

# LEGISLATIVE MEMORANDUM









**TO:** Honorable Mayor and Members of the City Council  
**FROM:** Lee R. Feldman, City Manager *Lee R. Feldman*  
**DATE:** January 20, 2011  
**RE:** Ratification of 2011-2016-2026 Strategic Plan







The Council recently completed its strategic planning effort for 2011-2016-2026. The attached is a summary document for consideration and adoption.

During the planning process, City Council identified the following Action Agenda items for 2011:

## **Top Priority:**

-  Major Employer Attraction
-  Budget: Set Priorities, Determine Levels of Service and Revenues
-  Citizen Budget Committee: Direction
-  Fire Contract Resolution
-  South Parkway Interchange
-  Emerald City

## **High Priority:**

-  Economic Development Task Force: Direction
-  Investment Guide Development
-  Revenue Collection Policy
-  Road Maintenance Program Funding (ordinance up to one mil)
-  Parkway Phase II (Pace to Emerson)
-  Impact Fees: Evaluation

## **FISCAL IMPACT:**

None. Policy and funding issues included in the Strategic Plan will be considered on an individual basis at the appropriate time.

## **RECOMMENDATION:**

Motion to ratify the 2011-2016-2026 Strategic Plan.

JRL/tjl

Attachment: 1) Strategic Plan 2011-2016-2026

# ***LEADER'S GUIDE***

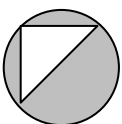
# ***2011***

SUMMARY REPORT

***Mayor and  
City Council***



***Palm Bay, Florida  
January 2011***



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# **SECTION I**

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## **LEADERSHIP DURING TURBULENT TIMES**

# Lessons from Successful Leadership

- 1. Live with PASSION FOR THE COMMUNITY**
  - Commitment to serving the community and caring
  - Putting personal interests and agenda aside
  - Going the extra mile without thinking
  - Sharing credit with contributors
  - Being confident about the future, bringing excitement to others
- 2. Face REALITY**
  - Having a candid conversation
  - Defining today's reality
  - Understanding the reality
  - Acknowledging the reality
  - Accepting the venture to the future
- 3. Have FOCUS**
  - Recognize focus or fail
  - Taking the opportunity to reflect, to evaluate, to refocus
  - Positioning for the future
  - Rethinking the vision, mission, goals
  - Concentrating on desired outcomes
- 4. Add VALUE**
  - Value:  $V + \frac{Q}{C} \times \text{Safety} \times \text{Time} \times \text{Beauty} \times \text{Enrichment}$
  - Recognizing that residents want invisible benefits, and take values for granted
  - Helping residents to understand value and true costs
  - Defining value for residents' needs, not desires or wants
  - Bottomline: local government services define quality of life
- 5. Prepare for SUCCESS**
  - Remembering: "Luck is Preparation meeting Opportunity"
  - Connecting the dots: vision, goals, resources, actions
  - Developing a strategy with options, and using it
  - Monitoring performance and indicators through monthly reports
  - Beginning with the basics "putting on your socks"

**6. Decide with LONG TERM in mind**

- Recognizing that there are more unintended consequences during uncertain times
- Thinking about the desired outcome and preferred destination
- Avoiding overreacting to the moment or current crisis – remembering every action has a reaction
- Looking beyond the pros/cons, the “what if” scenarios
- Making timely decisions based upon best available data

**7. Be NIMBLE and RESILIENT**

- Recognizing that the unexpected will happen, plans do not work as planned, “failure” is normal
- Understanding the shift or change without finding fault
- Taking a step back: What did I learn, what adjustments are needed
- Maintaining a positive outlook, being courageous when faced with change or uncertainty
- Making thoughtful, timely adjustments

**8. Develop PARTNERS**

- Recognizing that success depends on developing effective partners
- Making time to build and maintain relationships
- Identifying areas of common interest and opportunities for mutual successes
- Leveraging available resources
- Working together and celebrating success

**9. Take RISK for a better future**

- Recognizing that every decision and action has risk
- Making time to prepare – it reduces risk
- Institutionalizing a strategic planning process
- Having courage to take risks guided by a plan
- Taking calculated, prudent risks – doing what you think is best when there is opposition

