



**OFFICE OF THE CITY COUNCIL  
RESEARCH DIVISION**

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**CHARTER REVISION COMMISSION  
CITYWIDE STRATEGIC PLANNING SUBCOMMITTEE MEETING MINUTES - Amended  
Don Davis Room, 1<sup>st</sup> floor, City Hall**

**December 6, 2019  
12:00 p.m.**

**In attendance:** Commissioners Betzy Santiago (Chair), Emily Lisska, Nick Howland, W.C. Gentry (arr. 12:05 p.m.)

**Excused:** Commissioner Chris Hagan

**Also:** Paige Johnston – Office of General Counsel; Jeff Clements– Council Research Division; Jessica Matthews and Jessica Smith – Legislative Services Division; Melanie Wilkes – Council Staff Services

**Meeting Convened:** 12:01 p.m.

Chairwoman Santiago convened the meeting and said that she had a list of questions proposed by commissioners at the last meeting to be posed to the speakers.

Approval of Minutes

The minutes of the November 15, 2019 meeting were amended to replace the name of Commissioner Griggs with Commissioner Santiago in several places on pages 3 and 4 and the minutes were **approved unanimously with those amendments**.

Future Meetings

The next committee meeting will be on December 16<sup>th</sup>, 1:30 to 3:30 p.m., followed by January 3<sup>rd</sup> at 9 a.m. Emily Lisska will present the committee’s report to the full Charter Revision Commission on December 13<sup>th</sup> if Chairwoman Santiago has left the meeting for an excused early departure by that time.

Invited Speakers

Sam Mousa, former City Chief Administrative Officer, asked several questions about minutes of the committee’s last meeting to get clarity about the committee’s work to date before answering questions from the committee members. He said that the Blueprint for Improvement II report of the Task Force on Consolidated Government contained a great many recommendations, some of which have been acted upon and others not. He was involved in moving some of those recommendations to action. He said he

believed that the Blueprint II's strategic plan recommendation was assigned to then-Council Member Schellenberg and said he would defer to him about what actions were taken in that regard. Mr. Mousa said that a conscious effort is made by each new mayor to set out a platform of priorities and strategies when they take office and they pursue them throughout their term. With regard to the committee's discussion at an earlier meeting about the potential for department heads being involved in the drafting of a strategic plan, Mr. Mousa said that the department heads have a tremendous workload already with the day-to-day activities of the government and don't have the time for yet another major task as drafters of a strategic plan. He noted that citizen involvement is crucial and recommended using the 6 CPACs (Citizen Planning Advisory Commissions) as a vehicle for that involvement. The Curry administration made a conscious effort to energize and utilize the CPACs, meeting with them on a quarterly basis. He recommended using them in developing a strategic plan for the City, as they are the eyes and ears of the community. During the Council Member Anna Brosche presidency, several committees were appointed to look at parks, crime and safety, and community improvement and came up with reports, but never presented them to the administration with a request for action. That needs to happen – recommendations need to be made to the appropriate parties with requests for action. If the plan is to be truly citywide and strategic, the independent authorities need to be involved in its creation so there's no competition or overlap of priorities, programs, funding sources, etc.

Commissioner Gentry said the Blueprint II noted a lack of consistency and coherence among agencies as a big problem. The Task Force on Consolidation recommended a strategic planning process based on getting the top officials of each organization (CEOs, board chairs) and not delegates, but he sees that as impractical. What would really work? Mr. Mousa said leadership starts at the top and if the leader isn't committed and involved, then it won't work. They drive the process. He believes you don't need the mayor necessarily, but do need the Chief Administrative Officer or mayor's chief of staff at least at the table, and they can delegate background work to their staff as needed. Mr. Gentry asked Mr. Mousa's opinion of the Blueprint II recommendation that only government officials serve on the strategic plan committee. Mr. Mousa agreed with that philosophy but with heavy community involvement in the process.

Commissioner Lisska asked if a strategic planning committee needs to be in the charter. Mr. Mousa said there are 2 levels to consider - day to day operation of government is different from long term strategic planning. He believes department heads need to carry out policy, not make it. Ms. Lisska said a strategic plan should ideally carry across administrations and asked if that is possible. Mr. Mousa said no administration has adopted a "strategic plan" as such, but each does have a policy platform and initiatives and works to achieve them during a mayoral term, recommending funding in the budget process to achieve the priorities. Ms. Lisska asked how helpful/useful the CPACs have been over the years. Mr. Mousa said they have been very useful in the last few years after not having been used so much for a while under the previous administration.

