

# STRATEGIC PLAN 2019 → 2024 → 2034



Marco Island, Florida  
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# **STRATEGIC PLANNING MODEL FOR THE CITY OF MARCO ISLAND**

# Strategic Planning Model for the City of Marco Island

**Value-based principles that describe the preferred future in 15 years**

**VISION**

**Destination  
“You Have Arrived”**

**Strategic goals that focus outcome-base objectives and potential actions for 5 years**

**PLAN**

**Map  
“The Right Route”**

**Focus for one year – a work program: policy agenda for Chair, and Council, management agenda for staff; major projects**

**EXECUTION**

**Itinerary  
“The Right Direction”**

**Principles that define the responsibility of CITY government and frame the primary services – core service businesses**

**MISSION**

**Vehicle  
“The Right Bus”**

**Personal values that define performance standards and expectations for employees**

**CORE BELIEFS**

**Fuel  
“The Right People”**

# MARCO ISLAND VISION 2034

# *Marco Island Vision 2034*

## **MARCO ISLAND VISION 2034**

**MARCO ISLAND 2034  
is a GREAT RESIDENTIAL COMMUNITY <sup>(1)</sup>  
with  
SMALL TOWN CHARM! <sup>(2)</sup>**

**MARCO ISLAND 2034  
is distinguished by our BEAUTY, <sup>(3)</sup> our  
WORLD-CLASS BEACH and NATURAL ENVIRONMENT <sup>(4)</sup>  
and our  
WATERWAYS. <sup>(5)</sup>**

**In 2034, our residents enjoy our  
CONVENIENT COASTAL LIVING <sup>(6)</sup>  
and take  
PRIDE IN OUR MARCO ISLAND COMMUNITY. <sup>(7)</sup>**

# *Marco Island Vision 2034*

## **PRINCIPLE 1**

### **GREAT RESIDENTIAL COMMUNITY**

#### **► Means**

1. Well-built, well-maintained housing stock
2. Top quality schools – facilities and programs
3. Well-designed, well-maintained neighborhood infrastructure – streets, sidewalks, swales
4. Range of housing options: condos, single-family homes, homes designed for seniors and progressive housing units for seniors
5. High percentage of owner-occupied housing units
6. Retained, enhanced property values
7. Sense of community
8. Limited automobiles
9. Mobility by options other than a automobile
10. Limited short-term rentals in residential neighborhoods
11. Reputation: great place to raise children
12. Our children return to Marco Island to raise their children

## **PRINCIPLE 2**

### **SMALL TOWN FEEL**

#### **► Means**

1. Character and feel of a small town
2. Friendly people – residents knowing and helping neighbors
3. No high rises beyond the beach
4. Community events and activities designed to bring residents together
5. Development in scale of a small town
6. “Downtown” with a park, restaurants, and entertainment
7. Community and City support for arts and culture
8. Community gathering places
9. Safe community – any time and any place
10. Personal service for customers
11. Low density
12. Tree canopy on major corridors
13. Family-friendly community
14. Strong faith-based community

### **PRINCIPLE 3**

#### **BEAUTY**

##### **► Means**

1. Attractive entrances and gateways
2. Well-designed and well-maintained City infrastructure – roads, medians
3. Well-designed, well-maintained and replaced landscaping – public and private
4. Well-designed and well-maintained commercial centers
5. Well-designed and well-maintained residential neighborhoods
6. Positive curb appeal and first impression
7. Open greenspaces throughout the community
8. New developments and buildings designed with unique and enduring features
9. Clean and litter free
10. Florida friendly landscaping
11. Well-maintained City parks
12. Underground electrical utilities
13. Signs controlled – size and type

### **PRINCIPLE 4**

#### **WORLD-CLASS BEACH AND NATURAL ENVIRONMENT**

##### **► Means**

1. Expanded public access for residents
2. Activities, events and festivals on the beach
3. Beach preserved through renourishment
4. Reputation: one the best beaches in the world
5. Prepared for sea level rise and major natural events
6. Place for residents' enjoyment
7. Vistas with amazing sunsets
8. Restroom facilities
9. Preservation of natural habitat and wildlife
10. Wildlife protected



