

STRATEGIC PLAN *2019 → 2024 → 2034*

EXECUTIVE SUMMARY

City Council



Marco Island, Florida
April 2019



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STRATEGIC FRAMEWORK

VISION 2034

“Desired Destination for Marco Island”

PLAN 2024

“Map to Marco Island’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of the City of Marco Island”

BELIEFS

“How the City of Marco Island Should Operate”

Vision 2034 Marco Island

MARCO ISLAND VISION 2034

**MARCO ISLAND 2034
is a GREAT RESIDENTIAL COMMUNITY
with
SMALL TOWN CHARM!**

**MARCO ISLAND 2034
is distinguished by our BEAUTY, our
WORLD-CLASS BEACH and
NATURAL ENVIRONMENT
and our WATERWAYS.**

**In 2034, our residents enjoy our
CONVENIENT COASTAL LIVING
and take
PRIDE IN OUR MARCO ISLAND COMMUNITY.**

Marco Island City Government: Mission

MARCO ISLAND CITY MISSION

**MARCO ISLAND CITY GOVERNMENT MISSION is to
provide EXCELLENT MUNICIPAL SERVICES
and PROTECT THE ISLAND'S CHARACTER
AND LIFESTYLE.**

**MARCO ISLAND CITY GOVERNMENT
acts in a FINANCIALLY RESPONSIBLE MANNER,
celebrates CUSTOMER FOCUSED SERVICES
and offers OPPORTUNITIES FOR
COMMUNITY ENGAGEMENT.**

Marco Island City Government: Core Values

MARCO ISLAND S.P.I.R.I.T.

S = SERVE

P = PROFESSIONAL

I = INTEGRITY

R = RESULTS

I = INNOVATIVE

T = TEAM

Goals 2024

City of Marco Island

**FINANCIALLY SOUND CITY PROVIDING
EXCELLENT SERVICES**



**PRISTINE NATURAL ENVIRONMENT AND
QUALITY WATER**



**CONTROL GROWTH AND
DEVELOPMENT/REDEVELOPMENT**



GREAT PLACE TO LIVE

GOAL 1

**FINANCIALLY SOUND CITY PROVIDING
EXCELLENT SERVICES**

► **Objectives**

1. Have a high-level of customer satisfaction with City services and services response
2. Hire and retain a professional, talented workforce dedicated to serving our community with competitive compensation
3. Provide City services in a cost-effective and efficient manner
4. Have resources to support defined City services and service levels
5. Invest in the maintenance and upgrade of City facilities, equipment and infrastructure
6. Leverage City resources through grants and outside funding sources
7. Develop and institutionalize an ongoing strategic planning process

► **Short Term Challenges and Opportunities**

1. Defining the City services and determining services priorities
2. Improving City customer services – more customer focus and friendly
3. Documenting and improving City written processes and service delivery
4. Increasing costs of City government: pensions, healthcare, operating expenses, construction costs
5. Residents desire for lower taxes and less expensive government
6. Greater performance accountability – departments and managers
7. Aging City buildings and infrastructure needing major repairs or replacement
8. Communicating with community
9. Partnering with Collier County to gain additional resources for City services and facilities

► Actions 2019 – 2020

Policy Agenda

- | | |
|--|---------------|
| 1. Police Department Organization Review | Top Priority |
| 2. Building Permit Process: Performance Audit | Top Priority |
| 3. Five-Year Financial Plan with General Fund Projections | Top Priority |
| 4. Proactive City Communications/Public Engagement Policy, Plan, and Program | Top Priority |
| 5. Strategic Plan Development and Institutionalization | High Priority |

Management Agenda

- | | |
|---|---------------|
| 1. Collier County 1 Cent Sales Tax Allocation | Top Priority |
| 2. City Employee Compensation and Benefits | Top Priority |
| 3. Fire Station #50: Direction | Top Priority |
| 4. Comprehensive Infrastructure and Facilities Assessment and Plan with Funding | High Priority |
| 5. Community Survey | High Priority |
| 6. City Departments Comprehensive Review | High Priority |

Management in Progress

1. Fire Public Outreach Program: Expansion
2. Fire Employee Climate Survey
3. Water/Sewer Emergency Response Plan
4. Full-Time Recording Specialist: Direction
5. NIMS Training: Completion
6. Emergency Housing for City Staff Agreement
7. City's Operational Preparedness Plan/Coordination 2019
8. Police Chief: Selection
9. Police Contract: Approval
10. Tyler Munis – Utility Billing Module: Implementation
11. Damage Assessment Policy and Operating Procedures: Development
12. Public Information Policy and Operational Procedures: Development
13. Police Vehicle Replacement: Purchase
14. Administrative Policies and Procedures: Review and Revise – 50 %
100%
15. Hazard Mitigation Grant (HMGP): Notification
16. Disaster Preparedness Equipment and Supplies
17. Irma Property Insurance Claim: Completion
18. Police Firearms Standardization: Purchase

