

Office of Economic Development



Downtown Investment Authority Board  
Special Meeting

City Hall at St. James, 117 West Duval Street  
1<sup>st</sup> Floor, Committee Room B

*Monday, November 5, 2012 - 2:00 p.m.*

<b>Members: Donald Harris, Chairman</b>		<b>Staff Distribution:</b>	
Oliver Barakat, Vice Chair		Jason Gabriel, Office of General Counsel	
James “Jim” Bailey, Jr., Secretary		Paul Crawford, OED Acting ED	
Antonio “Tony” Allegretti, Board Member		Jack Shad, Public Parking Officer	
Donald “Don” Shea, Board Member		David DeCamp, Public Information Office	
Kamaria “Kay” Harper, Board Member		Michelle Stephens, Recording Secretary	
Melody S. Bishop, Board Member			
Paul Perez, Board Member			
Robert Clements, Board Member			
<b>I. CALL TO ORDER – Chairman Harris</b>			
Pledge of Allegiance			
<b>II. ACTION ITEMS - Chairman Harris</b>			
CEO Job Criteria and Selection Process for Introduction to City Council			
<b>III. INFORMATION/DISCUSSION ITEMS – Chairman Harris</b>			
Jarik Conrad, COJ Director of Employee Services			
<b>IV. NEW BUSINESS – Chairman Harris</b>			
<b>V. PUBLIC COMMENTS – Chairman Harris</b>			
<b>VI. ADJOURNMENT – Chairman Harris</b>			
Next Scheduled Meeting: Wed., November 14, 2012 at 2:00 pm - Ed Ball Bldg., 8 <sup>th</sup> Floor - HN851			



City Hall at St. James, 117 West Duval Street  
First Floor, Committee Room B

*Special Meeting*  
*Monday, November 5, 2012 – 2:00 p.m.*

**MEETING MINUTES**

**Board Members Present:** Chairman D. Harris, D. Shea, J. Bailey, K. Harper, M. Bishop, O. Barakat, and P. Perez

**Board Members Excused:** R. Clements and T. Allegretti

**Attendees:** Jason Gabriel, Office of General Counsel; Paul Crawford, OED Acting ED; Eric Lindstrom; and Michelle Stephens, Recording Secretary

**Council Members Present:** Lori Boyer, District 5; Belinda Peeples for Clay Yarborough District 1

**I. CALL TO ORDER**

Chairman Harris called the meeting to order at approximately 2:10 p.m.

Chairman Harris introduced Mr. Jarik Conrad, COJ Director of Employee Services. Mr. Conrad was asked to attend the meeting following discussion of the board at its October 30, 2012 CEO Search Committee Meeting where it was suggested that the city may already have a contract with a firm to conduct the CEO search.

Mr. Conrad advised that the city rarely uses an executive search firm for positions within the city adding that it does not appear that the city has a current relationship/contract in place already, but that he is checking with the city's Procurement Department to be sure. He advised that a new contract would require going through the procurement process adding that the procurement process can take a couple of months.

He commented that he is exploring the option of piggy backing on contracts that other independent authorities are using such as JEA, JTA, school board, etc. He thinks there may be a provision that will allow the city to piggy back.

The following were relative comments from the board:

- Inquired about the procurement process.

Mr. Conrad suggested that Greg Pease, Chief of Procurement could better review the procurement process with the board. He then briefly reviewed the RFP process.

- Asked how long it would be for Mr. Conrad to confirm the piggy back option.

Mr. Conrad replied that he could find out today, or in the next few days, adding that Greg Pease has been contacted and he is also exploring what kind of relations are currently in place that the city may be able to piggy back on.

- Would like to avoid a three month process to be able to begin the search adding that end of December would be ideal to start the search.
- Commented that the school board, JTA, and JEA have all hired within the last six months asking what process they used if they did not use search firms or outside consultants to assist them.
- Asked if hypothetically the school board has a contract with a firm and JTA has a contract with a different firm what the DIA's process would be to select one firm from the two options.

Mr. Conrad replied that he is not sure, but that they probably went through a similar RFP process and selected a firm through the proper channels. Board member Shea advised that the school board and JTA did use outside firms. Between Mr. Conrad and Mr. Gabriel they will explore the piggy back option and report back to the board at its regularly scheduled November 14, 2012 DIA meeting, if not sooner.