**PRINCIPLE 5**  
**WATERWAYS**

► **Means**

1. Natural water grass in waterways
2. Return of fish and other wildlife to canals
3. Agriculture in local waters
4. Water quality regularly monitored and evaluated
5. Minimizing harmful chemicals and products
6. Well-maintained stormwater system including swale
7. Well-maintained, dredged canals
8. Boating opportunities with quick access to the Gulf of Mexico
9. Well-designed and maintained seawalls
10. Clear water – see the bottom
11. Wildlife protected and thriving

**PRINCIPLE 6**  
**CONVENIENT COASTAL LIVING**

► **Means**

1. Self-contained community – no need to leave the Island for daily necessities
2. Bikeable and walkable community with connectivity to community destinations
3. Range of recreational and leisure choices
4. Walk or bike to shopping, eating, and entertainment
5. Nightlife beyond 9-pm
6. Movie theater
7. Top quality emergency medical facility and services
8. Access to local hospital and healthcare facilities and services
9. Live entertainment venues
10. Performing arts facilities
11. Amphitheater with a variety of programs and activities
12. Relaxed life style and “hassle-free” living
13. Assisted living facility(ies) with a memory care unit
14. Access to quality golf experiences
15. Mobility by golf carts (street legal)
16. Easy mobility without traffic congestion – year-round
17. Affordable and functional local transit service
18. Free public WiFi

## **PRINCIPLE 7**

### **PRIDE IN OUR MARCO ISLAND COMMUNITY**

#### **► Means**

1. Community and neighborhood identity and pride
2. Residents contributing to a better community – today and in the future
3. Resident taking pride in saying: “I live on Marco Island”
4. Residents actively involved in civic affairs and governance processes
5. Residents having opportunities to provide input on the future direction of the community
6. Active community organizations, service clubs, and faith-based institutions
7. When you cross the bridge, you are “home”

# MARCO ISLAND CITY GOVERNMENT: MISSION

# *Marco Island City Government: Mission*

## **MARCO ISLAND CITY MISSION**

**MARCO ISLAND CITY GOVERNMENT MISSION is to  
provide EXCELLENT MUNICIPAL SERVICES <sup>(1)</sup>  
and PROTECT THE ISLAND’S CHARACTER  
AND LIFESTYLE. <sup>(2)</sup>**

**MARCO ISLAND CITY GOVERNMENT  
acts in a FINANCIALLY RESPONSIBLE MANNER, <sup>(3)</sup>  
celebrates CUSTOMER FOCUSED SERVICES <sup>(4)</sup>  
and offers OPPORTUNITIES FOR  
COMMUNITY ENGAGEMENT. <sup>(5)</sup>**

# *Marco Island City Government Mission Guiding Principles*

## **PRINCIPLE 1**

### **EXCELLENT MUNICIPAL SERVICES**

#### **► Means**

1. Develop a reputation and receive awards for City organization and service “excellence”
2. Acting in an ethical manner
3. Evaluate performance and outcomes and use the data to enhance services, including after action reports and recommendations
4. Provide consistent City services and enforcement equally under the law
5. Develop and use an ongoing process improvement program in every department
6. Have accredited departments meeting and exceeding national standards
7. Have a City workforce dedicated to public service and committed to serving the Marco Island community
8. Develop and upgrade performance metrics system and use the information to reduce costs and enhance City service delivery
9. Have competent, professional City workforce

## **PRINCIPLE 2**

### **PROTECT THE ISLAND CHARACTER AND LIFE STYLE**

#### **► Means**

1. Enforce codes and ordinances equally under the law
2. Develop and regularly update comprehensive plan and land development code
3. Preserve and enhance water quality in Marco Island bays and waterways
4. Develop codes and ordinances consistent with the City vision and goals
5. Preserve and enhance Marco Island's beach
6. Maintain or reduce Island density
7. Preserve the natural environment

## **PRINCIPLE 3**

### **FINANCIALLY RESPONSIBLE**

#### **► Means**

1. Leverage City resources through grants and outside funding sources
2. Deliver City services in the most cost-effective and efficient manner
3. Provide competitive, market-based City employee compensation that is affordable for residents
4. Maintain and enhance positive working relationships with Collier County and Collier Schools and local legislative delegation
5. Maintain investment-quality bond rating
6. Develop and update a capital planning process with funding mechanism
7. Invest in the maintenance of City infrastructure
8. Have reserve/savings to fund future capital projects
9. Provide resources to support defined City services and service levels
10. Have prudent use of and rate setting for local tax revenues

