

A strategic planning/goal setting workshop meeting of the City of Madeira Beach Board of Commissioners was held on November 13, 2017 at 1:00 p.m. in the Patricia Shontz Commission Chambers at City Hall, located at 300 Municipal Drive, Madeira Beach, Florida. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session on behalf of the Florida Institute of Government at the University of South Florida.

**MEMBERS PRESENT:** Maggi Black, Mayor  
John Douthirt, Vice-Mayor, Commissioner District 4  
Nancy Oakley, Commissioner District 3

**MEMBERS ABSENT:** Nancy Hodges, Commissioner District 2  
Terry Lister, Commissioner District 1

**STAFF PRESENT:** Derryl O'Neal, City Manager  
Clara VanBlargan, City Clerk  
Dave Marsicano, Public Works/Marina Director  
Walter Pierce, Finance Director  
Linda Portal, Planning & Zoning Director  
Todd Ermscher, Fire Lieutenant  
Jay Hatch, Parks & Recreation Director  
Miranda Borchardt, Marketing Coordinator

Ms. Marilyn Crotty opened the meeting at approximately 1:00 p.m.

Mayor Black, Vice-Mayor Douthirt, Commissioner Oakley and senior staff took part. Ms. Crotty asked the elected officials to speak about their visions for the future of the City in 2027. After conducting an environmental scan, the participants assessed the strengths, weaknesses, opportunities and threats facing the City of Madeira Beach.

The Commission identified strategic issues that should be addressed in the next few years. The list of issues was incorporated into seven goals for the City and objectives under each goal were specified. Since two Commissioners did not attend the workshop, the participants decided that all the elected officials should take part in selecting the Commission priorities. Ms. Crotty said the goals and objectives will be sent to the Mayor and Commissioners when completed to give them an opportunity to select the objectives that will be implemented during the next few years.

The meeting was adjourned at 6:59 p.m.

  
Maggi Black, Mayor

ATTEST:

  
Clara VanBlargan, MMC, MSM, City Clerk



# **STRATEGIC PLANNING REPORT**

**NOVEMBER 13, 2017**

**Marilyn Crotty**

UNIVERSITY OF CENTRAL FLORIDA

## **INTRODUCTION**

The City of Madeira Beach City Commission held a Strategic Planning Workshop on November 13, 2017. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida facilitated the session on behalf of the Florida Institute of Government at the University of South Florida.

The Mayor, two Commissioners, and senior staff participated in the day-long workshop that was held at City Hall. Ms. Crotty asked the elected officials to speak about their visions for the future of the city in 2027. After conducting an environmental scan, the participants assessed the strengths, weaknesses, opportunities and threats facing the City of Madeira Beach.

The Commission then identified strategic issues that should be addressed in the next few years. The list of issues was incorporated into seven goals for the city and objectives under each goal were specified. Due to the fact that two Commissioners did not attend the workshop, the participants decided that all the elected officials should participate in selecting the Commission priorities. The goals and objectives will be sent to the Mayor and Commissioners who will then select the objectives that will be implemented during the next few years.

This report is a summary of the discussions and conclusions of the workshop.

## **VISION – CITY OF MADEIRA BEACH 2027**

*The Mayor and Commissioners were asked to describe their visions for the future of the city ten years from now. The following comments were shared:*

Undergrounding will be completed  
There will be a younger population  
The city will “Look like Naples”  
The stormwater system will be improved  
The Center City will be developed - walkable, mixed use  
There will be improved aesthetics in buildings – architectural standards  
Redevelopment of properties will have happened – library, Winn-Dixie, etc.  
The city will not be overdeveloped  
There will be increased mobility – not auto dependent  
The water quality in the Bay will be improved  
Community involvement will have increased

*The Commissioners asked staff to respond to the same question and the following were added:*

There will be better communication with citizens – two-way  
There will be better utilization of current facilities

## **EXTERNAL ISSUES & TRENDS**

*The group discussed trends and issues that are occurring in the international, national, and state environment that may have an impact on the city in the near future. The following external forces were identified as significant for the City of Madeira Beach*

Natural disasters  
Sea level rise  
Federal permitting – requirements increasing and funding decreasing  
Unfunded mandates – federal and state  
Technology – access to information (some true/some untrue)  
War  
Terrorism  
World economy – banking requirements more stringent  
Affordable housing  
Air quality/pollution – weakening standards  
Congressional inaction  
Federal deficit increasing- cutting programs  
Cyber security  
Speed of change with technology  
Dependence on technology

Social media – good and bad  
Aging infrastructure – lack of coordination  
No control over utilities (except stormwater)  
Discussion of undergrounding electric lines on all barrier islands in the state  
Poverty issues – food insecurity, homelessness  
Influx of people from Puerto Rico  
State expenditure for disaster relief in Puerto Rico  
Shifting demographics  
    Aging population – over 85 increasing  
    Increasing majority/minority populations  
    Disruption/imbalance  
Healthcare – access, affordability

