

City Council
Special Meeting
February 22, 2003

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 Tuesday, February 22, 2003.

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Present were Mayor Ron Swank, Vice-Mayor Jeff Rainey, Ken Ward and Conrad Eigenmann. Also in attendance were City Manager Tom Harmer, Executive Director of Community Development Roy Crawford, Police Chief Frank Ross, Human Resources Director Connie Collins, MIS Director Rick Roberts, City Clerk Karan Rounsavall, Public Works Director Jim Herron, Fire Chief Rick Talbert, Corporate Services Director JoEllen Moore, Water Resources Director Raynetta Grant, Finance Director Bob Erickson, and Assistant City Clerk Wanda Wells. Council Member Chris Broome was absent.

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Mayor Swank called the meeting to order at 9:00 a.m. Mayor Swank called for a moment of silence and the entire assembly recited the Pledge of Allegiance to the Flag.

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The purpose of the meeting was to conduct the annual goals workshop for the City of Titusville to discuss the strategic planning issues, which was facilitated by Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida.

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Marilyn Crotty reviewed the agenda and went around the room to receive introductions from each council and staff member. Council and staff set ground rules to use as guidelines for the session.

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City Manager Harmer gave a brief update on the status of the current seven strategic planning issues of the city.

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Council and staff identified the external trends that were occurring in the international, national, state, and regional environment and also analyzed internal issues that might impact the city in the near future.

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The meeting recessed at 10:45 a.m. and reconvened at 11:00 a.m.

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Council and staff went on to discuss the strengths, weaknesses, opportunities, and threats facing the City of Titusville.

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Council and staff identified strategic issues that were important to the future well being of the city. These issues included staff development - training in all levels, growth, intergovernmental relations, regionalization – water, elimination of duplication of services – permitting, fiscal/financial health, infrastructure –new and aging, economic development, maintaining strategic reserve, containing future costs of insurance, review of service levels, external communications, community education and involvement, implementation of 401K vs. pension, impact of terrorism – focused approach and homeland security, technology – use, development, redevelopment, community enhancements – aesthetics, budget issues – TCO (Total Cost of Ownership) and ABC (Activity-Based Costing), LDR’s – performance standards, competitive pay and benefits -(Employee recruitment and retention), and quality of life.

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The meeting recessed for lunch at 12:00 p.m. and reconvened at 12:20 p.m.

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Council and staff grouped the strategic issues into five goal areas. Council identified objectives for each of the five goals as follows:

1. Goal: Workforce Issues. Objectives: Staff development; training at all levels; 401K vs. pension; technology; competitive pay and benefits
2. Goal: Growth Related Issues. Objectives: Regionalization; elimination of duplication of services; infrastructure; economic development; review of service levels; redevelopment; community enhancement; Land Development Regulations (LDRs), and quality of life.

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The meeting recessed at 2:30 p.m. and reconvened at 2:40 p.m.

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3. Goal: Fiscal Issues. Objectives: Maintaining strategic reserve; containing future costs of insurance; budget issues
4. Goal: External Communications. Objectives: intergovernmental relations; community education and involvement

5. Goal: Safe and Secure Environment. Objectives: Focused approach to deal with terrorism and homeland security

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Council designated the specific objectives that they felt were most important for implementation in the next year. The objectives receiving the most support were identified as Tier One objectives; those of secondary importance were designated as Tier Two; and all other objectives were designated as Others, which were listed under each of the five goals..

1. GOAL - WORKFORCE ISSUES

Tier Two Objectives:

- Competitive Pay scale
- Improve employee morale
- Review alternative options for pension

Other:

- Evaluation and implementation of use of technology, equipment, and tools to improve productivity and safety
- Improve employee retention
- Promote cross-training of employees
- Increase employee recognition activities
- Consider promoting from within for positions
- Improve employee safety training
- Continuing Education

2. GOAL – GROWTH ISSUES

Tier Two Objectives:

- Plan for addressing aging and new infrastructure needs (water, sewer, roads, etc.)
- Evaluate and recommend future water resources, partnerships
- Better utilization of resources (airports, marina, parks)

Other:

- Identify areas for redevelopment
- Develop a mechanism to address service expansion needs relative to growth
- Elimination of enclaves within city limits
- Continue economic development activities including recruitment of new businesses and industries
- Complete initial joint planning agreement
- Staff review of LDR's in relation to performance standards
- Identify long-range annexation and land-use areas
- Review current levels of service for operational and cost effectiveness

3. GOAL – FISCAL/FINANCIAL HEALTH

Tier Two Objectives:

- Perform fiscal analysis prior to any program adoption or implementation
- Match citizen expectations with appropriate levels of service within fiscal constraints

Other:

- Implement TCO plan in MIS Department initially – all costs
- Identify and evaluate alternative revenue sources (fire fee, grants, etc.)
- Review possible duplication of services and best way to deliver to citizens
- Maintain strategic reserve – based on current policy

4. GOAL - EXTERNAL COMMUNICATIONS

Tier Two Objectives:

- Increase presence of Titusville news and information in public media (radio, TV, newspaper, etc.)
- Develop coordinated Speakers Bureau to educate community groups – use as a two-way communication channel
- Explore use of lobbyists to enhance Titusville’s position at state and federal levels

Other:

- Plan for ongoing relationship-building at staff and elected official levels with local and regional entities
- Maintaining media services, WEB pages

5. GOAL - CREATE A SAFE AND SECURE ENVIRONMENT FOR COMMUNITY

Tier One Objectives:

- Incident Command System – inform Council and Public about how this works
- Develop focused approach to emergency management situations – coordination and communication with citizens, other governments

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The meeting adjourned at 4:05 p.m.

Ronald G. Swank, Mayor

ATTEST:

Karan J. Rounsavall, City Clerk