**10. Produce RESULTS**

- Using vision, goals and mission to define results and success
- Developing processes with the outcome in mind
- Taking actions guided by outcomes
- Evaluating the results, making adjustments
- Celebrating the successes by creating a memory for the community

## **Palm Bay: Opportunities – Reasons For Optimism**

- \* **Southern Parkway Interchange and Emerald City**
  
- \* **Parkway**
  
- \* **Location and Natural Assets**
  
- \* **Water**
  
- \* **Quality Affordable Housing – Value for Dollar**
  
- \* **Census – Shift to Power for South County**
  
- \* **Quality Municipal Services provided by Quality  
Employees Dedicated to Serving the Community**
  
- \* **Efforts for Green, Sustainable City**

## **Palm Bay: Realities for 2011**

- \* **Revenues or service reductions**
- \* **Maintain or face reconstruction at higher costs**
- \* **Invest in “things” that add value**
- \* **Operating cost going up**
- \* **Property tax base will slowly recover once the economic recovery begins – but only at a max 3%**
- \* **Increasing diverse population**
- \* **Increasing demands for human and social services – who provides it**
- \* **Unemployment: 12.2%**
- \* **Must develop strategic partnership**
- \* **Lack of community “social infrastructure” – community contributions and leadership**
- \* **Need for “quality of life” amenities to be competitive – new residents, economic development**
- \* **Retail is an acceptable drive – whether or not in Palm Bay**
- \* **Palm Bay’s Reality is Different than Perception**

## **Message to Mayor and Councilmembers**

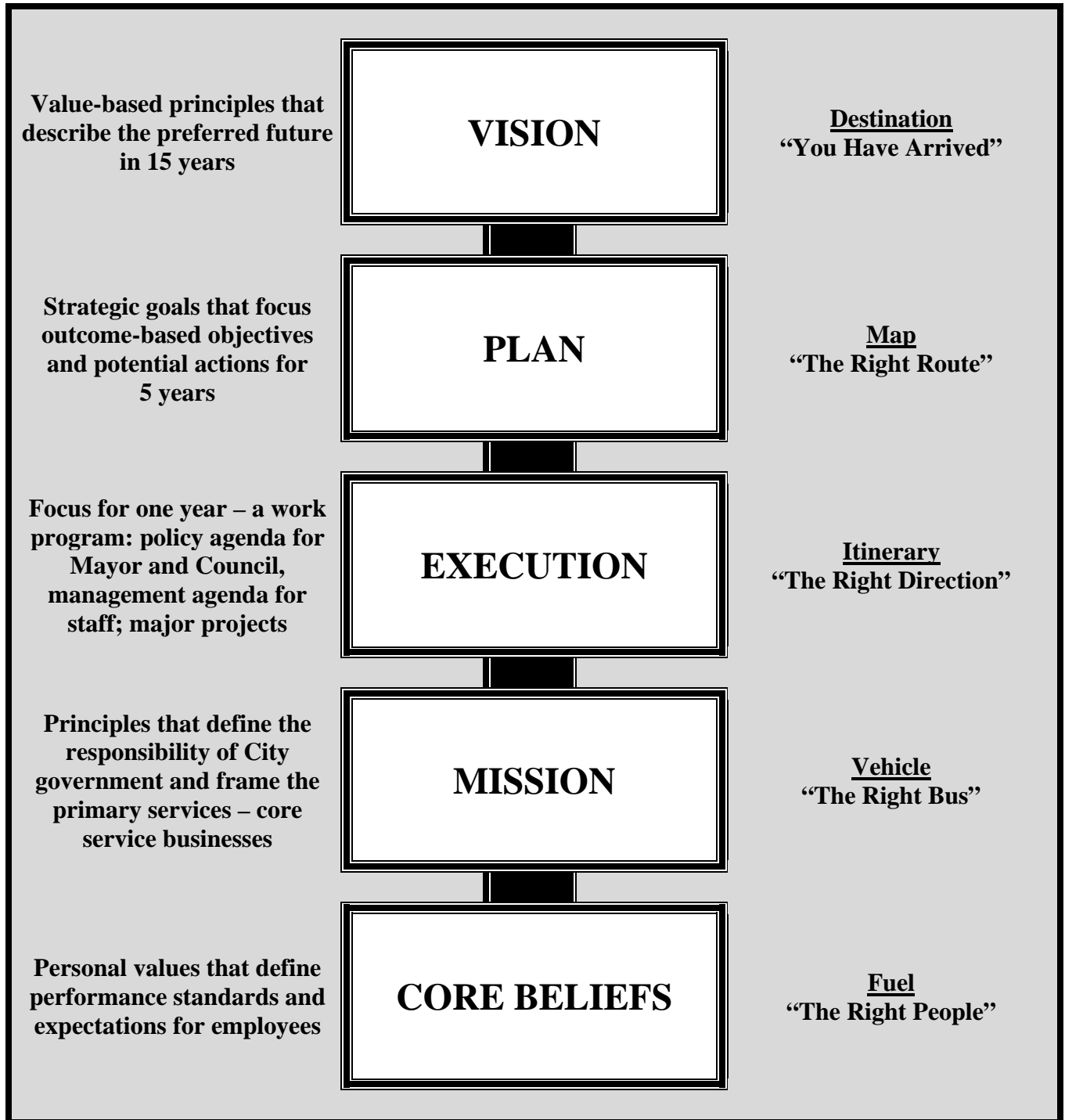
- + **Lead the City**
- + **Be Positive about the City and Community**
- + **Build Support for City, Decision**
- + **Make Decisions, Move on to Next Issue**
- + **Invest in Palm Bay's Future**
- + **Communicate with Residents – Share Palm Bay**
- + **Think about a. Long Term as You Make Decisions  
b. Potential Consequences**
- + **Identify and Develop Future Leaders**
- + **Do What is Best for the Community (overall) not the  
Vocal Few**
- + **Remember Your City Employees Care about the  
Residents and Community**

