

## **Strategic Planning Commission Charter Language**

### **Sec. XX.101. Establishment.**

There is hereby established a commission of continuous existence to be known as the Jacksonville Strategic Planning Commission which shall exist as an autonomous body within the Executive Branch of the consolidated government but shall not be a part of the organizational structure of any executive department.

### **Sec. XX.102. Intent of Council.**

It is the intent of the Council in establishing the Jacksonville Strategic Planning Commission to create an autonomous body of continuous existence with the ongoing responsibility of establishing a strategic plan for Jacksonville that encompasses more than the responsibilities of local government entities. It is the intent of the Council that the purpose of this Commission is to unify the goals of local government, the business community and other stakeholders in the City of Jacksonville for the purpose of establishing a unified, long-range, strategic plan for the future of Jacksonville. This plan, and its development, shall be evolving and serve as the governing document to which the government of the City, the business community, Jacksonville residents and all stakeholders will turn to when seeking guidance regarding the future growth of Jacksonville.

The Council recognizes the need for broad representation on the Commission and independence from political influence, to the extent that both are possible. To maintain independence, the Commission shall be given the authority to determine its own membership. To maintain broad representation, the Commission's initial membership shall be established by this section and used as a guide for the Commission in determining its membership needs in the future. It is not the intent of the Council to ensure that every stakeholder group be included, but rather that the Commission's membership include strong leaders from within the community who will speak not only for the interests of their organization, but for the best interest of Jacksonville. Any actions not consistent with the best interests of the Jacksonville as a community are not consistent with the intent of the Council.

The Council recognizes that in order for the City to experience an on-going effort that will successfully and effectively create a unified strategic plan, and brand for the City, it will be necessary to provide a dedicated source of funding on a year-to-year basis. The Council further recognizes the need for support from, and independence from, local government. Therefore, it is the intent of the Council to provide funding on a year-to-year basis in an amount sufficient for the functioning of the Commission. These funds shall not be used as, or perceived to be used as a means for asserting influence by the Council over the Commission or its processes. The Council shall initially fund the Commission in the amount of \$250,000. Thereafter, this amounts shall increase annually by the average percentage amount of the increase for the particular budget year of all active operating departments within the Executive Branch (excluding the Office of the Sheriff, the Tax Collector, the Property Appraiser, the Supervisor of Elections and the Clerk of Court), not to exceed the equivalent of ½ mill of ad valorem taxes as adjusted by the budgeted collection rate (net of the distributions to the Tax Increment Districts).

The Council encourages the Commission to seek independent funding, through grants or otherwise, whenever possible. As such, it is the intent of the Council to allow the Commission to apply for state, federal, and private funds related to their work on behalf of the city through appropriate grant applications. The Council further intends that all city funds, including grants, expended for the purposes of the Commission, regardless of source, shall be distributed and administered by the Commission after appropriation of such funds have been made by the Council.

The Council hereby expresses its support of and commitment to this proposal, and acknowledges the need and the critical necessity to adequately fund the Jacksonville Strategic Planning Commission that is so vital to the future of our community.

**Sec. XX.103. Initial Membership; Continued Membership; Voting**

For the establishment and creation of the first and initial strategic plan, the Commission shall be composed of twenty-nine members. The members shall be those individuals who hold positions listed within this section. The members shall not be appointed or confirmed, but shall maintain membership so long as they hold the title listed herein. When a member no longer holds the title listed herein they shall no longer be a member of the Commission, and the individual who assumes the position herein shall replace them. Initial members shall be as follows:

- (a) The President of the City Council of Jacksonville;
- (b) The Mayor of the City of Jacksonville;
- (c) The Chair of the Board of Directors of the Jacksonville Chamber of Commerce;
- (d) The Superintendent of Duval County Public Schools;
- (e) The Sheriff of the City of Jacksonville;
- (f) The Chair of the Board of JEA;
- (g) The Chair of the Board of the Jacksonville Port Authority;
- (h) The Chair of the Board of the Jacksonville Airport Authority;
- (i) The Chair of the Board of the Jacksonville Transportation Authority;
- (j) The Chair of the Board of the Jacksonville Housing Authority;
- (k) The Chair of the Board of the Children's Commission;
- (l) One Mayor from either the Town of Baldwin, the City of Jacksonville Beach, the City of Neptune Beach, or the City of Atlantic Beach, selected on a rotating basis;
- (m) The Director of the Florida Department of Health in Duval County;
- (n) The Chair of the Board of the Civic Council;
- (o) An individual selected by the President's of the City's Citizen Planning Advisory Committees;
- (p) The Chair of the Board of the Labor Council;
- (q) The President of the University of North Florida;
- (r) The President of Edward Waters College;
- (s) The President of Jacksonville University;
- (t) The President of Florida State College at Jacksonville;
- (u) The Chair of the Duval Legislative Delegation;
- (v) The Chair of the Board of the Urban League;
- (w) The Executive Director of the Regional Planning Commission;
- (x) The Chief Executive Officer of the Nonprofit Center of Northeast Florida;