**PRINCIPLE 4**  
**CUSTOMER FOCUSED SERVICES**

► **Means**

1. Listen to and strive to understand the customers concerns, needs, and issues
2. Develop systems for measuring customer satisfaction level and feedback on customer service
3. If you must say “no”, take time to explain the decision and actions to the customer
4. Present a professional appearance – personal and workplace
5. Strive to exceed the customer’s expectations
6. Take pride in serving the community
7. Provide a 24-hour response to any inquiry or request for service

**PRINCIPLE 5**  
**OPPORTUNITIES FOR COMMUNITY  
ENGAGEMENT**

► **Means**

1. Involve residents in the governance process through boards, commissions, task forces and committees
2. Develop and regularly update the City website and apps
3. Develop an effective emergency communication system with residents and businesses
4. Communicate in an open, transparent and timely manner
5. Develop proactive communications strategy and mechanisms using a variety of platforms and processes
6. Govern in a civil and respectful manner
7. Recognize volunteers for their time and contributions
8. Listen to the input and feedback from the community
9. Celebrate with the community City successes and accomplishments

# **MARCO ISLAND CITY GOVERNMENT: CORE VALUES**



# *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**

# *Marco Island City Government Core Values*

## **VALUE 1**

### **SERVE**

#### **► Means**

1. Listen to your customer and strive to understand their concerns and issues
2. Strive to exceed the customer's expectations
3. Take ownership of your services and decisions
4. Provide a timely follow-up
5. Look for ways to add value to the community
6. If "no" is the answer, take time to explain your decisions and actions
7. Have passion for public service and your job
8. Evaluate the customer's satisfaction
9. Anticipate the needs of customers

**VALUE 2**  
**PROFESSIONAL**

► **Means**

1. Demonstrate competence in your job
2. Provide complete, factual, and accurate reports
3. Avoid politics
4. Define goals and City performance standards
5. Deliver results beyond expectations – go the extra mile
6. Act in a professional manner
7. Develop and maintain your knowledge and skillsets
8. Act consistent with your professional standards

**VALUE 3**  
**INTEGRITY**

► **Means**

1. Take responsibility and ownership of the tasks and your decisions
2. Deliver on your promises and commitments
3. Act with honesty
4. Be accountable for your actions, decisions, and the results
5. Act in an ethical manner
6. Have a positive, can do attitude
7. Respect others
8. Provide honest, accurate reports

**VALUE 4**  
**RESULTS**

► **Means**

1. Complete the task on time and within the budget
2. Measure your performance outcomes and use to improve performance
3. Do the job right the first time
4. Provide a 24-hour response to an inquiry
5. Provide a timely acknowledgement and response
6. Anticipate and look for solutions of problems
7. Act with a sense of urgency
8. Follow through to complete the task
9. Take pride in your work product – put your name on it
10. Look for ways to increase productivity and to reduce costs
11. Prepare and use after action reports

**VALUE 5**  
**INNOVATIVE**

► **Means**

1. Look for ways to maximize productivity with available resources – be resourceful
2. Look for ways to continuously improve services, processes, and daily operations.
3. Look for ways to become more efficient and to reduce the cost of service delivery
4. Challenge the “status quo” – avoid “we have always done it this way”
5. Learn from setbacks and failures
6. Know “Best Practices” and evaluate their application to Marco Island
7. Keep the “big picture” in mind – be open to new ideas and approaches
8. Make suggestions for ways to improve
9. Develop an innovation award for City employees

## **VALUE 6**

### **TEAM**

#### **► Means**

1. Works as a team – avoid work unit or departmental “silos”
2. Know and practice your role and responsibilities
3. Keep others informed – avoid surprises and last minute communications
4. Recognize the contributions of other team members
5. Respect other team members
6. Develop relationships based upon trust of the team and team player
7. Communicate in an open, direct and timely manner
8. Help other work units to be successful