Commissioner Howland said everyone acknowledges the need for a plan to coordinate all entities of government, but the problem is how to get there and ensure continuity across mayoral administrations. He thinks Blueprint II got the process substantially right. Mr. Mousa said each mayoral candidate basically runs on a proposed strategic plan as their campaign platform. He suggested the possibility of having a Strategic Plan Committee meet every 4 years at the start of a mayoral term to develop a strategic plan document for the next 4 years. He felt a professional consultant isn't needed to do the job, just a concerted effort to produce a brief (2-3 pages) plan.

Commissioner Gentry commented on the need to distinguish a real strategic plan from a simple list of action items. He suggested requiring each Mayor to create a strategic plan committee in the first few months of his/her term and make the results binding on the administration for the next 4 years. Mr. Mousa

recommended the simpler the better as far as plans go, but noted the need for every entity's budget (including independent authorities) to coordinate with the overall plan.

Chairwoman Santiago asked about City Council's role in the process. Mr. Mousa felt the Council President should be on the plan committee along with the Mayor and the CEOs of the independent authorities. In response to a question about the ideal size of the committee, Mr. Mousa suggested the Mayor, Council President, School Board Chair, and CEOs of the independent authorities as the team. They would develop the high level plan and take it to the community for broad input and further revision, then final adoption and implementation. Ms. Santiago asked about how to ensure implementation and continuity and Mr. Mousa said City Council needs to do it in the budget process. In response to a question about the independent authorities, Mr. Mousa said their budgets go to City Council as well (except the School Board) so they have the power to enforce coordination via the budget process. There are currently a set of metrics tracked by the departments on a monthly basis that are reviewed by the Mayor's Budget Review Committee every summer. It should be possible to set up a similar system for tracking strategic plan elements. Lots of data is being collected but not necessarily used very well. Ms. Santiago asked about the consequences of failing to meet metric targets and Mr. Mousa said follow-up by leadership is needed to find out the problems and get things moving.

Commissioner Gentry reported that Pinellas County has a strategic plan tied to their budget and the budget is assessed based on how well it conforms to the strategic plan, but it seems like each mayor wants to do their own thing. Mr. Mousa said putting something in the Charter or Code doesn't mean it will always be done. A unit only does as well as what the boss follows up on.

Jeff Clements reported that he had talked to a CPAC coordinator this morning and several CPAC chairs are interested in proposing ideas to the Charter Revision Commission. He informed them of the commission's timeline.

Brian Hughes, Chief Administrative Officer, offered the administration's assistance and cooperation with the CRC process. He said the electoral process is the ultimate referendum on a strategic vision for the future. If there is an adopted strategic plan in place, mayoral candidates will likely want to align themselves to that plan as part of their campaign. He agrees with giving the CPACs a substantial role and listening to what they have to say. The Curry administration restored the Neighborhoods Department and upgraded the capabilities of the 630-CITY system. Boards and commissions always need more volunteers. He said that continuity can be somewhat ensured by the civil service system and City employees whose careers span many mayoral administrations. There is some cooperation that goes on now among the City, the School Board and the independent authorities, for example the school guardian program to meet the state mandate. Mr. Gentry said there is certainly coordination on an ad hoc basis as issues arise, but less so on a long-term plan basis.

Dawn Lockhart, the Mayor's Director of Strategic Partnerships, said Mayor Curry convened a committee (Mayor's Non-Profit Interface Subcommittee) early in his administration to look at ways to substantively engage with the non-profit/philanthropic and business sectors to meet substantial problems in the community. There are unlimited needs but only limited resources to deal with them. It's not necessarily more money that's needed, but better coordination of what's being done. There are at least 1,000 organizations doing something in Jacksonville and the task of the Steering Committee is to identify and coordinate the many things they're doing to maximize the effect. Her office wants to be a trusted advocate, a data source, a resource identifier, and a facilitator. Recent accomplishments include: 1) disaster preparedness, response and recovery (Long-term Recovery Organization, First Coast Relief Fund); 2) Mayor's Downtown Homeless Task Force (urban rest stop, mobile medical and service buses); 3) Mayor's Youth at Work Partnership (career pathways for youth, KHA Essential Services Plan); and 4) non-profit capacity building (non-profit gateway, COJ town halls, Philanthropic Roundtable). Her office

is working on 1, 3 and 5-year strategic partnerships planning. They see a need to identify which partnerships are most poised for success and need to be supported, to coordinate intake and case management for people who seek help from numerous organizations, and to align public, private and philanthropic strategies, metrics and outcomes. Government can't possibly take care of all the needs in a community and needs to leverage the non-profit and philanthropic communities to get the job done.