## **II. ACTION ITEMS**

### CEO JOB CRITERIA AND SELECTION PROCESS FOR INTRODUCTION TO CITY COUNCIL

Board member Shea advised that the goal of today's meeting was to arrive at a set of criteria for submittal to City Council which will guide the search for an executive director.

The board reviewed the draft DIA President and CEO position criteria that was distributed to the board on Friday, November 2, 2012.

The following were relative comments from the board that will be integrated into the draft document the board worked with, and as included below. The board's suggested revisions are noted in red, bold and underline.

- Add reference to "riverfront" to the fourth bullet under urban visioning.
- Referencing bullet four under urban visioning the word "downtown" asked if it was the intent of the board to mean knowledge of Jacksonville's downtown, or an ideal downtown. The board concurred with ideal downtown not specific to Jacksonville.
- Referencing the first paragraph, last sentence, "The CEO will establish the strategic direction of the DIA" questioned if the intent was to give the CEO full control of the strategy, but rather would do so with input from the DIA board. Suggested adding "with approval of the Board, the CEO will establish the strategic direction of the DIA."
- Referencing the first paragraph last sentence, "the CEO will establish." Suggested adding "With the approval of the Board, the CEO will "guide" versus establish. Another

suggestion was to use “execute” versus establish. The revision reads, “In concert with the board, the CEO will execute the strategic direction...”

- Commented that it is the Board’s job to provide the policy and the Executive Director to execute.
- Referencing the first paragraph last sentence, commented that the only word that needs to change in the sentence is “execute” versus establish. “The CEO will execute the strategic direction of the DIA.”
- Regarding skills, suggested adding strong negotiation skills, or strong negotiator. Under downtown development, third bullet, revise to read “Demonstrate strong negotiation skills” versus experience.
- Add a line to Urban Visioning section...to address riverfront development. This could be word-smithed to make a more general statement. “To develop an overall urban framework for the development of the central riverfront which would capitalize on the major public investment.” “Have the skill set to develop and recommend mixed usage for the Riverfront that guarantees city investment will create sustainable development on the most valued by our community.”
- Suggested inserting a bullet after the fourth bullet - Riverfront development.
- Commented that most of what is listed in the bullets are skill sets asking if overall key competencies, or qualities that we want the individual to have that speaks to their style or character such as, goal driven; visionary; positive can do approach; creative out of the box thinker. While implied in some of the bullets, thinks that if we really look for a type of person that embodies these characteristics we ought to state it and be obvious about it.
- Suggested verbiage could be added as a second paragraph after the first or as a preamble below necessary skills.
- Referenced that “visionary,” “creative” drive, and “think outside the box” were mentioned in first two bullets under necessary skills. Suggested the bullets could be enhanced and emphasized.
- Suggested adding a sentence under necessary skills and expertise, “The ideal candidate shall possess a number of personal and professional attributes” (list the bullets), and then proceed to Urban Visioning.

The role of the President & CEO (the CEO) for the Jacksonville Downtown Investment Authority (DIA) is to lead, facilitate, inspire, plan and manage the programs and activities of the organization. The CEO reports to the Board of Directors of the DIA, providing the necessary financial and administrative reporting information and support to enable the Board to make responsible and prudent policy decisions. The CEO is responsible for the day-to-day management of the staff and budget of the DIA. The CEO will execute ~~establish~~ the strategic direction of the DIA, and develop and maintain excellent relationships with all downtown and community stakeholders, including elected officials, property owners and developers, business operators, residents, government agencies, and community leaders.

## NECESSARY SKILLS AND EXPERTISE

**The ideal candidate shall possess the following personal and professional attributes:**

- **goal driven**
- **visionary**
- **positive can do approach**
- **creative out of the box thinker**

### Urban Visioning

- Demonstrated experience as a visionary with the ability to see beyond the present.
- Demonstrated creative drive to identify new solutions and think outside the box.
- Ability to develop and implement Downtown visioning plans.
- Knowledge of Downtown and community central core development issues to include: community building, neighborhood engagement, transportation oriented development, housing development, **riverfront development, mix use**, and open space/public realm integration.
- **Riverfront Development**
- Knowledge of the principles and practices of urban planning to include: design guidelines, zoning, historic preservation and housing.
- Knowledge of the principles required to create urban “life, activity, and sustainable vitality.”
- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state governments.
- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.
- Sense of architectural design and aesthetics, and urban place making.
- Ability to quickly grasp the history of downtown Jacksonville, and to be able to articulate a vision for Downtown as a center of employment commerce, culture, residence, entertainment, and historic preservation.