- (y) One appointment by the Commander of Navy Region Southeast;
- (z) The Board Chair of the Hispanic Chamber of Commerce;
- (aa) A representative of from each of the three most critical industries selected by the Chair of the Board of Directors of the Jacksonville Chamber of Commerce;

After the creation of the initial strategic plan, it shall be the responsibility of the Commission to maintain and establish its membership in accordance with the provisions of this section. The Commission should be inclusive rather than exclusive, and should seek to have a balanced membership consisting of stakeholder groups involved in and affected by the focus areas outlined within this section.

All members shall be voting members. No member shall vote by proxy or designee. So long as the Commission has established a procedure to do so, members need not be present to vote.

**Sec. XX.104. Powers and duties**

The Commission shall have the following powers and duties:

- (a) To identify and assess the strengths, weaknesses, opportunities, and threats to residents, businesses, and stakeholders within Jacksonville related to the following focus areas, at a minimum:
  - (i) Quality of life;
  - (ii) Neighborhoods;
  - (iii) Minorities;
  - (iv) St. John’s River;
  - (v) Education;
  - (vi) Business, industry and commerce
  - (vii) Health care and a healthy community
  - (viii) Current and future infrastructure
  - (ix) Government
  - (x) Social services
- (b) To create, every ten (10) years, a unified, strategic plan for Jacksonville addressing, at a minimum, the focus areas of this section, for the ten (10) years succeeding the plan, or longer.
- (c) To maintain and update this strategic plan on an ongoing basis to ensure its focus and implementation.
- (d) To publish, to the public, in accordance with this section, the strategic plan when created and amended.
- (e) To collect, maintain, and publish to the public information and statistical data necessary to demonstrate the progress of the strategic plan.
- (f) Identify areas lacking progress and those responsible for progress in the identified areas, and establish and implement actions plans to bring underperforming areas into alignment with the strategic plan.
- (g) To consult and coordinate with other companies, agencies, and institutions, public, private, non-profit, and otherwise, as necessary for the creation, implementation, and maintenance of the strategic plan.

- (h) Provide training and orientation to all new members sufficient to allow them to perform their duties.
- (i) Make and adopt bylaws and rules and regulations for the Commission's guidance, operation, governance, and maintenance, provided such rules and regulations are not inconsistent with Federal or State laws or City ordinances.
- (j) Provide an annual written report, to be presented no later than February 1, to the public. The annual report shall contain, but not be limited to, the following information:
  - (i) Detailed information on the progress of each of the focus areas, and any additional areas created by the Commission, included in the strategic plan.
  - (ii) Action plans for bringing underperforming areas back in line with the strategic plan.

**Sec. XX.105. Convening the Commission**

On the third Tuesday of the first January, 2016, the Mayor and the President of the City Council shall convene all members of this commission, listed herein, for the purpose of creating a strategic plans as described herein.

**Sec. XX.106. Advisory Input**

The Commission, is encouraged to seek the advice and council from elected officials, and former elected officials, experts, business, non-profit, minority, and religious leaders, and residents, who they deem integral to the process.

**Sec. XX.107. Minority Representation**

To allow for enduring minority representation over time, a representative of an organization who can speak on behalf of the racial demographic, shall be added to the Commission when the racial population reaches 5% of the population of Duval County according to the most recent decennial census. When a demographic reaches that threshold, the Commission shall determine the best group to speak on behalf of that demographic, and a representative of that group shall be added to the Commission.

**Sec. XX.108. Initial Meeting and Order of Business**

The first meeting shall be called to order by the City Council President and the Mayor of the City of Jacksonville, jointly. The first order of business will be the election of a Chair. The second order of business shall be the creation of a governing document and rules of order. Finally, the Commission shall commence the process of hiring an executive director.

**Sec. XX.109. Deadline to Publish Strategic Plan**

The Strategic Planning Commission should convene a special public meeting for the purpose of presenting their findings, recommendations, and strategic plan nine (9) months following the convening of the commission for the purpose of creating the strategic plan.