### **INTERNAL ISSUES & TRENDS**

*The group analyzed internal trends and issues that may have an impact on the city. The following items were identified:*

Protection of city from sea level rise  
Limited funds  
Rising property values  
Air quality – electric vehicles, accommodations  
Availability of Wi-Fi  
More physically active citizens  
Citizen engagement – planning issues, more controlled environment  
Financial constraints  
    A lot of debt, but plan to decrease funding of projects limited  
Maintenance of infrastructure  
Keeping salaries and benefits competitive  
Employing city manager – long-term  
Insurance rates increasing  
Keeping up with technology – hardware, software  
Records management costs – offsite storage

*The Commissioners and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parentheses ( ) next to each comment indicates how many participants made this comment.*

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
City Staff (9) – good, qualified, committed, great, professional	Public relations	Grants (3) – opportunities in transportation/mobility and place	Misinformation (2)
Employees (2) – professional, great	Citizen involvement	Citizen involvement –	Natural disasters (2) – hurricanes, floods
Beaches (3) – beautiful, clean, safe, great	Killing rumors and misinformation	Residents (2) -get more involved; bring our city and residents together	Recall (2) – possible; of commissioners
City Facilities (2) –good, new	Understanding of others job roles	Education and training (2)	Governmental funding instability
Policy – wide open formation situation; excitement of policy makers about change	2 distinct and opposing political (and personal) factions	Good commercial development, new businesses	Lack of tourists or visitors
Service provided	Flow of information	Inter-local agreements	Cyber security
Sense of place – municipal complex	Longevity	Finalize impact fees for new development	Political instability
Excellent location ensures economics and population.	City information 2-way communication with residents	Advancements	Life safety
Internal audit	Stressful job	Community partnerships	Crime
Citizen involvement	Commission needs to work better together	Continued interest in coastal living	Down turn in taxable values
Community – local feel	Lack of software	Culture/Art	Lack of community
	Limited revenue	Increase technology	Negativity of some people
	External view of the city	The vision of the city/future	Cutting back due to unfunded mandates
	My knowledge	More State revenue	Uncontrolled development
	Infrastructure		Sea level rise (2)

## **STRATEGIC ISSUES**

*The Commission and staff identified strategic issues and organized them into like categories:*

### **Infrastructure**

Sustainability of infrastructure

Roads, stormwater, sidewalks, beach boardwalk, seawalls, buildings, technology

Maintenance of buildings/facilities and planning for new ones

Technology

### **Human Resources**

Training and development – employees and elected officials

Salary and benefit study

Organizational assessment – staffing needs

### **Internal and external communication**

Community engagement

### **Growth Management**

Economic development

Public/private partnerships

Environmental health – air, water, solid waste, sewage, recycling

Urban design initiatives

Community policy process

### **Financial**

Increasing services and fees

Insurance costs

### **Security/safety/health**

Recreational activities

### **Transportation/Mobility**

Parking

*The Commission confirmed that the seven strategic issues listed above were appropriate goals for the city. The Mayor and Commissioners then identified objectives under each goal. Because only three elected officials were present, it was decided to delay selection of priorities until all of the City Commission could participate. The list of objectives will be sent to each elected official who will be asked to select the ones they think are most important for implementation in the next few years.*

*There is no significance to the order in which the goals and objectives are listed.*

## **GOALS AND OBJECTIVES**

### **GOAL – INFRASTRUCTURE**

#### **Objectives**

- Stormwater pipe replacement
- Beach groin replacement
- Maintenance of existing buildings
- Continue vehicle replacement program
- Continue road repaving program
- Completion of undergrounding
- Maximize technology under current contract – hardware, software, website, etc.

### **GOAL - HUMAN RESOURCES**

#### **Objectives**

- Provide training and development program for staff and elected officials – orientation, etc.
- Conduct salary and benefit survey
- Conduct organizational assessment of current and future staffing needs.

### **GOAL - INTERNAL AND EXTERNAL COMMUNICATION**

#### **Objectives**

- Develop a communication plan with a variety of methods for increased two-way communication with residents and businesses
- Develop a schedule for periodic town hall meetings to provide citizen input.

### **GOAL - GROWTH MANAGEMENT**

#### **Objectives**

- Update comprehensive plan
- Review and update Land Development Regulations and special area plans



- Create city-wide design standards – appropriate to different areas
- Explore opportunities for appropriate public private partnerships
- Create an economic development plan

**GOAL – FINANCIAL  
Objectives**

- Review and update current fee schedule and new charges
- Review and evaluation insurance costs
- Study and recommend impact fees

**GOAL - SAFETY AND HEALTHY LIVING  
Objectives**

- Develop recreational activities that promote a healthy lifestyle
- Develop fire inspection program to ensure compliance with ISO and NFPA standards

**GOAL - TRANSPORTATION/MOBILITY  
Objectives**

- Develop city-wide mobility plan – include sidewalks, trolleys, water taxi, trails, etc.
- Increase parking opportunities in city