

CITY OF MELBOURNE, FLORIDA
MINUTES – WORKSHOP MEETING BEFORE CITY COUNCIL
JANUARY 30, 2007



A workshop meeting of the City Council was held in the City Council Chamber, 900 East Strawbridge Avenue, and was called to order at 5:00 p.m.

Present:	Harry C. Goode, Jr.	Mayor
	Mark LaRusso	Vice Mayor, District 2
	Richard Contreras	Council Member, District 1
	Kathy Meehan	Council Member, District 3
	John Thomas	Council Member, District 4
	Cheryl Palmer	Council Member, District 5
	Joanne Corby	Council Member, District 6
	Jack M. Schluckebier, Ph.D.	City Manager
	Paul R. Gougelman, III	City Attorney
	Cathleen A. Wysor	City Clerk
	Amy W. Elliott	Deputy City Manager
	Howard Ralls	Deputy City Manager

Department Heads:

Mary Ann Bowman	Leisure Services Director
Don Carey	Police Chief
Cindy Dittmer	Planning & Economic Development Director
Michele Ennis	Director of Finance
Paul Forsberg	Fire Chief
Bob Klapproth	Public Works/Utilities Administrator
Jenni Lamb	City Engineer
Melinda Thomas	Housing & Community Development Director

Marilyn Crotty, Facilitator, Institute of Government, welcomed the participants and resumed the strategic planning session. The following areas were discussed and reviewed:

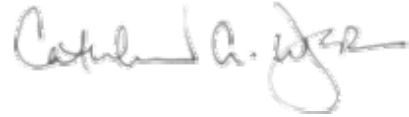
- a. Strategic Issues Identification
- b. Establish Goals
- c. Determine Objectives
- d. Set Priorities

The final report by Ms. Crotty, which highlights the priorities established by Council, is attached to the minutes.

Adjournment

The meeting adjourned at 8:18 p.m.

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JANUARY 30, 2007



City Clerk – 2/21/2007

Approved by Council: _____

Attachment: Strategic Planning Report by Institute of Government

**STRATEGIC PLANNING
REPORT**

CITY OF MELBOURNE

JANUARY 29-30, 2007

**Facilitated by
Marilyn E. Crotty
Florida Institute of Government
University of Central Florida**

INTRODUCTION

The Melbourne City Council held a Strategic Planning Workshop on January 29 and 30, 2007. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the sessions.

The Mayor, Council Members, and senior staff set ground rules and each of the elected officials shared their vision for the city in 2020. All participants then discussed the internal and external factors that may impact the city in the next five to ten years. The mayor, council members, and the department directors then assessed the strengths, weaknesses, opportunities and threats facing the city.

On the second evening of the workshop the group listed the strategic issues that are significant for the city. At this point, the participants grouped the issues into ten goal areas.

The elected officials then identified objectives for each goal. The Council then designated the objectives they felt were most important for implementation in the next year. The objectives receiving the most support are identified as Tier One objectives; those of secondary importance are designated Tier Two; and all the rest of the objectives are designated as Other. This report is a summary of the discussions and conclusions of the workshop.

GROUND RULES

The following ground rules were agreed upon by the participants as guidelines for the workshop:

- Respect everyone's input.
- Encourage input from all.
- Be concise.
- Allow facilitator to keep meeting focused.
- Turn off cell phones.

VISION – MELBOURNE 2020

*Each of the elected officials was asked to describe his/her dream for the future of the city.
They spoke about the following:*

Downtown Eau Gallie is redeveloped as an art center.
All parks, trails, linear parks
Paddle Wheel Queen
Unique environment- Beachside
Public Safety- beachside, “Cop on every corner”; Fire station
Downtown- Walking streets, parking
Blighted areas redeveloped
Strategic planning for traffic
Economic opportunities for the young
Safe, affordable environment for retirees
More growth/redevelopment in South Melbourne
Smart growth- density to preserve open space
More North-South roads
Encourage young professionals
More boat ramps on the river
Pedestrian friendly Melbourne
More lines, people/businesses waiting to get in to Melbourne to work, live, do business
Adequate staff to provide quality service
Taxes are affordable, kept realistic.
Architectural standards
Public safety that meets the needs of citizens
All streets paved
Comprehensive city policy re: global warming/climate change
Thriving airport
Underground utilities
Stormwater handled effectively and efficiently
Public transportation improved
Silt removed from lagoons

