**MINUTES**
**CITY COMMISSION WORKSHOP**
**CITY OF ST. AUGUSTINE BEACH**
**February 3, 2015**

City Hall
2200 A1A South
St. Augustine Beach, FL 32080

I.   CALL TO ORDER - Mayor Samuels called the meeting to order at 8:30 a.m.

II.   ROLL CALL

Present:   Mayor Samuels, Vice Mayor O'Brien, Commissioner George, and Commissioner Snodgrass, Commissioner England was absent
Also Present: City Manager Royle, Police Commander Parker, Deputy City Clerk Benson, Finance Director Burns, Building Official Larson, Public Works Director Howell, and Facilitator Crotty

III.   WELCOME AND INTRODUCTIONS

Ms. Crotty lead the discussion. Her report of the meeting is attached to as details of these minutes.

IV.   PUBLIC COMMENTS

V.   UPDATE ON PROGRESS ON 2012 STRATEGIC PLAN

   1.      What in the Environment Has Changed Since 2012?

   2.      What's Working/What Needs Work?

   3.      Combining of Corridor Vision Plan with Strategic Plan

   4.      Review and Confirm Goals

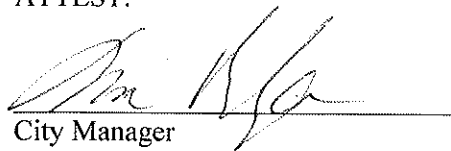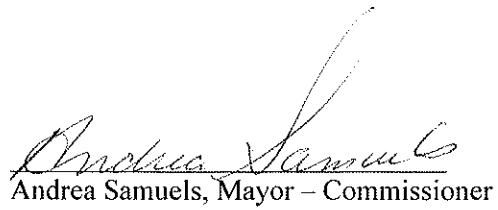VI.   IDENTIFICATION OF OBJECTIVES

VII.   SELECTION OF PRIORITIES

VIII.   PUBLIC COMMENTS

IX.   ADJOURNMENT

There being no further business to come before the City Commission, the meeting adjourned at 3:40 p.m.

ATTEST:

_____
City Manager

_____
Andrea Samuels, Mayor – Commissioner

(THIS MEETING HAS BEEN RECORDED IN ITS ENTIRETY. THE RECORDINGS WILL BE KEPT ON FILE FOR THE REQUIRED RETENTION PERIOD. COMPLETE VIDEO CAN BE FOUND AT WWW.STAUGBCH.COM, OR BY CONTACTING THE OFFICE OF THE CITY MANAGER.)

# STRATEGIC PLAN UPDATE

## CITY OF ST. AUGUSTINE BEACH
### FEBRUARY 3, 2015

MARILYN E. CROTTY
INSTITUTE OF GOVERNMENT
UNIVERSITY OF CENTRAL FLORIDA

# INRODUCTION

The St. Augustine Beach City Commission and senior staff held a workshop on February 3, 2015 to review and update the strategic plan they had developed in 2012. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida again facilitated the session. The Mayor and three of the Commissioners were in attendance.

The workshop began with an update from staff on the work that had been done in the last few years as a result of the plan as well as work that is currently underway. After discussing how the environment has changed in the last few years, the group identified things that are working well in the city and areas that still need work.

The Mayor and Commission affirmed that the seven goals that had been agreed upon in 2012 were still appropriate. The rest of the workshop consisted of the identification of objectives under each goal and the selection of priorities for implementation.

This report is a summary of the discussions that were held that day.

# PROGRESS TO DATE

*The staff presented information on activities that had occurred in the city since the last strategic planning workshop and some of the work that had not been done.*

## Land Development Regulations – update not done
        General code – needs to be reviewed
        Perhaps develop policy for automatic review
Issues – alcohol, parking, to address
Review process – final development review
Building LDRs – ok
Personnel – limited

## Infrastructure
Undergrounding of electric lines – cross lines at a minimum
Stormwater – phase 3 completed
        Marsh Head bulkhead, 2$^{nd}$ Avenue drainage
Paving – Oceanside Circle – improvements
        Oceanside Drive/ 6$^{th}$ Ave

