



**Task Force on Consolidated Government**  
**Council Member Lori Boyer, Chair**

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**Governance & Mission Committee**

February 27, 2014

**MEETING SCHEDULE**

**Welcome & Call to Order**

*Peter Rummell, Chair*

**Discussion:** Review Chair Boyer's Overriding Concerns & the  
Committee's Suggested Recommendations

- 1. Continuity/loss of institutional knowledge AND Transfer of power to those with institutional knowledge*
- 2. Absence of integrated mission and strategic plan across ALL city entities*

**Adjourn**

Next meeting:  
**Wednesday, March 6, 2014, 9 a.m.**  
Conference Rm. A, Suite 425, City Hall

## Overriding Concerns

### 1. Continuity/loss of institutional knowledge AND Transfer of power to those with institutional knowledge

What recommendations is the committee considering that will address these two concerns with regards to:

- The Mayor?
  - Increase terms?
- The City Council?
  - Legislative Council/OGC?
  - Council Auditor?
  - Increase terms?
- Administration/City Departments
  - City Manager?
  - Professional Qualifications?

### 2. Absence of integrated mission and strategic plan across ALL city entities

What recommendations is the committee considering that will address this concern with regards to:

- Is the City Council the ultimate representative, legislative body in the City?
- Unified mission amongst the COJ, Constitutional Officers, and Ind. Auth., other authorities (DIA, Children's Commission, etc.)
- Cooperation amongst authorities
  - Shared services?
  - Cooperating on economic development
  - Financial health/bonding capacity
- Ways the IA's can support each other's, & the COJs, goals
  - JEA paying their contribution to the City early one year to provide funding for a COJ need?

## MAYORAL STRATEGIC PLAN

The Commission heard testimony regarding the importance of formalizing a procedure under which a new mayor could lay out a vision for the City and utilize the structure of the consolidated government to help implement that vision. The Commission proposes that a strategic plan be prepared by each new mayor to provide citizens and stakeholders with clear expectations and benchmarks for accountability.

### Findings

1. The City lacks transparent performance management measurement and benchmarking systems necessary to demonstrate efficiency and effectiveness in government.<sup>71</sup>
2. Promoting public trust in City government requires transparent processes that measure performance and communicate progress, such as developing a long-term vision, establishing benchmarks, and improving accountability and oversight.<sup>72</sup>
3. A mayorally-led strategic planning process would ensure unity of governmental effort, promote internal and external governmental accountability, provide policy and programmatic guidance to the budgetary process, and thereby foster public confidence in City government.<sup>73</sup>

### Proposed New Section 6.09

#### Article 6. The Mayor

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#### Section 6.09. Development of a strategic plan

Within six months of assuming office, after election or re-election, the mayor shall develop and establish a four year strategic plan that will attempt to address all aspects of community importance and interest which interface with the consolidated government, including but not limited to the economic future of the city and its government; improvements in equal opportunity and inclusion; growth management; improvements in public safety and law enforcement; the City's role in education; and such other matters as are relevant at that time. The mayor is encouraged to solicit guidance from and obtain consensus with the City Council President, the School Board Chairman or Superintendent of Schools, the Sheriff, Clerk of Courts,

<sup>71</sup> Jacksonville Community Council, Inc., "Our Money, Our City: Financing Jacksonville's Future," Spring, 2009, Conclusion #4, p. 31.

<sup>72</sup> Jacksonville Community Council, Inc., "Our Money, Our City: Financing Jacksonville's Future," Spring, 2009, Part II, 1/21/09 transcript, p. 124, l. 9-13.

<sup>73</sup> 7/16/09 transcript, p. 50, l. 19-20; 12/10/09 transcript, p. 121, l. 17-p.124, l. 19; p. 139, l. 4-12; 1/21/10 transcript, p. 82, l. 14-25; p. 83, l. 5-9, 24-25; p. 92, l. 14-17; p. 96, l. 17-26; p. 98, l. 2-6; p. 112, l. 9-16; p. 113, l. 9-15; 1/28/10 transcript, p. 160, l. 5-10.

Property Appraiser, Tax Collector, and Supervisor of Elections, the managing directors of the JTA, JEA, JPA, JAA, and JHA, local corporate leaders, and such other persons as the mayor deems appropriate.

The purpose of the strategic plan shall be to provide a thoughtful public guide to the direction of the city beyond the immediate fiscal year. It is anticipated that the participation and combined focused energies from the various elected, appointed, and private officials and executives will foster the achievement of common and divergent goals that will serve to improve the city as a whole.

At a minimum, the strategic plan should include a vision statement, mission statement, financial plan and enumerated goals, and provide for annual performance reviews which account for meaningful and measurable outcomes. It should be the result of strategic analysis, provide for strategic direction, and contain an action plan.