**Sec. XX.110. Areas of focus; Required Parts of the Strategic Plan**

The Commission shall conduct research, and receive input from the public through hearings or otherwise, to identify and assess the strengths, weaknesses, opportunities, and threats to the

residents, businesses, and stakeholders within Jacksonville related to the following focus areas, at a minimum:

- (i) Quality of life;
- (ii) Neighborhoods;
- (iii) Minorities;
- (iv) St. John's River;
- (v) Education;
- (vi) Business, industry and commerce
- (vii) Health care and a healthy community
- (viii) Current and future infrastructure
- (ix) Government
- (x) Social services

These needs identified in these areas of focus shall be incorporated into the strategic plan to the fullest extent possible. The Commission shall have the authority to determine an area of focus shall not be incorporated into the strategic plan, but must do so by a majority vote of the Commission.

At a minimum, the strategic plan shall include the following

- (i) a vision statement;
- (ii) mission statement for Jacksonville;
- (iii) citywide overarching goals;
- (iv) analysis of the areas of focus and how they are incorporated into the strategic plan
- (v) a broad financial plan;
- (vi) enumerated goals and timeline on the achievement of the overarching goals;
- (vii) process and procedure for annual performance reviews that account for meaningful and measurable outcomes.

The strategic plan shall be the result of strategic analysis, provide for strategic direction, and contain action plans for all organizations represented on the Commission who can assist in implementing the strategic plan, including but not limited to the City of Jacksonville, its independent authorities, and constitutional offices.

**Sec. XX.111. Deadline to Publish Strategic Plan**

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**Sec. XX.112. Fiscal authority of Commission.**

The Commission is authorized to and shall direct the expenditure of all funds annually budgeted and appropriated to fund the Jacksonville Strategic Planning Commission and services and programs related thereto.

**Sec. XX.113. Funding.**

Initial funding for the Commission should come from the City of Jacksonville in the amount of \$250,000. During the first year, the Commission shall determine the manner in which they shall fund the Commission, and its staff, on an annual basis. Thereafter, this amount shall increase annually by the average percentage amount of the increase for the particular budget year of all active operating departments within the Executive Branch (excluding the Office of the Sheriff, the Tax Collector, the Property Appraiser, the Supervisor of Elections and the Clerk of Court), not to exceed the equivalent of ½ mill of ad valorem taxes as adjusted by the budgeted collection rate (net of the distributions to the Tax Increment Districts).

The Commission shall determine on an annual basis its need for funding beyond the amount appropriated by the City Council and identify and seek out a source for these funds.

**Sec. XX.114. Grants related to Commission's purpose.**

The Commission, on behalf of the City of Jacksonville, is authorized to file applications for federal, state and privately funded grants in order to implement programs that are consistent with the operations of the Commission, including execution of documents necessary to fulfill grant application requirements, in order to consummate final grant agreements within the scope of the applied for programs. Subject to prior approval and appropriations by the Council, the Commission may take such action as may be necessary to expend and disburse funds to implement and complete the programs; provided that the provisions for review and comment by the Mayor, as required by Section 117.109, shall be adhered to.

**Sec. XX.115. Executive director; employees**

The Commission shall employ and fix the compensation of an executive director who shall manage the affairs of the Commission subject to its supervision. The Commission may also employ such other persons as may be necessary to effectively conduct and accomplish the affairs and duties of the Commission. All employees of the Commission shall be employees of the city, shall be subject to Articles 16 and 17 of the Charter of the city, except as otherwise provided by Council, and except that the executive director, any professional employees and the heads of such activities as the Commission may establish shall not be within the civil service system of the city and shall serve at the pleasure of the Commission.

**Sec. XX.116. Interim staffing.**

The Chair of the Commission may hire an interim executive director for a period sixty (60) days for the sole purpose of assisting the Commission in organizing the membership, creating bylaws and governing documents, and hiring a permanent executive director. The Commission may seek the assistance of the Council Secretary in meeting the staffing needs of the Commission prior to the hiring of a permanent executive director.

**Sec. XX.118. Implementation**

The executive director shall collect, maintain, and publish to member of the Commission, and to the public, information and statistical data necessary to demonstrate the progress of the strategic plan, including, but not limited to, receiving reports from organizations represented on the Commission regarding any tasks or portions of the strategic plan for which their organization is responsible. Additionally, the executive director shall identify areas lacking progress and those

responsible for progress in the identified areas. The Commission shall instruct the staff as to the frequency with which these reports shall be compiled for reporting to the membership of the Commission, and the public.

**Sec. XX.119. Ongoing Meetings**

The Strategic Planning Commission shall reconvene as needed to amend and adjust the strategic plan, to review each represented organizations contribution to the goals of the strategic plan, and for the purpose of recognizing new members to the Commission as a result of them accepting a position included in the membership of the commission.

