



**OFFICE OF THE CITY COUNCIL  
RESEARCH DIVISION**

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

**February 13, 2020  
1:00 PM**

**In attendance:** Commissioners Betzy Santiago (Chair, arr. 1:06), Nick Howland, Emily Lisska

**Excused:** Chris Hagan

**Also:** Paige Johnston – Office of General Counsel; Anthony Baltiero – Council Research Division; Juliette Williams and Vonya Balogh – Legislative Services Division

**Meeting Convened:** 1:03 PM

Call to Order – With a quorum being met, Commissioner Gentry called the meeting to order at 1:03 PM noting that Chair Santiago would be running a few minutes late and had asked him to convene the meeting.

Approval of Minutes – Commissioner Gentry asked for a motion to approve the minutes from the 2/6/2020 Meeting. The approval was moved, seconded and initially approved unanimously as distributed.

**NOTE:** These minutes were later amended toward the end of this meeting based on comments given during the public comment section. Mr. Nooney asked for his comments to be corrected to change the name of the group that he referenced in his previous public comment from “Greenworks Jax” to “Groundworks Jax”. The minutes were then approved contingent upon the aforementioned correction.

Remarks from Chair – Mr. Gentry distributed an updated version of the recommendation draft. He stated that the plan for the meeting was to go over the draft section by section to discuss positives, negatives, and potential edits.

Review of Strategic Plan Draft Recommendations / Commissioner Updates – Mr. Gentry asked Mr. Howland if he had any updates. Mr. Howland brought to the group’s attention that the Government Structure/Preserving Institutional Knowledge Subcommittee may possibly recommend eliminating the five (5) At-Large City Council seats. This is potentially problematic because the At-Large seats are a

significant part of the potential strategic planning commission. A brief discussion was had about that issue and it was decided that the subcommittee shouldn't base their recommendations on possible recommendations that are coming out of the other subcommittees. The subcommittee feels that they should present their strongest recommendation regardless of possible hinderances. It was suggested to include provisions in case there are less (or more) than 5 At-Large Council members. A brief discussion was had regarding the potential change in Council seats and it was decided that if an issue arises regarding the size of the strategic planning commission, particularly if there is an even number of members or a tied vote, the commission itself can create provisions within its own governance rules.

Mr. Gentry went back to reviewing the draft noting that sections 1 and 2 had been agreed upon and voted on at the previous meeting and moved to section 3. A brief discussion was had regarding the scope of the proposed advisory council. Mr. Gentry said that much of the draft comes directly from the Blueprint for Improvement II with some minor alterations, including rearranging the list of advisory group focus areas and the addition of other focus areas. Mr. Howland suggested including a recommendation from one of the public speakers, John Nooney, in the list of focus areas. The suggestion was to update section: (g) St. Johns River and waterways. The new language would read something akin to "(g) St. Johns River and waterways including public access". A brief discussion was had regarding putting specific action items into the plan such as access to waterways. It was decided to include the new suggested language in section (g).

A discussion was had about the dates in section 3 subsection (d). The "adopted by" date in the draft read June 15, 2020, but it was noted that it had to be changed to June 15, 2022. The length of the plan, 10 years, was also brought up as a potential hinderance. Chair Santiago noted that there was some pushback against the proposed 10-year plan from the full CRC. After a brief discussion it was decided to keep the plan as a 10-year plan. It was also agreed that the 9-month timetable to complete the creation of the strategic plan was sufficient. The date of the proposed annual reporting date from the strategic planning commission was discussed and decided to keep as is, "...no later than March 1<sup>st</sup>".

A general discussion was had about the different dates and timelines within the recommendation. There were concerns that some dates or timelines might need to be changed based on future suggestions from the full CRC. It was decided that the recommendation will be sent to the full CRC with the dates and timelines agreed upon by the subcommittee. If date/timeline changes are requested, they could be accommodated while keeping the basic structure and format of the recommendation intact.

Mr. Gentry talked about the three major components that need to be included within the strategic plan, including a vision statement, a mission statement, and overarching goals of the Consolidated City of Jacksonville. This was agreed upon by the subcommittee.