EXTERNAL AND INTERNAL TRENDS & ISSUES

The Council and staff discussed trends and issues that are occurring in the international, national, state, and regional environment that may have an impact on the City of Melbourne in the near future. The following external forces were identified as significant for the community:

Insurance

Affordability

Housing market

Affordability

Escalation of Pricing

Glut

Population changes

Growth

Age-seniors in, youth out

Illegal Immigration

Need for Social Services

Loss of Shuttle Program

Change in ethnic/racial makeup of community

Price of oil

War in Iraq

Employees called to duty

Healthcare

Need for variety of services

Affordability

Access

Regulatory controls increasing - federal and state

Shrinking workforce

Natural/Manmade Disasters

Terrorism/Security

Financial goals and objectives of state and federal government

Rising cost of construction

Increasing residential growth in surrounding jurisdictions

Increased crime

Degraded moral fiber of youth and changing family structure

Movement back to spirituality among young people

Presidential election

Deeper division among Americans

Societal acceptance of change in economics

Shrinking middle class

Globalization

Property Tax reform

Competition for natural resources

Water

Pollution Increasing

Air, water, etc.

Change in technology and the way we communicate
Overflowing waste
Population healthier
 Not smoking
 Eating better
Litigious society

INTERNAL TRENDS AND ISSUES

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

Inadequate and aging infrastructure
 Roads, water, sewer
Water issues
 Source
 Cost
Homeless population increasing; more aggressive
Youth gangs - potential
Illegal drug use
 Trafficking
Crime rate increasing
Citizen disconnection with government
 Lack of information
 Apathy
 Relationship to health of economy
Population growth
 1,000-1,200 per year
Geographic growth
 1 square mile per year
Competition not cooperation between City/County
 Delivery of services and transport
Beautification efforts
Downturn in Real Estate market
City staff - brain drain, retirements, succession planning
Finding qualified employees
 Echo generation –employing 5 in 1
Educating - competency
Salaries vs. housing Costs
Need increase in affordable housing
Illegal Immigration
 Need for services, housing (bi-lingual)
Fire Department – staffing, education, competition, ability to do job

The Council 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 parens () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Location- Downtown, Space Coast, lagoon (4)	Public safety (2)	Economic development (4)	Fear of the unknown
Competent, dedicated, loyal employees (11)	Lack of affordable housing (3)	Improved technology (3)	Transportation system (2)
Elected officials stability, support, concern (5)	Wages/Benefits not competitive (4)	Rational growth (3)	Hurricanes (2)
Separation of Council and staff	Communication breakdown between city hall & residents (2)	Pedestrian/Bicycle friendly city with open space (3)	Depletion of environmental resources (2)
Public Safety (2)	Road infrastructure (4)	Airport (2)	Illegal immigrants (2)
Strong Leadership	Lack of open, green space, parks (2)	Job opportunities (2)	Homeless (3)
Financial stability, credit rating (4)	Limited financial revenue (3)	Harbors/Marinas/Waterways (3)	Other communities growth (3)
Technology	Need for better technology	Diversity	Crime (2)
Experience	Aging public facilities (2)	Lobby	Rising costs (oil, insurance, taxes, healthcare) (3)
Updated water system	Underground utilities	Services	Terrorism
Professional, caring fire fighters, police officers, .	Lack of focus in improving lower income neighborhoods.	Annex land for large increase in tax base	Housing costs outpacing wages
Great redeveloped areas	Employee development	Youth	Staff turnover
Strong neighborhoods	Priorities	Location	Lack of road capacity
Ongoing strategic planning efforts	Elected officials	Influx of financially solvent residents	Property tax reform
Cultural activities	Paper overload	Caring employees, management	Unfunded mandates
Several institutions of higher education	Dependence on defense industry	River taxis/Dinner cruises	Lack of fair wages makes attracting well-qualified employees difficult (2)
Active civic minded residents	No viable mass transit system	Flexible work schedules	Youth migration out of area
Dependence of local economy on defense industry	Need for waterfront access, boat ramps, and slips (2)	Ability and willingness to improve	Planning for educational facilities
Balanced land uses	Resistance to change	Aesthetics of locality	Brevard Tomorrow
Water way	Special interests	Highly educated population	Downturn in Economy
Public service and response to citizens	Low morale amongst police/fire personnel	Reputation as the premier city in Brevard	Climate change
Small business opportunities	Mid-level managers failing to see the big picture	Surrounding cities	
Melbourne International Airport	Image		
Most influential city in Brevard County	Closed communication		
Established, responsible city gov't. operation	Disruptive, misinformed citizens		

