

1 Introduced by Council Member Carlucci and amended by the Finance  
2 Committee:

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5 **RESOLUTION 2021-364-A**

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

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

18 **WHEREAS**, Resolution 2018-594-A adopted the Council's inaugural  
19 1, 3, and 5 year strategic plan; and

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

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

29 **WHEREAS**, as was the practice prior, during the course of the  
30 meeting the Council Members added additional ideas in each  
31 category, then distributed a limited number of personal votes among

1 their top priorities in each time frame, which were tallied to  
2 determine the overall top priorities in each category; and

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

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

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

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

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

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

24 **1-year goals (2021-2022):**

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

- Emerald Trail- capital improvement of the 1<sup>st</sup> mile of the Emerald Trail model project (a/k/a LaVilla Link).

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

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

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

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

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

**Section 3. Priorities of City Council.** The Council has deliberated and debated the top priorities and hereby submits the priorities of the City Council, with suggested budgetary amounts for Year 1 priorities, attached hereto as **Revised Exhibit 1**, labeled as "Revised Exhibit 1, Rev Priorities, June 15, 2021 -

1 Finance".

2           **Section 4. Encouraging the Mayor to Incorporate Council**  
3 **priorities into the 2021-2022 budget.** The Council further  
4 encourages the Mayor to incorporate the Council priorities into the  
5 2021-2022 budget for the consolidated government of the City of  
6 Jacksonville.

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

13           **Section 6. Effective Date.** This Resolution shall become  
14 effective upon signature by the Mayor or upon becoming effective  
15 without the Mayor's signature.

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17 Form Approved:

18  
19 /s/ Paige H. Johnston

20 Office of General Counsel

21 Legislation Prepared By: Paige H. Johnston

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