# **SECTION II**

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## **STRATEGIC PLANNING FOR THE CITY OF PALM BAY**

# ***STRATEGIC PLANNING MODEL***



# **SECTION III**

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## **PERFORMANCE REPORT 2009 – 2010**

**GOAL 1**

**STRONG LOCAL ECONOMY**

<i>ACHIEVEMENTS 2010</i>	<i>VALUE TO RESIDENTS</i>
1. Business Development Administrator	+
2. Harris Campus: Major Reinvestment (\$100 million)	+
3. UCF Incubator	
4. Emerald City	
5. Shopping Center on Palm Bay	
6. Hotel – Holiday Inn Express	
7. Brevard Community College – Enrollment Up	
8. 50 <sup>th</sup> Anniversary of City	
9. AAR Corp – Major Offices	
10. Chamber of Commerce: Expansion	
11. Hospital Relations with City and Support Nurses Program at Brevard Community College	

**GOAL 2**

**CITY GOVERNMENT: FINANCIALLY SOUND,  
TOP QUALITY SERVICES**

<i>ACHIEVEMENTS 2010</i>	<i>VALUE TO RESIDENTS</i>
1. City Hall Annex: Decision, Funding	+
2. Call Center: Decision	+
3. 5/7 Labor Contracts	
4. Private Sector Contributions: Outdoor Movie Theater Holiday Parade	
5. Fire Station 1: Replacement moving forward	
6. Volunteer Program: \$300,000 Savings	
7. Health Cost Avoidance: \$4.4 million savings over three years	
8. Vendor Contracts – “Say No” = \$750,000 savings	
9. Utilities Cost Containment: Energy Cost Reduction, Process Improvements	
10. Federal Stimulus Investments: a. Utilities: \$3 million b. Transportation: \$3 million	
11. Stable Outlook, Removed from Watch List (by Bond Rating Agencies)	
12. Lawn Maintenance in House	

**GOAL 3**

**IMPROVED ROADS AND HIGHWAY SYSTEM  
AND TRAFFIC FLOW**

<i>ACHIEVEMENTS 2010</i>	<i>VALUE TO RESIDENTS</i>
1. Parkway: Progress	+
2. Road Program: \$2 million	+
3. FDOT: I-95 Widening	
4. Palm Bay Road Widening Project	
5. Malabar Road: Repaired Culvert System	
6. Hurley Road Drainage	
7. Cogan Improvements	
8. Troutman Improvements	
9. Emerson Improvements	
10. Jupiter-Minton Bridge	
11. Pace Improvements	
12. Sidewalk System Expansion	

