

**PROPOSED AMENDMENT TO THE CITY OF JACKSONVILLE CHARTER
CREATING A STRATEGIC PLANNING COMMISSION**

Section I. Strategic Planning Commission of the Consolidated City of Jacksonville created and continued.

There is hereby created and established a Strategic Planning Commission of the Consolidated City of Jacksonville which shall develop and monitor the progress and implementation of a Strategic Plan for the Consolidated City, its agencies, divisions and independent authorities, after seeking advice and input from citizens, community stakeholders and representatives of the city government and its departments and autonomous units. The Strategic Planning Commission is created and shall be continuing for the purpose of assuring coordination and uniformity of vision, mission and strategic goals of the Mayor, City Council, School Board, constitutional officers, independent authorities and all other divisions and agencies of the consolidated government necessary to the implementation of major initiatives that transcend terms of office and provide maximum benefits for the health, welfare and economic prosperity of all citizens and sectors of the Consolidated City of Jacksonville.

Section II. Strategic Planning Commission Composition; officers; meetings.

The Strategic Planning Commission shall consist of the following members:

- Not to exceed Five (5) At-large Members of the City Council. If there are more than five (5) At-large Members of the Council, the President of the City Council shall appoint five members to the Commission. If there are less than five (5) At-large members, the President shall appoint such additional Council members to aggregate five (5).
- Two persons appointed by the Mayor, one of whom shall be appointed by the Mayor as Chair.
- The Superintendent of Duval County Public Schools or his or her chief assistant, as designated by the Superintendent.
- The Sheriff of the City of Jacksonville or his or her chief assistant, as designated by the Sheriff.

Section III. Meetings, powers and duties of the Strategic Planning Commission.

(a) The first meeting of the Strategic Planning Commission (sometimes referred to as "the Commission") shall be called to order by the City Council President and the Mayor of the City of Jacksonville and the Commission shall be officially recognized by the City Council and the Mayor. At that time, the City Council and Mayor may provide comments, suggestions and information which they believe are appropriate for consideration by the Commission. Thereafter, the Commission shall undertake its operations and duties.

(b) The first order of business of the Strategic Planning Commission shall be the hiring of an Executive Director and the establishment of any rules of order, bylaws or other governing

documents necessary to the operation of the Commission. At that time, the chairman of the Strategic Planning Commission shall announce the appointment of any additional members of the Advisory Council; provide such direction and assistance as necessary for the Advisory Council to undertake its duties; and establish a calendar of meetings between the Advisory Council and the Strategic Planning Commission.

(c) The Commission shall receive advice and information from the Advisory Council and conduct research and seek input and advice from the public through meetings, community conversations, surveys, outreach initiatives, pop-up events or other community engagement opportunities to identify the critical needs and opportunities for the health, welfare and economic prosperity of all citizens of the Consolidated City of Jacksonville. Through the community outreach initiative, the Commission shall identify and assess the strengths and opportunities of the Consolidated City as well as the challenges to residents, businesses and stakeholders of Jacksonville related to the following focus areas, in addition to other areas of focus the Commission may identify:

- (i) Compliance by the City with historical health, welfare and economic development commitments.
- (ii) Quality of life of all residents.
- (iii) Health and safety of all residents.
- (iv) Quality education.
- (v) Minorities.
- (vi) Neighborhoods.
- (vii) St. Johns River and waterways, including public access.
- (viii) Business, industry and commerce.
- (ix) Health care and community health system.
- (x) Current and future infrastructure and sustainability
- (xi) Transportation.
- (xii) Social services.
- (xiii) Government.

(d) The initial Strategic Plan for the Consolidated City of Jacksonville shall be completed and adopted by the Strategic Planning Commission within nine (9) months of the first meeting of the Commission and, in all events, shall be adopted by the Commission no later than June 15, 2022, the 200th anniversary of the founding of the City of Jacksonville. The Strategic Plan and reports of the Commission shall be maintained on the website of the City of Jacksonville and the vision, mission and overarching goals shall be prominently communicated to the public in city publications and digital reports and websites of the agencies, departments and authorities of the Consolidated City. The Strategic Plan shall be established for a term of ten (10) years. The Commission shall continue and remain in existence for the purpose of reviewing annual accountings from the agencies, divisions, authorities and entities of the Consolidated City of Jacksonville; reporting implementation and compliance to the City Council and the Mayor; and carrying out the duties established herein. At the conclusion of the ninth year of the Strategic Plan, the Commission shall undertake community outreach and engagement necessary to fully evaluate past implementation and performance and establish a Strategic Plan for the next ten (10) year term which shall be adopted on or before June 15 of each ten (10) year term, and such duties and powers shall continue thereafter.

(e) The Strategic Planning Commission may establish processes and procedures for annual performance reviews of any and all divisions, agencies and entities of the Consolidated City of Jacksonville; establish performance measurements for compliance with the Strategic Plan;

and may require a detailed annual compliance statement by member entities. All agencies, divisions and entities of the Consolidated City of Jacksonville including the legislative and executive branches, shall fully cooperate with the Strategic Planning Commission and provide all information reasonably requested in a timely and expeditious manner and assist the Commission in the performance of its duties. Regardless of specific provisions herein, the Strategic Planning Commission shall have all authority and power necessary and appropriate to the performance of its duties as set out in Section I hereof.

(f) The Strategic Planning Commission shall provide an annual written report to the City Council and the public no later than March 1 of each year following its first year of existence. The report shall contain, but not be limited to, providing information regarding the progress toward each of the overarching goals, actions plans for bringing any underperforming agencies, divisions or entities of the Consolidated City, or areas of focus in compliance with the Strategic Plan; and any additional areas identified by the Commission as appropriate for inclusion in the report.

