

1 Introduced by Council Member Carlucci:
2
3

4 **RESOLUTION 2021-364**

5 A RESOLUTION ADOPTING THE CITY COUNCIL'S 1, 3,
6 AND 5-YEAR STRATEGIC PLAN; YEAR 1 STRATEGIC
7 PLAN MEASURABLES ADOPTED; SETTING THE CITY
8 COUNCIL'S TOP BUDGET PRIORITIES FOR THE 2021-
9 2022 FISCAL YEAR; ENCOURAGING THE MAYOR TO
10 INCORPORATE THE COUNCIL PRIORITIES INTO THE
11 2021-2022 BUDGET; REQUESTING ONE-CYCLE
12 EMERGENCY ACTION; PROVIDING AN EFFECTIVE DATE.
13

14 **WHEREAS**, in accordance with the requirements of Section
15 106.110, *Ordinance Code*, the Council is required to update and
16 adopt its strategic plan annually; and

17 **WHEREAS**, Resolution 2018-594-A adopted the Council's inaugural
18 1, 3, and 5 year strategic plan; and

19 **WHEREAS**, on May 5, 2021 the City Council conducted a strategic
20 planning meeting for fiscal year 2021-2022, facilitated by Dr.
21 Steve Wallace, to continue the process of developing a long-term
22 vision to guide the actions of City Council; and

23 **WHEREAS**, in preparation for the meeting, City Council Members
24 were asked to review the prior year's strategic plan and to submit
25 ideas for priorities covering 1 year, 3 year and 5 year time
26 frames, and scores of topical ideas were submitted for
27 consideration; and

28 **WHEREAS**, as was the practice prior, during the course of the
29 meeting the Council Members added additional ideas in each
30 category, then distributed a limited number of personal votes among
31 their top priorities in each time frame, which were tallied to

1 determine the overall top priorities in each category; and

2 **WHEREAS**, this strategic plan does not bind future City Council
3 bodies but is intended to develop a shared sense of priorities and
4 direction with the goal of supporting and investing in the vision
5 for the future of the city that these priorities embody;

6 **WHEREAS**, it is also the intention of City Council to
7 communicate its budgetary priorities to the Administration so that
8 these areas may be considered during the budget building process;
9 and

10 **WHEREAS**, it is the Council's desire that these areas be
11 considered for additional investment to the extent that revenues
12 exceed expenses after taking into account mandatory cost increases,
13 inflation, those budgetary targets and requirements set forth in
14 the municipal code and other critical needs as determined during
15 the budget review and preparation process; and

16 **WHEREAS**, to the extent practicable, the Council requests the
17 recurring costs referenced in the below priority areas be
18 considered by the Administration for funding without the use of
19 one-time reserves; now therefore

20 **BE IT RESOLVED** by the Council of the City of Jacksonville:

21 **Section 1. Adoption of the Strategic Plan.** The City
22 Council hereby adopts its strategic plan as follows:

23 **1-year goals (2021-2022):**

- 24 • Accelerate the reduction of food desert areas;
- 25 • Construct swimming pools at First Coast & Atlantic Coast High
26 Schools;
- 27 • Annual renewal of a park or community center in each council
28 district;
- 29 • Waterfront parks- access to water, parking, boat & kayak
30 launch;
- 31 • Emerald Trail- capital improvement of the 1st mile of the

1 Emerald Trail model project (a/k/a LaVilla Link).

2 **3-year goals (2021-2024):**

- 3 • Social justice accountability- kids services, prevention and
- 4 intervention;
- 5 • Downtown abandoned buildings- inventory and auction of city-
- 6 owned buildings;
- 7 • Improve community relationship with Sheriff's Office
- 8 (including community policing);
- 9 • Evaluate mental health care initiatives and access to
- 10 programs;
- 11 • Expand Goodwill Industries of North Florida A-STEP program.

12 **5-year goals (2021-2026):**

- 13 • Provide primary health care for working poor in our community
- 14 by working with health care providers;
- 15 • Reduce infant mortality rate;
- 16 • Help neighborhoods create a sense of community, connection and
- 17 integration;
- 18 • Downtown waterfront parks- access to water, parking boat &
- 19 kayak launch;
- 20 • Neighborhood small business corridor initiative- redevelopment
- 21 and investment for buildings and façade grants.

22 **Section 2. Annual Strategic Plan Measurable Success**
23 **Metrics.** Annually the Finance Committee will adopt the strategic
24 plan measurable success metrics to measure the success of the
25 strategic plan.

26 **Section 3. Priorities of City Council.** The Council has
27 deliberated and debated the top priorities and hereby submits the
28 priorities of the City Council, with suggested budgetary amounts
29 for Year 1 priorities, attached hereto as **Exhibit 1.**

30 **Section 4. Encouraging the Mayor to Incorporate Council**
31 **priorities into the 2021-2022 budget.** The Council further

1 encourages the Mayor to incorporate the Council priorities into the
2 2021-2022 budget for the consolidated government of the City of
3 Jacksonville.

4 **Section 5. One-cycle emergency action requested pursuant to**
5 **Rule 4.901.** One cycle emergency action is requested for this
6 legislation. The nature of the emergency is that the Mayor will
7 present his proposed budget to the Council on July 19th and there is
8 only one Council meeting prior to that date for the Council to take
9 action on the Annual Strategic Plan and Budgetary Priorities.

10 **Section 6. Effective Date.** This Resolution shall become
11 effective upon signature by the Mayor or upon becoming effective
12 without the Mayor's signature.

13 Form Approved:

14
15 /s/ Paige H. Johnston

16 Office of General Counsel

17 Legislation Prepared By: Paige H. Johnston

18 GC-#1436781-v1-Carlucci_2021_Strategic_Plan.doc