**GOAL 4**

**QUALITY DEVELOPMENT AND REDEVELOPMENT**

<i>ACHIEVEMENTS 2010</i>	<i>VALUE TO RESIDENTS</i>
1. Emerald City: State Approved	+
2. BCRA: Land Acquisition	+
3. BCRA: Landscaping	
4. Castaway Park: Improvement	

## **OTHER CITY SUCCESSES 2010**

- 1. Water System: Expansion**
- 2. Sustainability Master Plan: Adoption**
- 3. Employee Community Involvement: Toys for Tots, United Way, Cancer Walk, Relay for Life, etc.**
- 4. Financial Transparency – OPEN PALM BAY**
- 5. Going Green: City Hall Annex, Recycling, LED Lights, Pervious Surfaces**
- 6. Collection Waste and Recycling**
- 7. Energy Grant and Cost Savings**
- 8. CUP Renewal**
- 9. Sponsorships for Holiday Parade, 50<sup>th</sup> Anniversary, Mayor's Ball, Halloween for Children**
- 10. Community Garden: 1<sup>st</sup>**
- 11. Residents and Businesses Guides**
- 12. Solar Trash Compactors in Park**
- 13. Relations with T.P.O.**
- 14. Employee Christmas Luncheon**

## **Service Increases**

- 1. Fire Call Volume**
- 2. Water Customers**
- 3. Citizen Requests**
- 4. Park Maintenance**
- 5. Facility Maintenance**
- 6. More Turn Offs of Water**
- 7. Abandoned Homes**
- 8. Code Enforcement: Calls, Mowing (in house)**
- 9. Road Maintenance**
- 10. Culvert Replacement**
- 11. Domestic Violence (more than one officer response)**
- 12. Childcare Services in Parks**
- 13. Fire Inspections**

## **Service Decreases**

- 1. Ornamental Landscaping**
- 2. No Street Lights**
- 3. Utility Late Notices Process Improvement**
- 4. Report Taking – Electronic**
- 5. Trash – Once a Week**
- 6. Special Events - Funding**
- 7. School Crossing Guards**
- 8. Police Demonstrations**
- 9. Fire – Public Education**

# **SECTION IV**

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## **CITY OF PALM BAY: PLAN 2011 – 2016**

# **City of Palm Bay Goals 2016**

**Strong Local Economy**

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**Improved Roads and Highway System and Traffic Flow**

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**City Government: Financially Sound, Top Quality Services**

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**Quality Development and Redevelopment**

# Goals 2016 Worksheet

<b>GOALS</b>	<b>IMPORTANCE</b>
<b>1. Strong Local Economy</b>	<b>10</b>
<b>2. Improved Roads and Highway System and Traffic Flow</b>	<b>11</b>
<b>3. City Government: Financially Sound, Top Quality Services</b>	<b>13</b>
<b>4. Quality Development and Redevelopment</b>	<b>16</b>

<b>GOAL 1</b>	<b>STRONG LOCAL ECONOMY</b>
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<p>► <b>Objectives</b></p> <ol style="list-style-type: none"> <li>1. More job opportunities within Palm Bay – residents do not have to leave to work</li> <li>2. Actively pursue realistic, doable economic development opportunities for Palm Bay</li> <li>3. Have strong well-defined relationship within economic development (Chamber, EDC, City)</li> <li>4. Attract major businesses to locate in Palm Bay</li> <li>5. Facilitate opportunities to grow a business in Palm Bay</li> <li>6. Attract light manufacturing businesses to Palm Bay</li> <li>7. Attract green business to Palm Bay</li> </ol>	<table border="1"> <thead> <tr> <th style="text-align: left;">PRIORITY</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">5</td> </tr> <tr> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">3</td> </tr> <tr> <td style="text-align: center;">3</td> </tr> </tbody> </table>	PRIORITY	5	4	3	3	3	3	3
PRIORITY									
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<p>► <b>Means to Residents</b></p> <ol style="list-style-type: none"> <li>1. Having opportunities to live and work in Palm Bay.</li> <li>2. Keeping dollars in Palm Bay.</li> <li>3. More diverse tax base.</li> <li>4. Greater convenience.</li> <li>5. More jobs for residents, including youth.</li> </ol>
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► **Challenges and Opportunities**