► **Actions 2019 – 2020 (Continued)**

19. Police Records Management System (with Collier County) Set-Up
20. Police Uniform Replacement
21. Problem-Oriented Community Policing Training
22. VHF Radio System Improvements
23. Police 800MHz Radio Replacement
24. Quick Response Vehicle Replacement
25. Police Incident Command Training (Current Staff)
26. Software as a Service (SAAS) Cloud-Based Solution for Tyler
27. Fire Vehicle and Apparatus Maintenance: Solution
28. Fire Prevention Vehicle Lease
29. CERT Team Training Plan
30. Laserfiche Documents Management: Implementation/City Document on Website
31. Growth Management Website: Update
32. Comprehensive Emergency Management Plan: Update
33. Continuity of Operations (COOP) Plan: Development
34. School Resources Officers: Training
35. Police Trailers (2): Purchase
36. Record Management System for Emergency Calls: Revision
37. Emergency Fuel Supply and Mobile Fueling Service
38. Blue Zone Participation
39. Fire Policies and Procedures: Update
40. Kubota (ATV) Replacement
41. Irma FEMA: Wrap Up
42. Irma After Action Report: Implementation
43. Fire Service Cancer Prevention Program
44. Police Policy Manual
45. Police Vessel Replacement
46. Bunker Gear Replacement
47. Travel and Expense Modules: Implementation
48. ISO Rating Preparation (from “3” to “2”)
49. EKG Monitors
50. Self-Contained Breathing Apparatus Replacement
51. Permitting Software Plan: Implementation
52. QLess: Implementation
53. Handheld Meter Reading Devices: Upgrade
54. Marco Island Civic Association Hurricane Preparedness Publication: Re-Write

► **Actions 2019 – 2020** (*Continued*)

52. QLess: Implementation
53. Handheld Meter Reading Devices: Upgrade
54. Marco Island Civic Association Hurricane Preparedness Publication: Re-Write
55. Finance FEMA Compliance on Purchasing and Procurement
56. Fire Partnership with Hodges University for Leadership Development
57. Fall Prevention and Mental Wellness Program for Seniors
58. Fire Hazardous Materials Training Exercise
59. PEER Counseling Certification: Expansion
60. Employee Resource Guide: Development
61. Annual Employee Health Fair
62. Dump Truck: Purchase

Major Projects

1. Fire Station #51 Hurricane Windscreen Protection
2. Steel Framed Storage Building for Large Equipment: Construction
3. Radio Tower Repairs
4. Caxambas Court/West Winterberry Bridge Inspection
5. Police Building Generator: Installation
6. Police Parking Lot Maintenance
7. Police Building Improvements
8. Lift Station Generator: Installation
9. Source Water Facility Generator: Construction
10. City Hall Wind Retrofit/Flood Proofing
11. Fire Station #51: Opening

GOAL 2

PRISTINE NATURAL ENVIRONMENT AND QUALITY WATER

► Objectives

1. Improve the overall quality of water
2. Preserve our “world class” beach
3. Develop and maintain an effective stormwater management system
4. Have fish, crabs, and sea grass living in the waterways
5. Meet and exceed water quality standards
6. Have well-maintained canals and swales
7. Effectively manage wildlife

► Short Term Challenges and Opportunities

1. Defining responsibilities for swale, and funding for swale maintenance
2. Measuring the quality of the water
3. Funding mechanism and prioritizing stormwater management projects
4. Pursuing grants and other outside funding sources
5. Funding for water quality projects
6. Protecting local wildlife
7. Educating residents and businesses on their daily decisions and practices that impact water quality

► Actions 2019 – 2020

Policy Agenda

- | | |
|--|---------------|
| 1. Water Quality City Action Plan | Top Priority |
| 2. Stormwater Policy and Management | Top Priority |
| 3. Reuse Water Policy/Wastewater Treatment Plant Upgrade | High Priority |
| 4. Swale: Assessment/Problem Analysis | High Priority |
| 5. Environmental Specialist | High Priority |

Management Agenda

- | | |
|--------------------------------------|--------------|
| 1. MS 4 Permit: Status and Direction | Top Priority |
|--------------------------------------|--------------|

Management in Progress

1. Master Drainage Maps: Creation
2. Stormwater Utility Concept Report
3. Fertilizer Ordinance: Work Session
4. Stormwater Maintenance Program Update and Annual Maintenance Program
5. Adopt-a-Canal Program: Draft
6. CRS Rating: Response

Major Projects

1. Storm Drains Cleaning
2. Drainage Improvement Projects
3. SWTP Old High Service Pump House Project: Design, Construction
4. Annual Water/Sewer Renewal, Replacement and Improvement Projects
5. Electrical Improvements
6. City Brackish Source Water Wells Rehabilitation Program
7. Lime Sludge Press Building Replacement
8. South Barfield: Design
9. Marco Shore Alternative Water Pipeline Project
10. NWTP Pilot Study: Design
11. Source Water Generator
12. Annual Manhole Repairs and Lining
13. Pipe Improvements: Design to Roadway and Utility Reconstruction – Direction and Funding
14. Hideaway Beach Renourishment