(g) The Strategic Planning Commission shall reconvene as needed to amend and adjust 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.

Section IV. Components of the Strategic Plan, implementation, monitoring and oversight.

(a) The Strategic Planning Commission shall establish the following primary components of the Strategic Plan:

- (i) a vision statement,
- (ii) a mission statement;
- (iii) overarching goals of the Consolidated City of Jacksonville

(b) The Strategic Plan report shall include an analysis of the areas of focus and the manner in which they were incorporated into the overarching goals of the Strategic Plan. The Commission may also identify initiatives, objectives and short-term goals consistent with the overarching goals of the Strategic Plan. During the course of development of the Strategic Plan, the Commission may require any division, agency or entity of the Consolidated Government of the City of Jacksonville to submit the strategic plan for their organization and planned initiatives, projects or objectives, with timelines. Within three (3) months of adoption of the citywide Strategic Plan by the Strategic Planning Commission, each of the divisions, agencies and entities of the Consolidated City of Jacksonville shall submit to the Strategic Planning Commission a report outlining their activities, initiatives and projects which further the goals of the Strategic Plan and expected timeline in which they will be completed. The Commission may provide advice or direction to assist in alignment of activities and initiatives in furtherance of the goals of the Strategic Plan.

(c) Following the first full year of adoption of the Strategic Plan, on or before December 1 of each year, each division, agency or entity of the Consolidated City of Jacksonville shall submit its annual report to the Strategic Planning Commission setting out the activities, initiatives and projects which it has performed or undertaken during the preceding calendar year which further the goals of the Strategic Plan.

Section V. Advisory Council to the Strategic Planning Commission

There shall be an Advisory Council to the Strategic Planning Commission that shall provide research, information and advice to the Commission as necessary to the performance of the Commission's duties and responsibilities. The Advisory Council shall establish its rules of operation, meetings and activities consistent with the advice and oversight of the Commission and shall remain in existence during the development of the Strategic Plan. At such times as set by the Commission, the Advisory Council shall issue periodic reports to the Commission of its findings and recommendations. Upon adoption of the Strategic Plan by the Commission, the Advisory Council will cease its operations until such time as the Commission begins the next ten year planning process; at which time, the Council shall be reconstituted and carry out the duties and responsibilities provided herein. The Advisory Council membership shall be inclusive and representative of all residents, groups, minorities, businesses and stakeholders involved in or affected by the focus areas of the Strategic Planning Commission. The Advisory Council shall consist of the following members:

- The Chair of the Board of the Chamber of Commerce or the President of the Chamber, as determined by the Board of the Chamber; who shall serve as Chair of the Advisory Commission
- One person appointed by the President of the City Council to represent the interests of the river and the environment.
- One person appointed by the Mayor as a representative of the interest of children
- The mayors of the Town of Baldwin, the City of Jacksonville Beach, the City of Neptune Beach and the City of Atlantic Beach
- The Chair of the Board of JEA, the Board of the JacksonvillePort Authority, the Board of the Jacksonville Airport Authority, the Board of the Jacksonville Transportation Authority and the Board of the Jacksonville Housing Authority
- The Chair of the Board of the Kid's Hope Alliance
- The Director of the Florida Department of Health in Duval County
- One CPAC member selected by the Chairs of the CPAC Advisory Committee
- The Presidents of the University of North Florida, Edward Waters College, Jacksonville University and Florida State College at Jacksonville.
- The President of the Urban League
- The President of the Jacksonville Chapter of the NAACP
- The Executive Director of the Regional Planning Commission
- The Chief Executive Officer of the Nonprofit Center of Northeast Florida
- One person appointed by the Mayor as a representative of the arts and culture of the City of Jacksonville
- One person appointed by the Mayor from the Hispanic community
- One person appointed by the mayor from the Asian community

- One person appointed by the Commander of Navy Region Southeast
- A representative of an organization who can speak on behalf of a racial demographic shall be added to the Advisory Committee of the Strategic Planning Commission when the racial population reaches 5% of the population of Duval County according to the most recent decennial census
- The Chair of the Strategic Planning Commission, with the advice and consent of the Commission, may appoint up to five (5) additional members to assure diversity and inclusive membership of all major stakeholders and interests of the Consolidated City of Jacksonville

Section VI. Funding and Operations.

(a) The Commission shall be funded for its first year of operation in an amount not less than Two Hundred Fifty Thousand Dollars (\$250,000.00) or such greater amount sufficient to employ an executive director, an expert consultant, an initial staff and costs of the Commission. Thereafter, the Commission shall be funded, on an annual basis, in an amount sufficient to carry out its purpose and is authorized to and shall direct the expenditure of all funds annually budgeted and appropriated to fund the Strategic Planning Commission and services and programs related thereto. The Commission is authorized to file applications for federal, state and privately funded grants.

(b) The Chair of the Commission may hire an interim executive director for a period of 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 shall hire a consultant with expertise in organizational and systems planning and strategic analysis to provide advice and direction in the planning and development of each ten (10) year strategic plan. 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. Temporary staff for peak loads shall be handled on a temporary or contract basis.

(c) The Executive Director shall collect, maintain and publish to members of the Commission, and to the public, information and statistical data necessary to demonstrate the progress of the Strategic Plan. 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.

(d) The Executive Director of the Commission, or staff of the Commission, as appropriate may attend the meetings of the boards, departments, agencies and entities of the Consolidated City for the purpose of ensuring that decisions made are consistent with the Strategic Plan. It shall be the responsibility of the Executive Director to inform the Commission and its members of actual and potential conflicts between the member entities and the Strategic

Plan. This requirement includes, but is not limited to, attending the meetings of the boards of the independent authorities specifically, and other entities.