1. Funding for economic development: staffing programs, incentives
2. Competition from other cities: local, regional, national and international
3. Infrastructure and City appearance – 1<sup>st</sup> impression of Palm Bay
4. Uncertain and changing retail market
5. Defining Palm Bay’s assets and niche for business and industrial attraction
6. Businesses closing or leaving Palm Bay leaving vacant buildings and shopping centers
7. Perception of the Palm Bay community – Positive Image for Business
8. Residents support for economic development incentives and activities – some see limited value
9. Limited sites and appropriate locations for businesses
10. Business access to capital

**PRIORITY**

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|---|
| 5 |
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| 3 |
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► **Actions 2011**

1. Investment Guide for Website: Development
2. Major Employer Attraction Strategy: Development, City Actions
3. Economic Development Task Force Ordinance: Direction
4. Economic Development Website: Development
5. Economic Incentive Policy: Direction, Funding
6. Market Analysis for Palm Bay: Completion, Direction, Funding
7. Economic Development: Staffing, Funding
8. Impact Fee: Evaluation, Direction
9. Development Review Process: Evaluation, Refinement
10. Balmoral Study: Direction, Actions (Business Survey)

**PRIORITY**

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| 1 |
| 1 |

<b>GOAL 2</b>	<b>IMPROVED ROADS AND HIGHWAY SYSTEM AND TRAFFIC FLOW</b>
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<b>► Objectives</b>	<b>PRIORITY</b>
1. Major highway improvements: Parkway and I-95 Interchange South	5
2. Improve maintenance level of local roads	5
3. Safe streets with minimal congestion	4
4. More attractive and beautiful streetscapes and ROW	3
5. Partner with Brevard County on Intelligent Transportation System (ITS)	3
6. Promote “Complete Streets” concept for Palm Bay	2
7. Expand major corridors: Babcock (South to Malabar Road), Malabar Road	1
8. Expand local road system with additional new roads	1
9. Develop Canal Pedestrian/Bike Trail System	1

<b>► Means to Residents</b>
1. More predictable travel times.
2. Safer streets and neighborhoods.
3. Protection of neighborhoods.
4. More attractive community and corridors.
5. Emergency evacuation route.
6. More predictable travel times.
7. Lower reconstruction costs.
8. Maintain and enhance property values.

**► Challenges and Opportunities**

1. Access to dollars for current road projects
2. Funding for city roads, PC1 rating  $\leq 50 = 175 +$  miles; PC1  $\geq 60 = 225 +$  miles
3. Road going from maintenance to reconstruction at a higher cost
4. Aging roads and infrastructure in neighborhoods
5. Drainage system and failing infrastructure
6. Coordination among City, FDOT, Federal Highway Administration
7. FDOT
8. TPO

**PRIORITY**

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|---|
| 5 |
| 4 |
| 4 |
| 3 |
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| 0 |
| 0 |

**► Actions 2011**

1. South Interchange on I-95: Construction, Schedule, Funding
2. Parkway Phase II (Pace to Emerson): Funding
3. Road Maintenance Program: Funding Level Up to 1 Million (Road District Ordinance)
4. ITS Coordination with Brevard County
5. Speed Limit Studies: Collector Roads and School Zones
6. Landscaping and Maintenance: Service Level, Funding
7. Red Light Cameras: Direction

**PRIORITY**

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|---|
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| 3 |
| 3 |
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| 2 |
| 1 |

**► Management in Progress 2011**

1. Canal 37 Pilot Project

**► Major Projects 2011**

1. Parkway Phase I (Malabar to Pace)
2. Emerson Drive NW Project
3. Road Plan: Project Completion

<b>GOAL 3</b>	<b>CITY GOVERNMENT: FINANCIALLY SOUND, TOP QUALITY SERVICES</b>
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- **Objectives**
1. Well-maintained City infrastructure and facilities
  2. Align City services and programs with city resources
  3. Adequate resources to support quality services
  4. Develop new alternative revenue sources for City
  5. Top quality, motivated workforce committed to serving the Palm Bay community
  6. Develop city investment fund to reduce long-term costs

- **Means to Residents**
1. Value for your tax dollars.
  2. Strong customer services by City.
  3. Better quality services.
  4. City response to your needs.
  5. Less property tax.