### Downtown Development

- Strong economic development credentials with both private sector and government real estate and finance.
- Experience working in collaboration with local and regional economic development organizations.
- **Demonstrate strong negotiation skills** Experience in packaging deals with prospective investors, developers and business owners.

- Familiarity with local, state and federal funding resources (tax incentives, etc.) available for deal making.
- Knowledge of, and experience in, leading successful Downtown development initiatives.
- Expertise in crafting public/private partnerships.
- Strong understanding of urban design principles as they relate to central business district characteristics.
- Ability to manage projects in a manner consistent with their stated objective(s).
- Ability to prepare and make comprehensive presentations.
- Ability to research and answer complex questions.
- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation

### **Government Relations**

- -Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- -Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local government and state government.
- -Ability to establish and maintain effective working relationships with civic leaders, other City officials and the general public

### **Education & Experience**

A minimum of 8-10 years of progressively responsible experience in downtown redevelopment or similar capacity, of which at least four years of which should be in a supervisory or consulting roles, or an equivalent combination of training and experience.

Possession of a bachelor's degree in a related field such as city planning, real estate, the social sciences, finance, architecture, urban design, public administration, etc. Strong preference for a master's degree in a related discipline.

Board member Shea recommended a motion to adopt the modified criteria from today's meeting and to further instruct him to work with Mr. Gabriel to solidify the modified criteria for introduction to City Council as an attachment to the resolution prepared by Mr. Gabriel.

**A MOTION WAS MADE BY BOARD MEMBER PEREZ AND SECONDED BY BOARD MEMBER BISHOP TO ADOPT THE MODIFIED CRITERIA FROM TODAY'S MEETING AND TO FURTHER INSTRUCT BOARD MEMBER SHEA TO WORK WITH MR. GABRIEL TO SOLIDIFY THE MODIFIED CRITERIA FOR INTRODUCTION TO CITY COUNCIL AS AN ATTACHMENT TO THE RESOLUTION (COPY ATTACHED). THE MOTION PASSED UNANIMOUSLY 7/0/0.**

Mr. Gabriel explained that if the resolution is submitted by Wednesday, November 7, 2012 it will be introduced to Council on Tuesday, November 13, 2012 and then will go through the council committee process noting that the board will be advised of all of the council and committee meeting dates/times. The goal would be that without any deferrals or delays the legislation would be approved by the full City Council at their Tuesday, December 11, 2012 meeting (last meeting for calendar year 2012) otherwise would be in January 2013 after the holidays. Mr. Gabriel commented that it would be advisable for at least one if not more board members that can attend the council and/or committee meetings to answer any questions, etc. that the council may have relative to the legislation/DIA CEO criteria.

**A MOTION WAS MADE BY BOARD MEMBER SHEA AND SECONDED BY BOARD MEMBER PEREZ TO SUBMIT THE RESOLUTION WITH CRITERIA FOR THE DIA CEO POSITION ADOPTED AT TODAY'S MEETING FOR INTRODUCTION TO CITY COUNCIL AT ITS TUESDAY, NOVEMBER 13, 2012 MEETING. THE MOTION PASSED UNANIMOUSLY 7/0/0.**

### III. ADJOURNMENT

There being no further business, Chair Harris adjourned the meeting at approximately 2:35 p.m.

The next DIA meeting is scheduled for Wednesday, November 14, 2012 at 2:00 p.m.

Witness

Downtown Investment Authority

\_\_\_\_\_  
Print Name: \_\_\_\_\_

\_\_\_\_\_  
Donald Harris, Chairman

Vote: In Favor: \_\_\_\_\_ Opposed: \_\_\_\_\_ Abstained: \_\_\_\_\_