Commissioner Lisska said the Blueprint II model seems to be a workable one but it proposed only government employees on the planning committee. She asked whether the non-profit community needs to be represented on the committee as well. Ms. Lockhart said their input is already provided by the Steering Committee reporting to the Mayor who can convey their perspective. She also noted that most of the leaders serving on a strategic planning committee also serve on non-profit boards so they can also have input that way. In response to a question from Ms. Lisska about tracking non-profits that form and go out of business, Ms. Lockhart said the Nonprofit Center of Northeast Florida does that along with the Florida Non-Profit Alliance on the statewide level.

Commissioner Howland asked what model Ms. Lockhart would recommend for a strategic planning process. Ms. Lockhart said she recommended using the CPACs as the vehicle to get the average citizen's input.

Commissioner Gentry felt the CPACs are mostly concerned with service provision issues (potholes, garbage, overgrown lots, zoning proposals), not large-scale visions. Ms. Lockhart said the CPACs can bring neighborhood perspectives to bear on larger issues.

Chairwoman Santiago asked how often the steering committee meets; Ms. Lockhart said it met frequently early on to get organized, and now meet quarterly with subcommittee meetings in between. In response to a question from Ms. Santiago about messaging, Ms. Santiago said some cities put their strategic plan on their website, some have metrics dashboards to track progress. In response to a question about how a non-profit or an individual could know what the strategic plan is and how to align to it, Ms. Lockhart said the Steering Committee's hope is that once the metrics are aligned for City and philanthropic investments, things will fall into place on both the public and private sides and coordination will result.

Commissioner Lisska asked if the purpose of the strategic partnerships is to grow strength for granting decisions, to grow the capacity of non-profits, or something else. Ms. Lockhart it's to decide on strategic planning initiatives and then recruit organizations to carry out the initiative (i.e. the Homeless Coordinating Committee coming up with the Urban Rest Stop).

Commissioner Gentry asked if someone has quantified the economic impact of the non-profit sector. Ms. Lockhart said she's seen a report on that subject by the Florida Non-Profit Alliance, but didn't know if that was just direct expenditures or also in-kind contributions.

Joey Greive, Director of Finance and Administration, gave an overview of his department and its areas of responsibilities. The City's financial strength has improved substantially in the last 6-8 years following the Great Recession. The City has about \$1 billion in General Fund debt and \$1 billion in Better Jacksonville Plan debt, both of which are declining steadily. Capital improvements expenditures are cyclical depending on the strength of the budget year by year; currently we are in an upswing as ad valorem tax revenues increase. The City recently changed from a defined benefit to a defined contribution retirement system.

**The meeting was in recess from 1:35 to 1:50 p.m. due to a fire drill evacuating City Hall.**

The committee asked Mr. Greive to return to a future meeting to complete his presentation.

The committee reviewed potential January meeting dates. A meeting is already scheduled for January 3<sup>rd</sup>. January 17<sup>th</sup> was added from 12 to 2 p.m. Jessica Matthews reviewed the meetings already scheduled by the other committees. Chairwoman Santiago said she had contacted Pinellas County and hoped to invite a representative to a future meeting. She has also done some research on other cities that have strategic plans and asked committee members to volunteer to contact those cities and learn about their strategic plans and processes. The cities were assigned as follows: San Diego (Lisska), Tulsa (Howland), London Ontario, Naples (Santiago), Pinellas County (Gentry). Ms. Santiago will compile a list of questions to be posed to the other cities to circulate to the committee and asked the members to make their contacts.

Invited speakers from whom responses have not yet been received: Elaine Brown, Michael Munz, Suzie Wiles. Other ideas for speakers were invited.

Commissioners Santiago and Lisska discussed a noticed meeting between themselves in late January to discuss drafting of the final report due in February.

#### Public Comment

Stanley Scott of the African American Economic Recovery Think Tank said it is disrespectful for the committee to make a public commenter sit through committee business (discussion of meeting calendars, assignment of tasks, etc.) before being allowed to speak at the end of the meeting.

**Meeting adjourned:** 2:05 p.m.

Minutes: Jeff Clements, Council Research Division  
jeffc@coj.net (904) 255-5137  
Posted 12.10.19 5:30 p.m.