

GOAL – SETTING WORKSHOP

TOWN OF PONCE INLET

MARCH 4, 2006

**Facilitated by
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INTRODUCTION

The Ponce Inlet Town Council held a Goal Setting Workshop on March 4, 2006. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, Council Members, and senior staff set ground rules and discussed the internal and external factors that may impact the town. The participants then assessed the strengths, weaknesses, opportunities and threats facing the town.

The next part of the workshop consisted of a listing of strategic issues that are significant for the town. At this point, the participants grouped the issues into seven 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 day:

- Be Respectful
- All opinions are valued
- Leave details for another day
- Maintain open dialogue
- Have fun
- End on time - complete the agenda

EXTERNAL TRENDS & ISSUES

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

- Increased cost of housing and land – Socio-Economic Impact
- Redevelopment
- Terrorism – costs
- Severe weather – hurricanes, increased rain
- Decreased cost of housing and land
- Pressure for changes in land use – densities
- Volusia County Charter
- Pressure to convert wetlands at state level
- Federal regulations – redefined – wetlands
- Fuel and energy costs rising – Alternative fuels
- Infrastructure costs rising
- Pressure to lower tax rates by citizens
- Cable TV – franchise fee changes
- Public perception and attitudes toward government re-evaluated based on recent events
- Flood maps upgraded based on 500 year storm history
- Global warming – rise in level of seas
- Other countries increased use of energy
- County, State, and Federal mandates – rules, regulations
- Control and cost of potable water – changing
- Technology changing – broadband, information sharing

INTERNAL TRENDS & ISSUES

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

- Pressure for development, redevelopment, land use
- Potential for bond issues to preserve public lands, boat yard
- Utility protection
- Historic preservation
- Build out predictable
- Competition for employees
- Younger families – increased need for recreation, culture, events
- Consolidation of Fire/EMS
- Citizen misunderstanding of taxes
- Engaged citizenry :
 - Vocal minority - more respectful tone
 - More volunteers
 - Majority not engaged
- Town Council working well together – is accessible
- More two-way communication with public
- Lighthouse – tourism up; working better with Town
- New Town Hall
- Citizens rely more on technology
- Relationships with County (new Manager)
- Others not using technology – need to be reached
- Budget limits and priorities
- Making condominiums part of the community
- Occupancy rate of condominiums may increase

The Council and staff then identified what they perceive as strengths and weaknesses of the town and its government. They also identified opportunities and threats that the town faces. The following chart is a compilation of these ideas. The number in parentheses () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff –proactive, progressive, educated, receptive (14)	Lack of staff, space, and equipment to address issues(6)	Improved Technology (6)	Federal, State, and County rules & regulations (4)
Small community feel – highly desirable (5)	Long-term budgeting/strategic plan (2)	Volunteerism (2)	Severe weather (3)
Town Government (3)	Recreation programs for youth (1)	Land/Historic preservation (2)	Pressure from developers/land speculators (3)
Public Safety (2)	Apathetic residents (1)	Grants, bonds (3)	Protection of wetlands (2)
Involved Citizens (2)	Geographic layout linear – only two access roads (1)	Increase term length (1)	Centralization of public safety and communication assets by County (2)
Lighthouse (1)	Working on <u>all</u> town facilities (1)	Salary study of other municipalities (1)	Inability to evacuate due to county rules (1)
River & Beach (1)	Reliance on other cities for additional safety assets (1)	Community events (1)	Homeland Security (1)
Bike Paths (1)	Need council members to represent geographic areas (voting districts) to connect with citizens (1)	Use the media, not get used (1)	Public resistance to change (sewer) (1)
Sound Tax Base (1)	Rising health care costs – passed on to employees (1)	Provide better employee benefits (1)	Glitch Bill (1)
Improved disaster preparedness (1)	Electronic Communication (1)	New businesses in Fisherman’s Harbor (1)	Availability of potable water supply (1)
Good restaurants (1)	Ability to support commerce (1)	Higher percentage of involved citizenry (1)	
Property Values (1)	Too reliant upon Ad Valorem revenue (1)	River development overlay (1)	
Reasonable idea of our build-out (1)		Water taxi (1)	
		Educate the public (1)	

STRATEGIC ISSUES

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

Fiscal Issues

- Capital Improvement Plan
- Completion of Town Hall and the consequences
- Adequate reserves to deal with disasters
- Budget realism/constraints; reserve

Infrastructure

- Road improvements – Atlantic Avenue
- Sewer (reduction of septic tanks)
- Underground utilities/hardened

Growth Management

- Post disaster development
- Land acquisition
- Comp Plan – LUDC redevelopment
- Historic preservation
- Working waterfront
- Recreation

Improved use of technology

Form and Structure of Government

- Staffing – workload – appropriate roles and responsibilities, retention
- Volunteerism – continue to encourage
- Districting of Council
- Increasing terms of office

Image

- Improved communication with citizens
- Interaction with other local governments and agencies
- Public/Media Relations

Long term strategic plan – budget towards build-out

- Town Government – service provided, expected, needed – cost

The Council agreed these seven strategic issue areas were appropriate goals for the next fiscal 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. There is no significance to the order in which the goals are listed.

GOALS AND OBJECTIVES

GOAL - FORM & STRUCTURE

Objectives Tier One

- (4) Plan for employee recruitment and retention (salaries, benefits, staffing; training, professional development)

Other

- (1) Review districts for Council – options
- (1) Consider options for training and evaluating advisory boards
- (1) Develop plan for recruitment, appreciation for volunteers

GOAL - LONG RANGE STRATEGIC PLAN

Objectives Other

- (2) Develop plan that envisions town structure, services, staffing, and budget at build out (10 years out)

GOAL – IMAGE

Objectives Other

- (2) Develop public information/public relations process
- (2) Explore expanding communication with citizens – video, audio, web, etc.
- (2) Encourage participation with other government entities, associations (council, staff)

GOAL – FISCAL

Objectives Tier One

- (4) Establish and fund reserve contingency plan – minimum and maximum

Tier Two

- (3) Seek alternatives to Ad Valorem for revenue sources

Other

Develop capital improvement plan

GOAL – INFRASTRUCTURE

Objectives Tier Two

- (3) Underground/hardening utilities (fiber optics)

Other

- (2) Reduce number of septic tanks by extending sewer lines (review code & enforcement)

- (2) Renovate old Town Hall

- (1) Plan for beautification and streetscaping throughout town (where appropriate)

Improvement plan for Atlantic Avenue

GOAL - GROWTH MANAGEMENT

Objectives

Tier Two

- (3) Pursue preservation of at least one boat yard and also working waterfront

Other

- (2) Provide funding to acquire land for conservation/public use
- (2) Review all commercial zoning MF2 within ROD and for appropriateness
- (1) Identify and designate historic properties

Develop recreation plan for Town (sidewalks and bike path lighting and park signage) (1)

GOAL – TECHNOLOGY

Objectives

Other

- (1) Explore possibility of public access kiosks
 - (1) Provide plan for moving to paperless agenda
- Explore possibility of providing Wi-Fi and Wi-Max in Town

PRIORITY OBJECTIVES

- (4) Plan for employee recruitment and retention (salaries, benefits, staffing; training, professional development)
- (4) Establish and fund reserve contingency plan – minimum and maximum
- (3) Seek alternatives to Ad Valorem for revenue sources
- (3) Underground/hardening utilities (fiber optics)
- (3) Pursue preservation of at least one boat yard and also working waterfront