



OFFICE OF THE CITY COUNCIL

117 WEST DUVAL STREET, SUITE 425
4TH FLOOR, CITY HALL
JACKSONVILLE, FLORIDA 32202
904-255-5200

CITY COUNCIL STRATEGIC PLANNING MEETING MINUTES Lynwood Roberts Room, 1st floor, City Hall

October 17, 2019
9:00 a.m.

Location: Lynwood Roberts Room, City Hall – St. James Building; 117 West Duval Street

In attendance: Council Members Scott Wilson (President), Aaron Bowman, Michael Boylan, Matt Carlucci, LeAnna Cumber, Randy DeFoor, Tommy Hazouri, Ju’Coby Pittman, Randy White

Excused: Council Members Danny Becton, Joyce Morgan and Ron Salem

Also: Peggy Sidman – Office of General Counsel; Kim Taylor– Council Auditor’s Office; Will Coffee – Council Staff Services; Jeff Clements – Council Research Division

Meeting Convened: 9:04 a.m.

Council President Wilson convened the meeting and invited Council Member Bowman to introduce the annual planning exercise. Mr. Bowman reviewed the process and findings from last year’s exercise, which were handed over to the Rules Committee for the development of measurement metrics and to the Finance Committee to fund in the budget process. The City Council made a \$5 million budget request to the Mayor to fund its priorities and allocated \$1 million of that to the Kids Hope Alliance, \$827,272 to extra litter control, and \$1 million additional for park maintenance. Mr. Bowman reviewed the progress made to date on all the 1-, 3- and 5-year identified priorities. Considerable progress was made in many of the areas; very few had no progress at all.

Mr. Bowman introduced Haskell Company CEO Steve Halverson to facilitate the day’s visioning and issue prioritization process. Mr. Halverson stressed that the goal is to develop a collective vision among the council members of what is important for the City’s future and described the day’s activities. All ideas are valid and open for discussion, with the exception of the issue of potentially privatizing JEA. Since there is going to be special committee on that subject, it will not be a topic of discussion today. Mr. Halverson talked about the importance of civic leadership in making great cities what they are. Great cities have: 1) an authentic and widely shared vision for their future; 2) a willingness to invest in that vision; and 3) engaged civic leadership. He cited as examples of “great cities” the cities of Denver, Oklahoma City and Nashville. Denver’s success was largely due to a visionary mayor whose vision for the city carried over to several successors. Oklahoma City’s success was due in large part to citizen participation in and oversight of a pay-as-you-go series of sales tax projects over 25 years in pursuit of a

shared vision. Nashville's success was due in large part to leveraging existing assets and continuous investment in a 10 Principles Plan for building the economy to benefit everyone's lives. He recommended Pinellas County as a nearby jurisdiction on the rise and worth visiting to see how they're pursuing a similar process. Mr. Halverson noted the importance of a strong vision, shared by the public and political leadership, that persists over a period of years or decades, with great community buy-in and involvement.

Council Member Hazouri noted the importance of continuity of vision but said that Jacksonville is hampered by its aversion to raising taxes. Mr. Halverson said that taxation without a shared vision is a losing proposition, but citizens who believe in a vision for the future are often willing to tax themselves to raise the revenue needed to make it happen.

Council members recommended the following top priority issues:

1-year issues

DeFoor - Criminal Mental Health Project jail diversion program

Hazouri – unfulfilled promises of consolidation

Carlucci – special committee on health and resilience of the St. Johns River

Pittman – trains blocking roads (schools and health care facilities cut off, notifying travelers); grocery stores in food deserts

Bowman – establish robust mentorship program for youth

White – clean up the city (litter removal, clean rights-of-way)

Boylan – economic mobility opportunity zones

Using stickers to vote on the items listed on flip charts, the members selected the following top priorities:

- Unfulfilled promises of consolidation – 9 votes
- Criminal Mental Health Project jail diversion program – 6
- Clean up the city (litter removal, rights-of-way) – 6
- Special committee on health and resilience of the St. Johns River - 6

3-year issues

Carlucci – Jacksonville Downtown Historic Trust Fund significant recapitalization

Carlucci – continue and expand the Goodwill A-Step employment assistance program

Boylan – help more neighborhoods build community (developing a sense of identity like Springfield, San Marco and Riverside have in their particular neighborhoods)

Pittman – overhaul of rezoning process to protect neighborhoods from inappropriate uses

DeFoor – crime fighting efforts (KHA grants, Cure Violence, etc.)

Pittman – manage retention pond safety and maintenance

Pittman – river and tributary clean-up and maintenance

Hazouri – human trafficking initiative

Using stickers to vote on the items listed on flip charts, the members selected the following priorities:

- Help neighborhoods build community (developing a sense of identity like Springfield, San Marco and Riverside have in their neighborhoods) – 7 votes
- Human trafficking initiative – 6
- Overhaul rezoning process to protect neighborhoods from inappropriate uses - 5

5-year issues (long-term vision, not a simple to-do list)

DeFoor – vibrant downtown (liveable – all basic needs met in the area, pedestrian friendly, cultural hub)

Pittman/Boylan – increased economic opportunity for everyone

Pittman – Jacksonville as a great city in which to retire

Bowman – resiliency program to harden the city and review the development permitting processes to ensure that new construction is resilient; comprehensive resiliency plan

Carlucci – implement Mayport redevelopment master plan

White – implement successful programs to solve homelessness

Using stickers to vote on the items listed on flip charts, the members selected the following priorities:

- Comprehensive resiliency program – 6 votes
- Vibrant downtown - 5
- Solve homelessness - 3
- Increase economic opportunity for all - 3

The group looked back at the priorities identified in last year’s strategic plan:

Council Member Carlucci suggested the need to partner with shopping center operators to provide trash receptacles as part of the strategy to clean up litter.

Council President Wilson is interested in providing investment and redevelopment tools to neighborhoods that lack resources for self-development.

Council Member Boylan said confidence and trust in city government seems to be low; does the Council have a responsibility to try to restore that confidence? What could be done?

Council Member Bowman advocated for putting crime and safety on the 5-year list as a long-standing commitment.

Mr. Halverson thanked the council members for their leadership and commitment to public service and to engaging in this process to develop a vision for the City’s future.

Public comment

Jimmy Orth, Executive Director of St. Johns Riverkeeper, thanked the council for undertaking this process and urged action on the resiliency issue as crucial to the city’s future. Resiliency is involved in economics, health care, infrastructure and other areas apart from just the environment. Properly done, a good resilience plan can help develop a shared vision for the community.

Council Member Bowman thanked Steve Halverson and his Haskell staff for facilitating the event. President Wilson echoed those thanks and said that the process will be the same as last year, with the results being compiled and provided to the Rules Committee for further action.

Meeting adjourned: 11:00 a.m.

Minutes: Jeff Clements, Council Research Division

jeffc@coj.net 904-255-5137

10.21.19 Posted 2:00 p.m.