

The City Council of the City of Titusville met in special session in Conference Room Nos. 2, 3, 4 and 5, Parrish Medical Center, 951 North Washington Avenue, on Saturday, January 26, 2008.

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Mayor Ron Swank called the meeting to order at 9:00 a.m. Present were Mayor Swank, Vice-Mayor Paul Secor, and Council Member Walt Johnson. Member Jim Tulley arrived at 11:35 a.m. Member Conrad Eigenmann was absent. Also in attendance were City Manager Mark Ryan, Executive Director for Support Services Tom Abbate, Fire Chief Chuck Bogle, Police Chief Tony Bollinger, Police Department Administrative Supervisor JoAnn Couey, Water Resources Director Raynetta Grant, Public Works Director Jim Herron, City Clerk Wanda Wells, Community Advocate Jim Thomas, Assistant Police Chief John Lau, Human Resources Director Joe Denaro, Finance Director Bob Erickson, Planning and Growth Management Director Courtney Harris, City Engineer Woody Rice, Special Projects/Grants Coordinator Richard Stillwagon, Management Information Systems Director Rick Story, Police Commander Mel Williams, Fire Division Chief for Operations Mike Woodward, and Director of the Florida Institute of Government at the University of Central Florida Marilyn Crotty, who served as facilitator for the workshop. Assistant City Clerk Johnny Bledsoe recorded the minutes.

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City Manager Ryan outlined the purpose of the meeting was to conduct a formulation of the 2009 Strategic Plan.

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City Manager Ryan gave a presentation that outlined the City's Strategic Planning Model and highlighted the City's mission, vision, strategic issues and areas of emphasis. The presentation included input to the model from citizen surveys, workshops, public hearings, visioning (growth) workshops, mid-year budget reviews, state mandated property tax reform, and staff. City Manager Ryan reviewed the strategic planning model timeline that began with the strategic plan formulation; council affirmation of the strategic plan and areas of emphasis; mid-year budget and scorecard review; development of the budget and scorecards; budget workshops and public hearings; and council adoption of the budget. A video was presented that highlighted accomplishments of the various departments.

City Manager Ryan highlighted the current year's areas of emphasis and strategic initiatives as they related to each of the City's six Strategic Issues of sustain financial wellness, provide a safe and secure environment, plan for quality growth, pursue economic development, promote our community, and leverage technology for strategic advantage.

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City Manager Ryan introduced Marilyn Crotty of the Florida Institute of Government at the University of Central Florida who served as the facilitator for the workshop. Ms. Crotty thanked council and staff for the invitation and felt Titusville set the ~~goal~~ gold standard and knew how to conduct strategic planning the right way. (*Corrected by Member Tulley February 12, 2008.*)

Ms. Crotty commented on the stability displayed by Titusville and asked the elected officials if they had any questions or comments regarding the accomplishments of the past year. Mayor Swank felt the presentation gave a good representation of where the City was going and felt there were still many opportunities ahead. Member Johnson commented on the implementation of the annexation action plan. City Manager Ryan advised council that due to the impacts of property tax reform, staff cautiously was implementing the annexation action plan.

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Ms. Crotty felt the present environment experienced was different than that of the past. She instructed those present to identify those external trends and issues that were outside of City control but affected how things were done. Council and staff identified the following external trends and issues:

- Property Tax Reform
- Instability of the Global Economy (Trickle Down Affect)
- Energy Sustainability (Conservation)
- Impact of Changes in Sub-Prime Mortgages
- Economic Impacts of Ending the Space Shuttle Program in 2010 (5 thousand fewer jobs)
- Possibility of Entering into a Recession
- Results of the Upcoming Elections in November 2008
- Hometown Democracy Initiatives at the Local Level (State Department of Community Affairs Changes)
- Retirement of Congressman Dave Weldon
- Continued Threat of Terrorism (Physical/Financial)(Homeland Security Grants Availability)
- Cost of Doing Business (Higher Costs/Less Revenues)
- Population Trends in Florida (Slower Growth Rates)
- Fewer Federal and State Grants Available (Due to Support of the War on Terror)
- Increasing Unemployment Rates
- Aging Infrastructure
- State Revenues (Sales Tax/Revenue Sharing/Franchise Fees/State Budget)
- Unfunded State Mandates
- Legal Cases Concerning Employment (Collective Bargaining)
- School Funding that Increase Local Requirements
- Low Public Opinion and High Expectations of Government
- Lack of Education at the Public Level of how Government Works
- Influences of the Media on Public Opinion
- Real and Perceived Increases in Juvenile Violent Crime (Sensationalized by the Media)
- Green Building Initiatives (Cost of Building Better)
- Natural and Man-Made Disasters
- Availability of Future Water Sources
- Impact of "Strand Case" on Community Redevelopment Agencies
- Advances in Technology (GIS)
- Adjustments in Property Values (Affordability of Homes/Loans)
- Increased Separation of Classes (Lower/Middle/Upper)
- Enrollment in Colleges (Possible Limitations in Access to Higher Education)
- Immigration Issues

Alex Chamberlain, 818 Indian River Avenue, commented on negative impacts to residents as a result of higher energy costs and decreased revenues. He felt such negative impacts could result in lowering the standard of living.

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Ms. Crotty led further discussion on the environment of the City with the following internal trends identified:

- Inadequate Funds to meet Infrastructure Needs (Concerns with Expiring Permits for Unfunded Projects)
- Using Technology Effectively (Automated Solid Waste Collection)
- Future Water (Area IV Wellfield/Taylor Creek)(Regionalism)
- Potential Charter Amendment to Redistrict Council Seats and have Non-Staggered Council Terms in Titusville
- Reduction in Revenues/Refinancing of Debt (Bond Uncertainty)
- Opportunities for Alternative Sources of Revenue (Potential Future Fire Service Fee)
- Advanced Life Support Resources gaining Authority to Transport Patients
- Maintaining a Positive Work Environment
- Work Place Needs for City Employees/Services
- Infill Projects with Amplified Stormwater Issues
- Loss of Experienced City Employees (Need for Proactive Succession Planning)
- Costs of Training Employees
- Loyalty/Work Ethic of Employees
- Technology Challenges (Keeping Up with Changes)
- Technology Security Issues
- Staffing Reductions
- High Expectations for Service from Citizens while Addressing Budgetary Constraints
- More Positive Input from the Public (Fewer Vocal Minority Claiming to Represent the Entire Community)
- Advances in Media Services Improving Communications with the Public
- Elimination of Free Cable Broadcasts by Bright House
- Future Opportunities to Attract Value Added Jobs due to Space Center Layoffs (Skilled Workforce to Become Available)
- Retail Development Advances (Crossroads Marketplace a Result of Residential Development)
- Impacts of Infrastructure Projects (US Highway 1 Repaving, Max Brewer Bridge Improvements, etc.)
- Competition between Departments for Project Funds (Changes in Levels of Service)
- Identification of Core Services
- Prioritization (Contracting Services)
- Legislative Stability (Local and State Levels)
- Conservation Land Use (Open Space)
- Need for Increased Citizen Involvement on Boards and Commissions
- Additional Revenue Sources for Media Services
- Slow Down in Annexations
- Relocation of Judicial Trials to Viera Courthouse (Impacts on Police Department Employees)

Ms. Crotty asked those present to comment on what they felt worked well in City government.

