

City Council
Special Meeting
March 23, 2002

The City Council of the City of Titusville, Florida met in special session in the Council Chamber of City Hall, 555 South Washington Avenue, on Saturday, March 23, 2002, at 7 a. m.

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Present were Mayor Ron Swank and Members Chris Broome, Conrad Eigenmann, and Ken Ward. Vice-Mayor Jeff Rainey arrived at 8:30 a.m. Also in attendance were City Manager Tom Harmer, the Executive Leadership Team, and Recording Secretary Judy Renaud.

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Mayor Swank called the meeting to order. The assembly paused for a moment of silence and then recited the Pledge of Allegiance to the Flag.

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The purpose of the meeting was to present an update on Council's seven strategic goals, to receive Council input and direction, and to receive public comment.

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City Manager Harmer presented an overview of historical information and gave a status report on the Fiscal Year 2001/2002 issues (10 goals). He reported that it was a very intensive effort to track the 10 goals and recommended Council consider placing an emphasis on three to five goals for Fiscal Year 2002/2003.

In a power point presentation, City Manager Harmer reported the following information: population-40,790 residents; the City had grown by five (5) square miles this year (26.58 square miles total); the total budget was \$50,760,383; with 526 employees. He highlighted the current budget including the impact on revenue following the September 11, 2001 tragedy; the status on obtaining grant funding; the sunset of the Public Safety Referendum; the passage of the Brevard County Parks and Recreation Referendum; the status of the Annexation Plan, and the City's future water supply.

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The meeting recessed at 8:30 a.m. and reconvened at 8:50 a.m.

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Members of the Leadership Team recapped the individual accomplishments for last year's seven strategic plans, graded the Team's performance, presented graphs highlighting trends, and presented the following issues/goals for Fiscal Year 2002/2003:

Team #1-Maintaining a Productive Workforce Goals – Team Leader: Human Resources Director Connie Collins

1. Offer a Competitive Compensation and Benefits Program
 - Review the pay plan annually and make recommendations to Council for adjustments
 - Fund a pay-for-performance (merit) compensation system
 - Negotiate competitive contracts with LUINA and PBA
2. Recognize Employees
 - Encourage department recognition programs
 - Evaluate an employee of the month program
3. Improve Communication
 - Provide supervisory communication training and development
 - Organize semi-annual City Manager-Employee information update forums
4. Improve the Work Environment
 - Create Equipment Replacement Program to identify out-dated equipment (support Team #6)
 - Review more flexible work schedules wherever possible
5. Enhance Training Opportunities
 - Develop an in-house supervisory development program
 - Offer computer training to all employees with equipment (Support Team #3)

Team #2-Cost Containment Goals – Team Leader: Purchasing/Contracting Administrator Joellen Moore

1. Analyze existing programs for viability, public interest, and cost/benefit
2. Analyze departmental operational business practices for recommending efficiency measures
3. Identify potential new sources of revenue including those from Federal, State, and local regional initiatives

Team #3-Keep Up with Technological Advances – Team Leader: Director of Information Systems Rick Roberts

1. Successful completion of Systems Conversion Process
2. Link all City sites to network in an optimal manner
3. Computer hardware/software replacement plan
4. Develop management reporting system requirements

Team #4-Position the City for Future Growth Opportunities – Team Leader: Planning Administrator Keith Cunningham

1. Improve curb appeal
2. Continue to implement annexation action plan
3. Economic development initiatives (including Amtrak)

Team #5-Prepare for Catastrophic Events – Team Leader: Fire Chief Rick Talbert

1. Develop a joint training exercise to integrate all public safety stakeholders into a unified incident management philosophy
2. Identify, assess and review potential threats to critical facilities and devise strategies to develop protective measures
3. Develop a comprehensive assessment of public safety personnel and resources to identify needs to address the increasing potential of catastrophic events

Team #6-Develop Plans for the Aging Infrastructure – Team Leader: Public Works Director Jim Herron

1. Repave six (6) miles of roads annually and bring all roads above 80 PCI by 2008
2. Replace all 2” water lines and rehab 43 lift stations over next 10 years
3. Replace garage with new Public Works Facility by 2005
4. Reduce fleet costs with Comprehensive Replace/Refurbish Program

Team #7-Educate Everybody on What We Do – Team Leader: Community Advocate Jim Thomas
Educate citizens on city services and events

1. Increase citizen input
2. Market the City both internally and externally

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City Manager Harmer reported on the Amtrak project; the status of the Joint Planning Agreement with Brevard County; the Community Redevelopment Agency’s (CRA) scheduled workshop for April 16, 2002 to review the Downtown Redevelopment Plan; and the coordinating effort with the County’s Parks and Recreation to assure that all park improvements coincide with the CRA Master Plan. He mentioned that staff was preparing a citizen survey which would be distributed in October 2002. Also, it was critical to educate the public and get the word out on a multi-cast media format (website). At the present time, no funding was allocated for this project.

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Water Resources Director Raynetta Grant presented a report on the status of water resources and the future water supply. She commented that the City was interested in participating in a study by the St. Johns River Water Management District (SJRWMD) on desalination somewhere on the East Coast of Florida. She also highlighted the status of the Consumptive Use Permit process. Mrs. Grant updated Council on the excess sewer capacity and a pilot test to accept waste from port-o-let contractors as a revenue source.

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The meeting recessed at 10:15 a.m. and reconvened at 10:30 a.m.