STRATEGIC ISSUES

At this point, participants were asked to identify issues that are important to the future well-being of the city. The following items were listed:

Transportation Infrastructure

- Roads

Growth Management

- Sprawl

- Smart growth

- Redevelopment

- Rezoning

Human Resources

- Succession planning

- Management style

- Employee satisfaction

Fiscal Issues

- Money

- Housing issues

Economic Development

- Developing/preserving waterfront (appropriate use)

- Customer service

- Image/marketing

- Destination management

Natural Resources

- Potable water

- Address climate change

- Alternative water sources

- Environmental conservation

Technology- relation to infrastructure

Public safety

Social Services

- Homeless Problems

Intergovernmental cooperation

GOALS

The Council agreed these ten strategic issue areas were appropriate goals for the next year. The Council then identified objectives under each goal. The final activity of the day was the selection of priorities. Any objective that received four or more “dots” (number of dots identified by number in () in front of each objective) is considered a tier one priority. Objectives with three “dots” are tier two priorities. The rest of the objectives are listed as other.

GOAL - TRANSPORTATION INFRASTRUCTURE

Objectives

Tier One

- (6) Prioritize funding to improve traffic flow on arterials.

Other

- (2) Continue to develop plan for pedestrian (sidewalks)- fund and implement.
- (1) Provide amenities to enhance use of SCAT
- (1) Develop plan for under-grounding of power lines
- Identify needed improvements relating to safety issues

GOAL - GROWTH MANAGEMENT

Objectives

Tier 2

- (4) Explore zoning categories for possible modification

Other

- (1) Develop redevelopment plan to ensure continued quality of life (citywide)
- (1) Encourage urbanism and reduce sprawl

GOAL - PUBLIC SAFETY

Objectives

Other

- (3) Maintain competitive salaries and benefits
- (3) Address staffing and training needs in police and fire departments
- (2) Become totally self-sufficient in transport services
- (1) Upgrade equipment and facility needs in police and fire departments
- Support/advocate for a Law Enforcement Academy by BCC in South Brevard

GOAL - SOCIAL SERVICES

Objectives

Tier Two

- (4) Look for opportunities to partner with others (county, state, etc.) to solve long-term issue of homelessness

Other

- (1) Identify gaps in social service programs in the city
- Make a priority in funding of community-based organizations that deal with homelessness

GOAL – FISCAL ISSUES

Objectives

Tier Two

- (4) Explore increased revenue opportunities

Other

- Explore the possibility of a city “Transportation Authority”

GOAL - TECHNOLOGY

Objectives

Tier Two

- (4) Develop a variety of methods to share information through technology (TV, website, etc.)

Other

- (2) Explore opportunities for process efficiency through technology (wireless, hardware, software)

NATURAL RESOURCES

Objectives

Tier One

- (5) Continue leadership role in conserving and identifying water resources for city.

Other

- (1) Develop policies to encourage energy efficiency, conservation measures, “green” buildings, etc., by city and citizens.

INTERGOVERNMENTAL RELATIONS

Objectives

Other

- (3) Enhance communication between Melbourne and other government entities (county, state, federal, municipalities, school board, etc.)

GOAL - ECONOMIC DEVELOPMENT

Objectives

Tier Two

- (4) Develop waterfront master plan (parks, marina, and amenities)
- (4) Develop a marketing plan to promote Melbourne (staff, partnerships, etc.)

HUMAN RESOURCES

Objectives

Tier One

- (5) Evaluate current performance evaluation system for effectiveness

Tier Two

- (4) Conduct employee satisfaction survey

Other

- (3) Focus on human resource development within organization
(Management style, succession planning, training)

PRIORITY OBJECTIVES

Tier One

- (6) Prioritize funding to improve traffic flow on arterials.
- (5) Continue leadership role in conserving and identifying water resources for city.

Tier Two

- (4) Explore zoning categories for possible modification
- (4) Look for opportunities to partner with others (county, state, etc.) to solve long-term issue of homelessness
- (4) Explore increased revenue opportunities
- (4) Develop a variety of methods to share information through technology (TV, website, etc.)
- (4) Develop waterfront master plan (parks, marina, and amenities)
- (4) Develop a marketing plan to promote Melbourne (staff, partnerships, etc.)
- (4) Conduct employee satisfaction survey