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**CHARTER REVISION COMMISSION
CITY-WIDE STRATEGIC PLANNING SUBCOMMITTEE
MEETING MINUTES
Don Davis Room, 1st floor, City Hall**

**November 15, 2019
11:30 a.m.**

In attendance: Commissioners Betzy Santiago (Chair), William “W.C.” Gentry, Nick Howland, Emily Lisska (via telephone)

Excused: Commissioner Chris Hagan

Also: Paige Johnston – Office of General Counsel; Anthony Baltiero – Council Research Division; Jessica Matthews and Jessica Smith – Legislative Services Division

Guest Speakers: Hon. Aaron Bowman – City Councilmember; Chris Hand; Hon. Lori Boyer – Former City Councilmember

Meeting Convened: 11:36 a.m.

Call to Order / Remarks from Chair – Chairwoman Santiago called the meeting to order and stated that she wanted to push the approval of minutes and other subcommittee business to the end of the meeting to accommodate the guest speakers.

Presentation by Hon. Aaron Bowman – City Councilmember – Mr. Bowman gave a presentation about the importance of having a strong strategic plan for effective City operations. He talked about the recent City Council attempt at creating a multiyear strategic plan. Mr. Bowman presented the positives and negatives of the recent approach. He discussed issues with current City Council turnover stating that you lose a lot of institutional knowledge when Councilmembers leave. He also noted that a one-year term for Council President is very inefficient. Mr. Bowman spoke more about the current City Council strategic plan and how it needs to be a mandatory city-wide strategic plan to be truly effective. Upon completion of the presentation, Chairwoman Santiago opened the floor to questions:

- W.C. Gentry: Mr. Gentry asked if the make up of a Strategic Planning Committee be composed of only city officials or should it include community members as well.

- Mr. Bowman: Mr. Bowman urges both City and community involvement in any strategic planning effort. He noted that because of the size and timing of such an undertaking that the public community could bring new ideas, but maybe not be official voting members of such a committee.
- Nick Howland: Mr. Howland asked for Mr. Bowman's thoughts on the Task Force on Consolidated Government's strategic plan recommendation, particularly the make up of such a committee.
- Mr. Bowman: Mr. Bowman noted that a lot of time and hard work was put into the Task Force, but almost nothing came of it. He noted that there needs to be a way to make these types of recommendations permanent and to look at the history and try to see why those recommendations got shelved.
- Nick Howland: Mr. Howland talked about raising awareness and support about the idea of a city-wide strategic plan. He talked about narrowing down the groups involved in the potential Strategic Plan Committee.
- Mr. Bowman: Mr. Bowman emphasized that it is very important to have everyone involved in the strategic planning process. He also noted that the groups involved need to be accountable to the public. Mr. Bowman also talked about funding for strategic plan programs.

Presentation by Chris Hand – Mr. Hand gave a presentation about the updated 50th anniversary edition of the book, "A Quiet Revolution". He suggested inviting Alton Yates to come and provide his insights on consolidation. Mr. Hand talked about the difficulties of the continuity of a strategic plan. He made multiple recommendations for creating a city-wide strategic plan, including: Not reinventing the wheel; Having citizens be the foundation of the strategic plan; Having town hall meetings in all 14 districts; Having the strategic plan approved by the City Council; Including a financial component to the plan; Having strong legal guidance; Putting the strategic plan into law. Upon completion of the presentation, Chairwoman Santiago opened the floor to questions:

- Nick Howland: Mr. Howland asked if Mr. Hand had any thoughts on why the Task Force recommendations did not get implemented and how to succeed where those efforts failed.
- Mr. Hand: Mr. Hand was hesitant to answer and said that the next guest speaker, Hon. Lori Boyer, would be a better person to answer that particular question, but noting that new things often take time to digest.
- Emily Lisska: Ms. Lisska asked Mr. Hand to comment on the makeup of a strategic planning group, particularly about the inclusion of the general public in the group.
- Mr. Hand: Mr. Hand noted that he feels that elected officials should be the majority, if not entirety, of the voting strategic plan group. He added that there are other advisory ways that the general public could be involved and that no matter what, the strategic plan must conclude with City Council approval.
- W.C. Gentry: Mr. Gentry went into a line of questioning asking Mr. Hand about the possibility of getting all of the elected officials together to do the work of creating and implementing a city-wide strategic plan.
- Mr. Hand: Mr. Hand agrees that it could be difficult to get the elected officials in line to do the work, but stated that it would be possible if you make participation in the strategic planning process a legal obligation.

- W.C. Gentry: Mr. Gentry talked about putting the requirements in the Charter for a city-wide strategic planning committee to form and meet, but have the Administration and City Council of the time to actually decide on the individual makeup of the committee.
- Mr. Hand: Mr. Hand noted that there are a variety of ways to go about forming the strategic planning committee and that having the Administration and City Council of the time choosing the makeup of the committee is one option.
- Chairwoman Santiago: Ms. Santiago asked that with the creation of a city-wide strategic planning committee, would there still be a need for a Charter Revision Commission to meet every 10 years.
- Mr. Hand: Mr. Hand commented on how a strategic plan and the Charter Revision Commission do not have to be mutually exclusive and feels that they should both take place. He suggested having them coincide every ten years with the strategic plan happening every five years.
- Chairwoman Santiago: Ms. Santiago asked about possible exit strategies, particularly in regard to the adding and eliminating strategic plan group members.
- Mr. Hand: Mr. Hand suggested to use the same process that our local elected officials use for adding and eliminating group members.
- Chairwoman Santiago: Ms. Santiago asked about creating a funding structure and ways to secure funding.
- Mr. Hand: Mr. Hand suggested adding language in the Charter that requires the City Council to acquire funding for the strategic plan every five years.

