 p.m.)

- - -

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1 CERTIFICATE OF REPORTER

2

3 STATE OF FLORIDA)

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5 COUNTY OF DUVAL)

6

7 I, Diane M. Tropa, Florida Professional

8 Reporter, certify that I was authorized to and did

9 stenographically report the foregoing proceedings and

10 that the transcript is a true and complete record of my

11 stenographic notes.

12

13

14

15 DATED this 24th day of January 2019.

16

17

18

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21 Florida Professional Reporter

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