Vice-Mayor Secor felt low employee turnover, as a result of the recently concluded pay plan implementation; maintaining a healthy fiscal reserve for emergencies; improvements in planning by completing many plans; and, cleaning up of blighted areas, such as the grey coach inn and inspiration point worked well. Mayor Swank felt the positive relationships between council and staff; the new security system at City Hall; and, council and staff's ability to look forward worked well. Member Johnson felt the development of future water resources and continued confidence in the City Finance Department worked well. Member Tulley felt the elevation of the level of visionary planning worked well. City Manager Ryan felt the City's response to property tax reform, and council's relationship among them worked well. Finance Director Bob Erickson felt the stability/continuity in the City Manager and Executive Leadership Team, as well as the operation of enterprise and internal business activities based on business plans worked well. Special Projects Coordinator Richard Stillwagon felt the City's financial database (H.T.E.) worked well. Public Works Director Jim Herron felt the improved synergy between council, staff and the public in implementing the Solid Waste Automation Program worked well. Executive Director of Support Services Tom Abbate felt the initial phases of G.I.S. implementation worked well. Fire Chief/City Emergency Management Director Chuck Bogle felt the City Emergency Management Plan worked well.

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Ms. Crotty asked those present to comment on what they felt were opportunities for improving City government.

Member Johnson felt there were opportunities to improve curb appeal throughout the City, the amount of workforce housing units, and education of citizens as to services received from the City and the associated costs. Mayor Swank felt there were opportunities to improve how the City attracts new members for City Boards and Commissions. Member Tulley felt there were opportunities to improve how the City measures outcomes and connectivity from policy down to the lowest level. He also felt there were opportunities to enhance the overall effectiveness of council. Vice-Mayor Secor felt that in light of revenue reductions, there were opportunities to improve how core services were identified and suggested annual review programs and services to determine what could be eliminated. Fire Chief Chuck Bogle felt there were opportunities to improve public and private interlocal agreements. Executive Director for Support Services Tom Abbate felt there were opportunities to improve how infrastructure needs, such as the proposed new public works facility and south fire station, are addressed and funded. Planning and Growth Management Director Courtney Harris felt there were opportunities to improve the overall condition of older neighborhoods in the City.

Council took a lunch break at 12:05 p.m. and reconvened at 12:35 p.m.

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Ms. Crotty commented on the upcoming elections and highlighted the workshop setting was not a decision making forum, and things decided at the workshop would go before a future regular council meeting for approval. Ms. Crotty suggested that in lieu of a two-year budget, staff is

recommending Council consider adopting a one-year budget given the uncertainties faced with property tax reform.

Member Tulley commented on the two-year budget process and supported a one-year budget if recommended by the Finance Director.

Finance Director Bob Erickson clarified the City was required by law to have an annual budget, and commented on built-in multi-year budget plans. He felt a two-year budget may be problematic, and if a one-year budget was pursued, future financial/budgetary planning would continue.

Discussion on budgets continued and Ms. Crotty clarified that council supported the two-year budget rationale, but supported considering using a one-year budget due to the instability in estimated revenues. City Manager Ryan clarified staff understood the two-year budget cycle, but expressed concern of its instability. Mayor Swank clarified that any decisions would be made at a council meeting as an agenda item.

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Ms. Crotty commented on steps taken by the City in 2007 to address the impact of property tax reform. She highlighted past council direction to staff that gave criteria for budget cuts that included no affects on public safety, no personnel layoffs, the deferment of capital projects, and maintaining of the implementation of the third year of the employee pay plan. Ms. Crotty asked the elected officials whether they desired to establish any parameters for the upcoming budget year.

Mayor Swank wanted to identify core services and specifically commented on core services related to public safety. He also suggested consideration be given to exploring the use of low interest bonds to fund capital improvement projects such as the new public works facility. Member Tulley felt staff should provide council a list of those core services they felt were more important than others and specifically commented on core services related to public health services.

Police Chief Tony Bollinger clarified that the Police Department was affected by budget cuts in 2007 and highlighted that the Police Department had fewer police officers than the majority of like-sized cities in Florida. Mayor Swank clarified that he did not want to create division between departments.

Discussion continued concerning property tax reform budget impacts. Ms. Crotty felt more information on impacts of property tax reform would become clear after the January 29, 2008 election, but would not take affect until the next fiscal year. City Manager Ryan clarified he tasked each department to cut their budgets by ten percent in 2007, except public safety and no mandates would be given until after the election on January 29, 2008. Member Johnson felt that, if a mandate was given, one fundamental direction should be given to staff has to how to cut their departmental budgets.