Following Mr. Hand's presentation and the subsequent question and answer session, Chairwoman Santiago called for a five-minute recess from 12:35 PM – 12:40 PM.

Presentation by Hon. Lori Boyer – Former City Councilmember – Ms. Boyer gave a presentation in her capacity as a former City Councilmember. She provided a background on the 2014 Task Force on Consolidated Government and the subsequent Blueprint for Improvement II. Ms. Boyer talked about the importance of having a strategic plan for the entire city. She provided examples of other cities that have implemented city-wide strategic plans and noted that the key to a successful strategic plan is having it transcend elected officials' terms. Ms. Boyer made suggestions about the makeup of a potential strategic plan group, including having representation from the government, business, non-profit, and public sectors. She also talked about having the group work in two phases. The first phase, being comprised of a larger group of people, would set the mission and goals of the strategic plan; then the second smaller group would do the work of creating and implementing the actual strategic plan. Ms. Boyer added that individuals chosen for the strategic plan group be the heads of different departments and that the position in the group is a nondelegable duty. Upon completion of the presentation, Commissioner Griggs opened the floor to questions:

- W.C. Gentry: Mr Gentry talked about the lack of cohesion between the different City departments. He asked about the practicality of getting all of the departments heads together to actually do the work required for creating and implementing a city-wide strategic plan and asked Ms. Boyer for suggestions on how to get the department heads to be present during the process.
- Ms. Boyer: Ms. Boyer suggested the possibility of utilizing the Administration Transition Committee every four years to establish the vision and mission, but noting that you still may not get the other department heads invested in the process. Ms. Boyer continued noting the issues of de-consolidation with many of the agencies that were part of consolidation becoming more autonomous.

- Chairwoman Santiago: Ms. Santiago asked if the subcommittee should identify focus areas that are in addition to what was presented in the Blueprint for Improvement II. She also asked about the level of detail that should be included in the subcommittee's recommendation.
- Ms. Boyer: Ms. Boyer suggested not to get too detailed in the recommendation. She also suggested adding "arts and culture" as a possible focus area.
- Chairwoman Santiago: Ms. Santiago asked if Ms. Boyer would make any changes to the strategic plan and advisory group makeups or keep it how it is suggested in the Blueprint for Improvement II.
- Ms. Boyer: Ms. Boyer discussed the group makeup from the Blueprint for Improvement II and urged that there has to be broad representation from across the city. She suggested the possibility of leaving the process of choosing the actual group members to the elected officials when the time comes around.
- Chairwoman Santiago: Ms. Santiago asked if the number of commissioners should be limited.
- Ms. Boyer: Ms. Boyer suggested to keep the number of commissioners around twelve and to build the commission makeup based on the mission statement that is created.
- Chairwoman Santiago: Ms. Santiago talked about the possible conflict of individual groups' priorities compared to the mission statement that would be created by the strategic planning commission.
- Ms. Boyer: Ms. Boyer talked about the importance of the cross-pollination of priorities between departments and that it can't just be an individual department that sets all of the priorities. She continued to talk about the issues with having the City Council as the primary vehicle for setting up the strategic plan.
- W.C. Gentry: Mr. Gentry asked about the difficulties of navigating through the Sunshine Laws within the strategic planning group. He noted that it would be very difficult because much of the strategic plan would deal with everyday issues and it would be very hard for the department heads in the strategic plan group to not discuss these issues.
- Ms. Boyer: Ms. Boyer agreed that it would be difficult to operate a strategic plan group within the parameters of Sunshine Law, but noted that just because it is difficult doesn't mean that it is not worth doing.

Approval of Minutes – Chairwoman Santiago asked for a motion to approve the minutes from the November 8, 2019 meeting. Mr. Gentry made a motion to amend the minutes to include a change of language within the last paragraph:

- From, original: Commissioner Gentry said that he had extended an invitation to the Jacksonville Waterways Commission and Tree Commission to propose any items they felt should be included in the Charter;
- To, amended: Commissioner Gentry said that he had extended an invitation to organizations that advocate for the river to propose any items they felt should be included in the Charter;

The amended minutes were approved contingent upon the aforementioned revisions. Chairwoman Santiago also requested that a list of members excused from subcommittee meetings be added to the minutes both retrospectively and going forward.

Other Business – Chairwoman Santiago held a discussion with the subcommittee and staff to determine future meeting dates and potential guest speakers. The proposed dates are: 12/6/2019, 12/16/2019, 1/3/2020 or 1/6/2020. The meeting dates and guest speakers are tentative until confirmed by all parties.

Public Comment (as time permits) – Commissioner Griggs opened the floor to public comments.

- Stanley Scott: Mr. Scott talked about his displeasure with the leadership in Jacksonville. He also noted that having the Beaches vote on issues is a violation of the Charter.

Commissioner Griggs adjourned the meeting.

Meeting adjourned: 1:28 PM

Minutes: Anthony James Baltiero, Council Research Division
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11.19.19 Posted 12:00 PM