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City Manager Harmer highlighted current issues: 1. Curb appeal, 2. Strategic Plan, 3. Computer Conversion Project, 4. Redevelopment Plan, 5. Amtrak Project, 6. Water Futures, 7. Managing Growth, and 8. New Public Works facility.

The emphasis was as follows: 1. Community appearance and code enforcement, 2. Competitive compensation for employees, 3. Impact of growth and Annexation Action Plan, 4. Pro-active economic development, 5. Strategic Plan, 6. Contain growth of General Fund, 7. Successful completion of Computer Conversion Project, 8. Initiate implementation-Future Water Study, 8. Initiate new Public Works facility, and 9. Active involvement in parks & recreation referendum projects.

City Manager Harmer recommended that Council evaluate the previous discussions, provide direction to staff on what items were important to add or to modify the seven strategic goals, to prioritize these items and determine three to five key strategic issues for discussion during the upcoming budget process. It was explained that the other items would remain as issues but that, staff would place a greater emphasis on the key issues.

City Council commented as follows:

Mayor Swank – 1. Complete Joint Planning Agreement with Brevard County; 2. Media/information management-the multi-cast channel 99; 3. Voiceover IP. He commented residents who live in the County do not receive live televised/audio of City’s meetings.

Member Eigenmann – 1. Joint Planning Agreement with Brevard County (to foster relations); 2. Water resources; 3. Maintain Annexation Plan; 4. Survey and maintain initiatives; 5. Analyze departmental practices for future efficiency; 6. Visibility of the downtown/economic development; and 7. Expressed concern with employee morale and attrition.

Vice-Mayor Rainey – For the most part, he still supported last year’s goals and commented on 1. Employee morale; 2. Positive advertising on City’s achievements/goals, etc.; 3. Coordination of a meeting with all interested parties (Brevard County, City of Cocoa, Orange County, SJRWMD, and Tampa Bay officials, etc.) to discuss future water supply.

Member Ward - 1. Employee relations: he advocated internal promotions, to provide advancement opportunities, and an employee incentive program; 2. Need to advertise the City’s successes; economic development (new businesses and residents); 3. Water acquisition/future plan through 2020 and provide periodic updates on this issue.

Member Broome – 1. Future water supply-take the lead; 2. Advertise achievements-be more proactive; 3. Move forward on citizen survey; 4. Continue Annexation Plan; 5. Continue economic development; 6. Look at aging subdivisions in the next 20 years; 7. Continue dialogue with local shopping mall managers.

Mayor Swank added paving approximately five miles of dirt roads. Some of the roads had been addressed with Community Development Block Grant (CDBG) funding.

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Mayor Swank mentioned staff’s presentations, the comments and ideas expressed by Council, and asked staff for any further ideas and/or comments.

Purchasing/Contracting Administrator Joellen Moore commented that Team #2 revitalized a cost incentive team to research a fair and equitable employee-based incentive program. It was noted that it was very important that Council support this type of employee program. Discussion ensued regarding the importance employees place on recognition, performance-quality of work, empowerment-ending micro-management situations. It was not all about pay.

Also discussed was the county's proposed one-cent sales tax that would benefit the City's public infrastructure needs. Council discussed initiating dialogue with Brevard County. It would be important to educate and clarify to the public the ideas/projects that could be accomplished with the potential revenue (i.e., sidewalks, walking trails, etc.). It was noted that the City had approximately 62 million dollars in unfunded infrastructure needs.

City Council discussed the possible future impact of waiving impact fees and the senior homestead exemption over the next 20 years on all our citizens.

Housing and Community Development Director Marie Engblom asked what the City's role was in meeting the needs of our elderly. The City was working with a developer to construct 160 affordable housing units. It was important to look at possible assisted living with the Titusville Housing Authority and additional needs for the senior community.

Member Eigenmann commented on the inter-coastal dredging and where the spoils would be stored. Staff updated Council on the status of this project by Florida Inland Navigation District (FIND).

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In order to prioritize the issues, City Manager Harmer distributed three blue dots to each Council Member to place on the issues of importance and then Council would decide the top three to five issues.

Council identified the following 12 issues.

1. Future Water – received four dots (Team #4)
2. Joint Planning Agreement with Brevard County – received three dots (Team #4)
3. Employee Recognition – received two dots (Team #1)
4. Improve curb appeal – received two dots (Team #4)
5. Road Resurfacing Program – received two dots (Team #6)
6. Redevelopment Plan – received one dot (Team #4)
7. Educate Everybody on What We Do – received one dot (Team #7)
8. Maintain a productive workforce (Team #1)
9. Department and business practices review for efficiency (Team #2)
10. City's role with elderly residents (Team #4)
11. Threat assessment (Team #5)
12. Public Works facility (Team #6)

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Council discussed the City Manager's recommendation to prioritize three to five issues. It was Council's wish to adopt the 12 items with an emphasis on the top 7 items.

Vice-Mayor Rainey moved to adopt the above 12 priority items with an emphasis on the top 7 items. Member Eigenmann seconded the motion. The motion carried unanimously.

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Vice-Mayor Rainey mentioned there would be a meeting with the City Manager, the Water Resources Director and the City's consultant to coordinate a meeting with interested parties to discuss a partnership regarding future water supply.

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The Council Members thanked the City Manager and Leadership Team for their efforts and stated this was a very productive meeting.

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The meeting adjourned at 12:50 p.m.

Ronald G. Swank, Mayor

ATTEST:

Karan J. Rounsavall, City Clerk