Ms. Crotty clarified how state law allowed cities to operate on the same revenue as the previous year and suggested consideration be given to increasing the millage rate if necessary to meet budget requirements. Member Tulley felt council lacked data to make an informed decision. Ms. Crotty clarified financial priorities to consider, which included identifying and maintaining those core services within public safety; identifying those core services within all other

departments, and determining which core services to maintain; and, maintaining a competitive position for employee pay.

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Ms. Crotty reviewed the current City Strategic Issues of Sustain Financial Wellness, Provide a Safe and Secure Environment, Plan for Quality Growth, Pursue Economic Development, Promote Our Community, and Leverage Technology for Strategic Advantage. She asked council to determine if any changes for the upcoming year would be necessary.

Council and staff discussed adding “Foster a Positive Work Environment” and “Provide Efficient and Cost Effective Services” combining the issues of “Pursue Economic Development” and “Promote Our Community” and removing the issues “Promote Our Community” and “Leverage Technology for Strategic Advantage”. After discussion, Ms. Crotty clarified council consensus of the following strategic issues for 2009:

- Sustain Financial Wellness
- Provide a Safe and Secure Environment
- Plan for Quality Growth
- Pursue Economic Development and Promote Our Community
- Leverage Technology for Strategic Advantage
- Provide Efficient and Cost Effective Services

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Ms. Crotty clarified that only elected officials could suggest issues to be identified as an area of emphasis and suggested council identify what they felt were areas of emphasis to support the newly updated strategic issues. Council and staff discussed issues that may be considered areas of emphasis.

Mayor Swank commented on the future use of “green” aspects in how the City did business and suggested an area of emphasis be added called, “Strive for Financial Independence through Green Initiatives”. Member Tulley commented on his interpretation of what strategic issues represented and that he felt areas of emphasis were identified to support those strategic issues. Water Resources Director Raynetta Curry-Grant felt “Foster a Positive Work Environment” should be a strategic issue rather than an area of emphasis. After discussion, Ms. Crotty clarified council consensus of the following areas of emphasis for council consideration for 2009:

- Strive for Financial Independence through Green Initiatives
- Foster a Positive Work Environment
- Increase Curb Appeal Efforts
- Proactively Plan to Address and Renew Aging Infrastructure
- Encourage Beneficial Regional Partnerships
- Maximize Cross-Training, Mentoring and Transition Succession Plans for Employees
- Encourage Broader Citizen Participation
- Perform Fiscal Analysis Prior to Adoption or Implementation
- Develop Outcome-Based Performance Measures

- Utilize Incentive-Based Tools to Achieve Quality Growth
- Renew Focus on Redevelopment
- Develop a Systematic Program for the Identification and Reward for Cost Savings Ideas
- Improve Citizen – Government Communications
- Identify Alternative Revenue Sources

Each council member identified seven issues from the above list. Ms. Crotty clarified that not until Member Eigenmann, who was absent from the workshop, identified seven issues, a complete priority list could be provided.

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Comments from the Public Present – Alex Chamberlain, 818 Indian River Avenue, commented on how staff and council interacted during the strategic planning process. He emphasized the importance of annexation at the state level and felt it was important to the local economy, tax base and efficiency to have logical boundaries. Mr. Chamberlain cautioned council not to take on additional burdens.

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City Manager Ryan outlined the next steps in the strategic planning and budget process that included receiving a report from the Florida Institute of Government on the strategic planning workshop; council affirmation of FY 2009 - 2010 strategic plan and areas of emphasis at a future meeting; staff would develop a budget and initiatives using model inputs that align with strategic plan objectives; and, staff would develop scorecards and benchmarks to track performance of initiatives. Mayor Swank thanked council and staff for taking part in the workshop and to help make Titusville a better community. City Manager Ryan thanked Ms. Crotty for facilitating the workshop.

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Mayor Swank declared the meeting adjourned at 3:00 p.m.

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Ronald G. Swank, Mayor

ATTEST:

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Wanda F. Wells, City Clerk