► **Challenges and Opportunities**

	<b>PRIORITY</b>
1. Employee relations: compensation, labor contracts	5
2. Unstable City revenues	3
3. Anti-government, anti-tax sentiment in the community	3
4. State of Florida and federal government mandates and regulations	3
5. Split between City employees: public safety vs. non public safety	2
6. Defining city government's role: service responsibilities and priorities	2
7. Rising costs of doing business for city government: healthcare, energy, fuel	1
8. Retaining top quality, highly motivated employees dedicated to serving the Palm Bay Community	1

**► Actions 2011**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Budget: Services, Service Priority and Revenue                                       | 5               |
| 2. Citizens Budget Committee: Direction   | 5               |
| 3. Fire Contract: Resolution  | 5               |
| 4. Overtime Time: Evaluation, Direction   | 4               |
| 5. Collections Policy: Direction, Actions   | 3               |
| 6. Comprehensive Vehicle Replacement Program: Development, Funding                      | 3               |
| 7. Communications with Residents: Strategy, Actions                                     | 3               |
| 8. Virtualization Plan for P.C.: Development, Funding                                   | 2               |
| 9. Five-Year Financial Plan and Projections   | 1               |
| 10. Community Center: Evaluation, Uses, Direction, Funding                              | 1               |
| 11. Manager and Employee Compensation: Evaluation, Direction                            | 1               |
| 12. Wastewater Rates: Analysis, Decision  | 1               |
| 13. Charter on Special Assessments: Direction   | 0               |
| 14. Gun Range: Development, Funding   | 0               |
| 15. Madden Park: Expansion, Matching Dollars  | 0               |
| 16. Fiber Optic Program (Community Center to City Hall): Funding                        | 0               |
| 17. ERP Software: Direction, Funding  | 0               |
| 18. Human and Social Services: Needs Assessment, City's Role, Partnerships for Services | 0               |

**► Management in Progress 2011**

1. Community Investment Plan: Realistic Projects, Funding
2. Call Center (311): Implementation
3. Collective Bargaining Agreement: Police
4. Police Reserve Officer Program: Expansion
5. V-Cop Program: Expansion
6. Mobile Command Vehicle: Development (Federal Grant: \$600,000)
7. County Dispatch: Evaluation, Legal Opinion
8. Parks and Recreation Reaccreditation
9. Sponsorships: Development for Special Events

**► Major Projects 2011**

1. Fire Station 1: Construction

<b>GOAL 4</b>	<b>QUALITY DEVELOPMENT AND REDEVELOPMENT</b>
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- Objectives**
1. Maintain and increase property values in Palm Bay
  2. Redevelop old commercial areas (Malabar Road, Babcock, etc.)
  3. Redevelop U.S. 1 Corridor and Riverfront Developments as Palm Bay’s downtown and a destination for residents
  4. Palm Bay – the preferred place to live in Brevard County
  5. Develop Emerald City
  6. Upgrade NE Industrial Area

- Means to Residents**
1. Increased property values and marketability.
  2. Opportunities to move up in Palm Bay.
  3. More opportunities to work in Palm Bay.
  4. Shopping opportunities in Palm Bay.
  5. More attractive community.

<b>► Challenges and Opportunities</b>	<b>PRIORITY</b>
1. Foreclosures	5
2. Uncertain recovery of housing market	4
3. Private sector access to capital	2
4. Role of city government in development and land use regulations	2
5. Older commercial areas needing renovation or reuse	2
6. Diverse views on development and redevelopment among residents	2
7. Development review and permitting process	2
8. Community demographics	1

► **Actions 2011**

1. Emerald City Development
2. Building and Design Regulations: Evaluation, Direction
3. Impact Fees: Evaluation, Direction
4. Sign Code: Review
5. Land Development Code: Update, Funding
6. Foreclosed Properties: Monitoring, Needs, City's Actions

PRIORITY
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► **Management in Progress 2011**