## Beautification
Avenue of Palms
Plazas
Not done – private properties
        Incentives needed
Are codes adequate?
Entry beautification

## Infrastructure
        8$^{th}$ St. Parking - Completed
        16$^{th}$ St. Parking - Completed
Community Garden Moved - Completed
        8$^{th}$ St. Plaza - Completed
        A1A and Polk Rd - Completed
Park upgrades - Completed
Pedestrian crosswalks enhancements - Completed
State of City Report – should be given annually
Master Stormwater Plan – moving ahead

## Projects and Programs that are In the Works
Drainage system – constrained
Ocean Woods ditch
Woodlands Estates
Mikler ditch – storage and treatment agreement with SJRWMD
Succession Plan – should be done
Town Center feasibility

**Public Safety**
   Programs for residents
   Transportation
     Beach Blvd. Traffic – County & DOT
     Off beach parking
   Events – evaluate value
   Balancing needs – Residents/tourism/businesses
**Quality of Life**
Recreation plan – Police – Public Works
Engage citizens – acquire input survey

# WHAT HAS CHANGED?

*The group discussed some of the changes in the city that have occurred since 2012 and indicate it is moving in a positive direction.*

Economic outlook – property values increased 3.78%
2 New hotels
Calls inquiring about development opportunities
Residential infill construction
Sale of older homes – tear downs
   Now building 2 homes on prior 1 home lot
Population increased
Traditional means of communicating with citizens not effective
   Need new means – more Public Relations
Expanded IT
Staffing up a little
Police Department – updated all policies
   Training emphasis
   Accreditation
   Community outreach
Needs of city – increasing
   Review staffing
Public Works – fewer employees
Female majority on commission
   1st female Mayor
Equipment being replaced
Staff – leadership changes – public works, city clerk, police chief, part-time events coordinator
Relationship with county improved
   Potential for Beach Patrol funded by county
   Pier Park – parking
   Joint permit process – uniform
   Mayor – aggressive in pursuing relationships
   LED light replacement
   City/county meeting

Vehicular access to bench – worse
    Parking issues
    Traffic
Commission effectiveness – improved
    Spirit – cooperation

## WHAT'S WORKING?
*The facilitator then asked the participants to discuss things that are going well in the city. The following were identified:*

The police department
    Accreditation
Infrastructure improvements
Budgeting – now have a Chief Financial Officer
Advisory Boards – membership
    Functioning well
    P & Z, Beautification, Code Enforcement
Fundamentals of city
    Basic services
Internal cooperation
    Among departments
Financially stable
    Fund balance
Intergovernmental Relations
    Cooperation
    Funds
    Purchasing
Beach Re-Nourishment

## WHAT NEEDS WORK?
*The facilitator also asked the group to discuss things still need work and improvement. The following were listed:*

Long Range Plans – in all areas – city and departmental (proactive vs. reactive)
    Infrastructure
    IT
    Police Department
    Recreation – events
Engagement with citizens (2-way, full use of technology; online forms)
    Social media
    Meetings
    Surveys
    State of the City
    Relationship with Advisory Boards

Comprehensive Master Calendar – city events and activities
        Tied in with County and City of St. Augustine
Continuation of beach re-nourishment
        Engage legislators to maintain
Increase E-commerce
        Payments
        Information
Infrastructure improvements
        Paving
        Resurfacing
        Piping
        City facilities – status, use, etc.
Pier Park – status
        Pier Replacement – cost
Visual branding for public parking – (signage, color coding, wheel stops, striping)
Review of funding options
        Grants
        Public/private
        Taxes
        Fees
        $560,000 from sale of land
Plan for parks and green space – restore, acquire, maintain
Participation in 450th birthday – St. Augustine
        Arts project
        Legacy effort
Review of city codes and update
        Traffic
        Parking
        Solid waste
        LDRs
Improvement in citizen sensitivity
Transportation
        Mobility – shuttle system
        Traffic management
Staffing and succession planning
        Annual HR report
                Turnover
                Safety
                Worker's Comp
                Grievances
Review of inter-local agreements
Beautification