GOAL 3

CONTROL GROWTH AND DEVELOPMENT/REDEVELOPMENT

► Objectives

1. Protect the Island “small-town” character
2. Have successful local businesses
3. Protect the Island from overdevelopment
4. Have well-designed, well-maintained roads, sidewalks, and trails
5. Develop and update the Comprehensive Plan, Land Development Code, and infrastructure master plans

► Short Term Challenges and Opportunities

1. Impacts of off-Island growth in Collier County
2. Maintaining and enhancing the beauty of Marco Island – natural and man-made
3. Aging commercial centers needing a face-lift, renovation or redevelopment
4. Role of Marco Island Civic Association in development and land use regulations
5. Limiting future high rise developments
6. Preserving open, green spaces
7. Parking in the community and at parks
8. Differing community visions for Marco Island
9. Attracting young families to Marco Island

► **Actions 2019 – 2020**

Policy Agenda

1. Comprehensive Plan: Update
2. Annual Road Improvements: Service Level and Funding
3. Code Enforcement/Compliance

Top Priority

High Priority

High Priority

Management Agenda

1. Yellowbird Widening Project: Direction and Funding

High Priority

Management in Progress

1. Winterberry/South Collier Traffic Signal: Direction and Funding
2. Citywide Residential Rock Swales to Approved Ground Cover Conversion: Policy Direction
3. FDOT Shared Use Pathways Grant Application: Submittal
4. Comprehensive Bridge Evaluation Program (with FDOT)

Major Projects

1. Balfour Drive Sidewalk Project (San Marco Road to Mackle Park Pathway)
2. Roadway Resurfacing Projects
3. North Collier Shared Use Pathway (Rose Court to Jolley Bridge)
4. San Marco Road Shared Use Pathway (Barfield Drive to Vintage Bay Drive)
5. Old Marco Parking: Construction

GOAL 4

GREAT PLACE TO LIVE

► Objectives

1. Maintain and enhance a “World Class Beach”
2. Maintain a safe community
3. Prepare for, have ability to respond to and recover from a major hurricane
4. Maintain/enhance top quality schools – facilities and educational programs
5. Have well-designed, well-maintained parks and park venues/amenities
6. Have available recreation programming opportunities for all family generations

► Short Term Challenges and Opportunities

1. Funding for park maintenance service level
2. Responding to the differing expectations and demands from residents
3. Officially impaired water conditions
4. Attracting young families to Marco Island
5. Diversifying community visions for Marco Island
6. Changing recreational and leisure trends

► **Actions 2019 – 2020**

Policy Agenda

1. Parks Master Plan/Park Development

Top Priority

Management Agenda

1. Veterans Community Park

Top Priority

Management in Progress

1. Van – 15 Passengers: Purchase/Delivery
2. Outside Events at Parks Policies and Procedures: Re-Evaluation and Direction
3. Weekend Events: Expansion
4. 6-8 and 9-12 Programs: Expansion
5. Landscape Ordinance: Direction
6. Summer Enrichment Camps: Expansion
7. Pickleball: Direction
8. Rec 1: Implementation
9. Carp Re-Stocking

Major Projects

1. Mackle Park Improvements
2. Shade Structures in Playgrounds: Funding
3. Winterberry Park Improvements
4. Racquet Center Restroom Renovation
5. Left Turn Tube Slide in Playground: Replacement

Policy Agenda 2019 – 2020 City of Marco Island Targets for Action

TOP PRIORITY

Police Department Organization Review
Water Quality Testing
Building Permit Process: Performance Audit
Five Year Financial Plan with General Fund Projections
**Proactive City Communications/Public Engagement Policy,
Plan, and Program**
Stormwater Policy and Management
Comprehensive Plan: Update

HIGH PRIORITY

Code Enforcement/Compliance
Swale: Assessment/Problem Analysis
Annual Road Improvements: Service Level and Funding
Strategic Plan Development and Institutionalization
Reuse Water Policy/Wastewater Treatment Plant Upgrade
Parks Master Plan/Park Development
Environmental Specialist: Direction

Management Agenda 2019 – 2020

City of Marco Island

Targets for Action

TOP PRIORITY

Collier County 1 Cent Sales Tax Allocation

City Employee Compensation and Benefits

Fire Station #50: Direction

MS 4 Permit: Status and Direction

Veterans Park: Design Review

HIGH PRIORITY

**Comprehensive Infrastructure and Facilities Assessment
and Plan with Funding**

Community Survey

City Department Comprehensive Review

Yellowbird Widening Project

Management in Progress 2019 – 2020

City of Marco Island

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