1. EAR: Completion
2. NSP II: Home Purchase, Rehab and Sale (28)
3. NSP III: Direction
4. Bayfront Master Plan: Development (CRA)
5. Green Market Plan (CRA)
6. Palm Bay Road Streetscape: Design, Funding (CRA)
7. Oleksak Property: Acquisition (CRA)

► **Major Projects 2011**

1. US 1 Streetscape Project

## OTHER ACTIONS FOR 2011

### ► Actions 2011

1. Large Culvert Replacement (\$800,000) Projects, Future Funding
2. Fats/Oils/Grease Program: Evaluation, Direction
3. Septic Program: Evaluation Direction
4. North Lift Station
5. Galvanized Line Replacement Program (NE)
6. Jupiter Bridge Water Main

PRIORITY
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### ► Management in Progress 2011

1. Stormwater Plan: Capital Projects, Evaluation of Credit
2. Sanitation: Cart Collection

### ► Management in Progress 2011

1. Unit 16 Water Projects

# **SECTION V**

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## **CITY OF PALM BAY: ACTION AGENDA 2011**

# **City of Palm Bay Policy Agenda 2011**

## **TOP PRIORITY**

**Fire Contract: Resolution**  
**Major Employer Attraction**  
**Southern Parkway Interchange**  
**Emerald City**  
**Budget: Service, Priority, Revenue**  
**Citizen Budget Committee**

## **HIGH PRIORITY**

**Parkway Phase II (Pace to Emerson) Funding**  
**Economic Development Task Force Ordinance**  
**Investment Guide: Development**  
**Collection Policy**  
**Road Maintenance (Up to 1 Million)**  
**Impact Fee: Evaluation**

# City of Palm Bay Policy Agenda 2011

<b>POLICY ACTIONS</b>	<b>PRIORITY</b>	
	<b>Top</b>	<b>High</b>
1. Fire Contract: Resolution	5	0
2. Major Employer Attraction	4	0
3. Southern Parkway Interchange	4	0
4. Emerald City	4	0
5. Budget: Service, Priority, Revenue	3	0
6. Citizen Budget Committee	3	0
7. Parkway Phase II (Pace to Emerson) Funding	2	3
8. Economic Development Task Force Ordinance	1	3
9. Investment Guide: Development	1	3
10. Collection Policy	1	3
11. Road Maintenance (Up to 1 Million)	1	3
12. Impact Fee: Evaluation	1	3
13. Economic Incentive Policy	1	2
14. Comprehensive Vehicle Replacement Program	1	2
15. Market Analysis for Palm Bay	1	1
16. Building and Design Regulations	0	1

**City of Palm Bay  
Management Agenda 2011**

**TOP PRIORITY**

[Empty box for Top Priority items]

**HIGH PRIORITY**

[Empty box for High Priority items]

# City of Palm Bay Management Agenda 2011

<b>MANAGEMENT ACTIONS</b>	
1.	Economic Development Website
2.	Overtime Time
3.	Communication with Residents
4.	ITS Coordination
5.	Sign Code

## **Management in Progress 2011**

- 1. Canal 37 Pilot Project**
- 2. Community Investment Plan: Realistic Projects, Funding**
- 3. Call Center (311): Implementation**
- 4. Collective Bargaining Agreement: Police**
- 5. Police Reserve Officer Program: Expansion**
- 6. V-Cop Program: Expansion**
- 7. Mobile Command Vehicle: Development (Federal Grant: \$600,000)**
- 8. County Dispatch: Evaluation, Legal Opinion**
- 9. Parks and Recreation Reaccreditation**
- 10. Sponsorships: Development for Special Events**

- 11. EAR: Completion**
- 12. NSP II: Home Purchase, Rehab and Sale (28)**
- 13. NSP III: Direction**
- 14. Bayfront Master Plan: Development (CRA)**
- 15. Green Market Plan (CRA)**
- 16. Palm Bay Road Streetscape: Design, Funding (CRA)**
- 17. Oleksak Property: Acquisition (CRA)**
- 18. Stormwater Plan: Capital Projects, Evaluation of Credit**
- 19. Sanitation: Cart Collection**

