



STRATEGIC PLANNING REPORT

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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. Because the entire Commission was not present at the workshop, it was decided to delay selection of priorities. After the meeting, the Mayor and Commissioners were sent the list of objectives that had been identified at the workshop and asked to select the objectives they think should be implemented during the next few years. The selected priorities are included in this report which is also 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 form 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.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
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. The selection of priority objectives occurred after the workshop. Each elected officials was sent a list of the goals and objectives and asked to identify the eight objectives they thought most significant for implementation. Any objective that received support from three or more elected officials (numbers shown in front of each) is designated as a priority. The objectives that did not receive that level of support are listed as other objectives. All of the elected officials participated in the selection. There is no significance to the order in which the goals and objectives are listed.

GOALS AND OBJECTIVES

GOAL – INFRASTRUCTURE

Other Objectives

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

GOAL - HUMAN RESOURCES

Priority Objective

- (4) Provide training and development program for staff and elected officials – orientation, etc.

Other Objectives

- (2) Conduct salary and benefit survey
- (1) Conduct organizational assessment of current and future staffing needs.

GOAL - INTERNAL AND EXTERNAL COMMUNICATION

Priority Objective

- (3) Develop a communication plan with a variety of methods for increased two-way communication with residents and businesses

Other Objective

- (1) Develop a schedule for periodic town hall meetings to provide citizen input. (one person suggested this objective should be part of the above objective)

GOAL - GROWTH MANAGEMENT
Priority Objectives

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

Other Objectives

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

GOAL – FINANCIAL
Other Objectives

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

GOAL - SAFETY AND HEALTHY LIVING
Other Objectives

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

GOAL - TRANSPORTATION/MOBILITY
Priority Objective

- (4) Develop city-wide mobility plan – include sidewalks, trolleys, water taxi, trails, etc.

Other Objective

- (0) Increase parking opportunities in city

PRIORITY OBJECTIVES

- (4) Provide training and development program for staff and elected officials – orientation, etc.
- (4) Develop city-wide mobility plan – include sidewalks, trolleys, water taxi, trails, etc.
- (3) Develop a communication plan with a variety of methods for increased two-way communication with residents and businesses
- (3) Update comprehensive plan
- (3) Review and update Land Development Regulations and special area plans