## GOALS AND OBJECTIVES

*The elected officials agreed that the seven goals that had been established in 2012 were still appropriate. They identified objectives under each of the goals and then selected the objectives that were most important for implementation. Objectives that received the support of at least four of the elected officials are considered Tier One priorities. Those receiving support from 3 officials are Tier Two priorities. Objectives that had less support are included under the Other Objectives title. The number in parentheses in front of the objective indicates the support it received. There is no significance to the order in which the goals are listed.*

## GOAL - HUMAN RESOURCES

### Other Objectives

(1) Create a succession plan covering manager and department heads and their direct reports

(0) Create a comprehensive annual report on Human Resource Management issues, turnover, safety, staffing, risk management training and development, compensation and benefits, etc.

(0) Create a transfer of knowledge plan including SOPs

(0) Conduct update of pay and benefits plan to assure competitiveness including training and travel

(0) Review and update all job descriptions

## GOAL - ECONOMIC DEVELOPMENT

### Objectives
### Tier One

(4) Establish plan for evaluating pros and cons of various events and their impact on quality of life

### Tier Two

(3) Assess and evaluate potential for a mobility plan for public transportation – shuttle feasibility

### Other Objectives

(0) Explore opportunities for public/private partnerships

(0) Develop project for 450th anniversary celebration - legacy

# GOAL - FISCAL AND TECHNOLOGY ISSUES

## Objectives
## Tier One

(4) Review additional revenue sources including fees, grants, taxes, public/private, bonds, etc

## Other Objectives

(1) Review and implement IT plan

(0) Develop and keep current comprehensive master calendar of events

(0) Keep fiscal policies current


# GOAL - GROWTH MANAGEMENT

## Objectives
## Tier One

(4) Review and update city codes and their enforcement
     Parking
     Traffic, speed limits
     Solid waste
     LDRs

## Other Objective

(1) Identify appropriate parcels for annexation and develop plan for attracting to city


# GOAL – GOVERNANCE

## Objectives
## Tier One

(4) Advocate for continued funding for beach re-nourishment (state and federal)

(4) Increase and improve citizen engagement – 2-way
     Social media, meetings (HOAs, etc.), surveys, State of City report, full use of technology

## Tier Two

(3) Advocate for renovation and maintenance of Pier Park – including replacement of pier

### Other Objectives

(0) Enhance relationship with and effectiveness of advisory boards

(0) Continue to review and update intergovernmental agreements

(0) Commission and staff continue awareness of citizen sensitivity


## GOAL - PUBLIC SAFETY

### Objectives
### Tier One

(4) Develop traffic management plan city-wide

### Other Objectives

(2) Update emergency management procedures and conduct mock drill
    Includes IT security

(0) Assure reaccreditation of police department with regular reports to commission on progress

(0) Develop safe bicycle and pedestrian trails throughout the city

(0) Assess and implement security measures for city buildings


## GOAL – INFRASTRUCTURE

### Objectives
### Tier Two

(3) Update and implement pavement management plan for city

(3) Explore funding options for potential purchase of the Maratea property

## Other Objectives

(2) Update master stormwater plan

(1) Improve identification of public parking sites (signage, colors, etc.)

(0) Develop long range plan for future use of old city hall

(0) Develop master park management plan for acquisition, improvement and maintenance of city parks

(0) Beautification plan and priorities developed by beautification committee for implementation

## PRIORITY OBJECTIVES

### Tier One

(4) Establish plan for evaluating pros and cons of various events and their impact on quality of life

(4) Review additional revenue sources including fees, grants, taxes, public/private, bonds, etc

(4) Review and update city codes and their enforcement
    Parking
    Traffic, speed limits
    Solid waste
    LDRs

(4) Advocate for continued funding for beach re-nourishment (state and federal)

(4) Increase and improve citizen engagement – 2-way
    Social media, meetings (HOAs, etc.), surveys, State of City report, full use of technology

(4) Develop traffic management plan city-wide

### Tier Two

(3) Assess and evaluate potential for a mobility plan for public transportation – shuttle feasibility

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(3) Explore funding options for potential purchase of the Maratea property