## **Major Projects 2011**

- 1. Parkway Phase I (Malabar to Pace)**
- 2. Emerson Drive NW Project**
- 3. Road Plan: Project Completion**
- 4. Fire Station 1: Construction**
- 5. US 1 Streetscape Project**
- 6. Unit 16 Water Projects**

# **SECTION VI**

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## **GOVERNANCE GUIDE**

## **Overview**

**The Governance Guide is a tool to assist the Mayor-City Council in effectively governing the city, in policy deliberation and decision making. It contains:**

- 1. Success Statement that sets forth expectations for Mayor-City Council and criteria for evaluating their performance,**
- 2. House Rules which is a code of conduct reflecting personal commitments of Mayor-Council to each other,**
- 3. Council Protocols which are operating guidelines for the Mayor-City Council as they govern, work with each other and staff and handle the daily business of city government, and**
- 4. Mayor-Council Responsibilities that define role expectations and duties of the Mayor-City Council.**

## **Mayor-Council Success City of Palm Bay**

- 1. Develop and Take Ownership of Policies, Decisions and Council Direction**
- 2. Update and Follow the Strategic Plan – Vision, for the Future, Achievable Goals for 5 Years, Action Agenda for 2011**
- 3. Understand the Points of View from Others**
- 4. Produce Results that Benefit the Community**
- 5. Serve as an Ambassador for the City of Palm Bay**
- 6. Agree to Disagree and Live with the Decision**
- 7. Make Timely Decision Based Upon the Best Available Information at the Time**
- 8. Bring Different Ideas and Views to the Council Table**
- 9. Bring a Responsible Steward of the Public Resources**
- 10. Demonstrate Community Leadership**

## **House Rules Code of Conduct**

- 1. Maintain Your Sense of Humor – Have Fun**
- 2. Treat Each Other with Respect – No “Belittling”**
- 3. Listen, Be Attentive and Strive to Understand –  
Avoid Cutting Off Each Other**
- 4. Look for Ways to Resolve Issues – Avoid “No”**
- 5. Agree and Disagree, Move on to the Next Issue**
- 6. Stay in the “Family” – Avoid Talking Outside, Keep  
Things Confidential**
- 7. Care and Support Each Other**
- 8. Never Attack Staff or Council, Go to the Person  
Directly if You Have a Problem**
- 9. Work Together to Make Decisions (Truth the Last  
Word)**
- 10. Pursue the Truth (Truth to Last Word) – Make  
Correction When Necessary**
- 11. Come Prepared; Ask Questions**
- 12. Support the Decisions – Represent the Council  
Decision**

# Mayor and City Council Protocol Operating Guidelines

<b>Protocol 1</b>	<b>Simple Information</b>
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- Contact City Manager
- Contact Department Head with copy to the City Manager

<b>Protocol 2</b>	<b>Research on a Topic</b>
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- Contact City Manager
- If labor intensive, City Manager will seek direction from Mayor and City Council

<b>Protocol 3</b>	<b>Citizen Service Request</b>
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- A. First contact
  - For routine, send to Department Head with copy to the City Manager
  - For non routine, contact City Manager
  - Refer to City website and file request
- B. Unsatisfactory contact
  - Contact City Manager

<b>Protocol 4</b>	<b>Question on an Agenda Item: Question and Place</b>
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- A. Questions
  - Bring up questions ahead of time or at briefing
  - If of interest to Mayor and Council, information and response to all
- B. Placing item on an agenda – for discussion only
  - Contact the City Clerk by Wednesday, 5 p.m.

<b>Protocol 5</b>	<b>Urgent Information</b>
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- |          |                  |
|----------|------------------|
| William  | Email            |
| Michelle | Phone Call       |
| Kristine | Phone Call/Email |
| Milo     | Email            |
| John     | Phone Call       |

<b>Protocol 6</b>	<b>Communications: Council and Staff</b>
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- A. Staff-Council
  - Email: information and feedback request
  - Information to Mayor-Council at the same time
  - Mayor desire for information
- B. Council-Council
  - Be prepared to read in newspaper
  - Avoid deliberation

<b>Protocol 7</b>	<b>Spokesperson</b>
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Mayor – serve as a spokesperson for the City and Council policy, represent the City face to media

City Manager – serve as a spokesperson for technical information, managerial manners, providing information to Mayor for briefing