A discussion was had regarding the composition of the proposed Advisory Council. There was a general debate over the size of the group. The general consensus was that the Advisory Council could be much larger than the Strategic Planning Commission and can be more of a "catch all" for other niche areas of the City's population that may not have full representation on Strategic Planning Council. Some edits were suggested to the list that Mr. Gentry compiled. Ms. Lisska suggested changing the section that says "The Chair of the Board or the President of the Urban League" to simply read "The President of the Urban League. Ms. Lisska noted that from her research she is pretty sure that it is the President of the Urban League that acts as the organization's CEO. Another suggestion was to add a standalone section to include "A representative of the Hispanic Community" and "A Representative of the Asian community". This stems from the inclusion of a section that would include a member of any racial group that's population reaches 5% of the total population. It was noted that the Hispanic community is already over that threshold and that the Asian population is very close to reaching that threshold. Chair Santiago suggested adding the Hispanic and Asian representative piece to the section that reads, "one person

appointed by the Mayor as a representative of the arts and culture of the City of Jacksonville”. The new section would read something akin to, “one person appointed by the Mayor as a representative of the arts and culture of the City of Jacksonville; one representative of the Hispanic community; and one representative of the Asian community”. Mr. Gentry agreed to work on the suggested edits and present them in the next draft.

There was a discussion regarding the amount of goals to be included within the completed strategic plan. There was a brief debate about whether or not to put a limit on the number of goals. Ms. Lisska feels that putting a limit on the number of goals would be detrimental to the process and could be potentially overwhelming to the commission knowing that they can only have a certain number of goals. Mr. Gentry agreed with Ms. Lisska saying that it is the natural course of things like this to start out large and circle around back down to 3 to 5 goals. The group discussed some of the other cities that they have researched noting the amount of goals. The consensus was that the other cities tending to have somewhere between 4 and 8 goals. The group decided not to include a limit on the goals. Mr. Gentry added that the overarching goals as part of the 3 main components of the plan need to be goals that are broad enough that no one can reasonably disagree with them.

Mr. Gentry said that the initial Strategic Planning Committee should hire a consultant to assist with the creation of the strategic plan. There was a discussion about the inclusion of a consultant, particularly about the qualifications of the position. It was suggested that a consultant should have previous experience with organizational development and systems analysis. Mr. Gentry noted that he would have additional language regarding the qualifications of the consultant for the next meeting. Mr. Howland said that the subcommittee should exclude the term “comprehensive plan” from all parts of the recommendation.

The group discussed funding for the Strategic Planning Commission. It was noted that most of the funding language within the draft came directly from the Blueprint for Improvement II. The discussion focused on whether or not to include a specific funding amount, and if so, what should that amount be. The consensus of the subcommittee is to include a specific funding amount, but the proposed amount of \$250,000 was met with debate. Ms. Lisska aired concerns that this amount may not be enough to pay for all of the staff including a consultant and an executive director.

There was a discussion about whether or not there needs to be City Council approval to implement the strategic plan. It was noted that the Blueprint for Improvement II did require City Council approval because the plan was to go through the Ordinance Code. Since this version would be included in the Charter, they would not necessarily have to get approval from the City Council for implementation.

Chair Santiago started a discussion about the reporting of updates from the Strategic Planning Commission. It was proposed to create a new section within the recommendation to address the issue of reporting updates. The consensus of the subcommittee was that it is vital for regular update reports to be made easily accessible to both government employees and the general public.

A long discussion was had between the subcommittee and staff about potential Sunshine Law issues that may arise within the plan. The focus was particularly on the makeup of the Strategic Planning Commission. It was noted by staff that having high-level local government officials on the same board will ultimately cause Sunshine Law issues due to the scope of the strategic planning process and the nature of their everyday work. Multiple options were proposed. The favored option seemed to be to not include the Chief Administration Officer in the Commission, and to find a suitable high-level replacement. Chair Santiago said that she will meet with Carla Miller of the Ethics Office and former Chief Financial Officers to see how they feel about the situation and to provide potential options for the Commission’s makeup. Paige Johnston of the OGC will research if there are any time limits on Sunshine

Laws and how it might be applicable to this particular situation. Ms. Lisska will meet with Hon. Lori Boyer to address the issue and to see if Ms. Boyer's group confronted this issue when creating the Blueprint for Improvement II.

Mr. Howland made a suggestion for Mr. Gentry to include language in section 1 of the draft to highlight the three components of the plan: a vision statement, a mission statement, and overarching goals of the Consolidated City of Jacksonville. Mr. Gentry said he would make this and all other proposed changes to the draft.

Chair Santiago noted future meeting dates and opened the floor to public comments.

Public Comment (as time permits) – John Nooney: Mr. Nooney applauded the subcommittee for including language to allow access to public waterways. Mr. Nooney stressed the importance of public waterway access and noted his comments and interactions regarding this issue from different subcommittee meetings. Mr. Nooney asked for a correction from one of his previous comments. He said that the minutes read "Greenworks Jax", but it should read "Groundworks Jax".

Chair Santiago asked for an amendment to the previous minutes to include Mr. Nooney's correction and adjourned the meeting.

**Meeting adjourned: 3:00 PM**

Minutes: Anthony James Baltiero, Council Research Division  
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2.18.2020 Posted 3:00 PM