# **PLAN 2019 – 2024 CITY OF MARCO ISLAND**

*Goals 2024*  
*City of Marco Island*

**FINANCIALLY SOUND CITY PROVIDING EXCELLENT SERVICES**

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**PRISTINE NATURAL ENVIRONMENT AND QUALITY WATER**

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**CONTROL GROWTH AND DEVELOPMENT/REDEVELOPMENT**

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**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

### MEANS TO RESIDENTS

1. Service value for taxes and fees
2. Affordable City government
3. Easy, convenient access to City services and information
4. Friendly customer service from City government
5. Timely response for a service call – emergency and non-emergency



**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

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Responding to the increased level of public information requests
2. Difficulty in recruiting and retaining qualified City employees
3. Increased competition and requirements for grants
4. Actions by the Federal government and State of Florida impacting City finances, services, programs, and infrastructure
5. Potential economic recession impacting housing prices and City revenues
6. Limited capacity in the City organization for additional services or expanded City services
7. Limited revenue options for Florida cities
8. Determining who should pay for City services and the method of payment
9. Residents desire for an immediate response through social media
10. Funding for larger projects
11. Responding to the expectations of the millennial workforce
12. Evolving technology impacting the City and community

**POLICY ACTIONS 2019 – 2020**

- 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
- 6. Hurricane Fund – 25% Reserve
- 7. Financial Policies: Review and Direction

**MANAGEMENT ACTIONS 2019 – 2020**

- 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
- 7. Comprehensive Fees Structure: Review and Revision
- 8. EMS Interlocal Agreement

### MANAGEMENT IN PROGRESS 2019 – 2020

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
19. Police Records Management System (with Collier County) Set-Up
20. Police Uniform Replacement
21. Problem-Oriented Community Policing Training

### MANAGEMENT IN PROGRESS 2019 – 2020

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

### MANAGEMENT IN PROGRESS 2019 – 2020

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
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 2019 – 2020

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
  - a. HVAC
  - b. Carpet
  - c. Painting (Interior and Exterior)
  - d. Gate Security
8. Lift Station Generator: Installation
9. Source Water Facility Generator: Construction
10. City Hall Wind Retrofit/Flood Proofing
11. Fire Station #51: Opening

**ON THE HORIZON 2020 – 2024**

1. City Employee Climate Survey: Development
2. Management and Employee Succession Policy and Program: Direction, and Funding
3. Lean/Six Sigma Program: Report with Options, Direction, City Actions, and Funding
4. Outcome-Based Performance Metrics: Development
5. Charter Review: Direction
6. Automated Meter Program: Report with Options, Direction, and Funding
7. Fire Managed Care: Report with Options, Direction, and Funding
8. City Website: Upgrade

## **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

### **MEANS TO RESIDENTS**

1. Protection of Marco Island’s natural assets and environment
2. Maintained, enhanced property values
3. Clean canals with clear water
4. Ability to use the waterways for recreation
5. Confidence that the City is prepared for a major storm event

**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

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Reducing chemical intrusion into waterways
2. Potential future “red tide” event
3. Understanding the impacts of sea level rise and climate change
4. Improving water quality

### **POLICY ACTIONS 2019 – 2020**

- |  |               |
|--|---------------|
| 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 |
| 6. Iguana Eradication Program                            |               |

### **MANAGEMENT ACTIONS 2019 – 2020**

- |  |              |
|--|--------------|
| 1. MS 4 Permit: Status and Direction     | Top Priority |
| 2. Listed Species Ordinance: Enforcement |              |

### **MANAGEMENT IN PROGRESS 2019 – 2020**

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 2019 – 2020**

1. Storm Drains Cleaning
2. Drainage Improvement Projects
  - a. San Marco Road (Collier Boulevard to Landmark Street): Design
  - b. Heathwood Drive Intersection
3. SWTP Old High Service Pump House Project: Design, Construction
4. Annual Water/Sewer Renewal, Replacement and Improvement Projects
5. Electrical Improvements
  - a. Source Water Facility
  - b. SWTP
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



**ON THE HORIZON 2020 – 2024**

1. Restrooms on the Beach; Direction and Funding
2. Red Tide: Monitoring, Advocacy, and City Response Plan
3. Sea Level Rise Action Plan: Review and Direction
4. Beach Public Access: Report with Options and Direction
5. Community Sustainability/Resiliency Plan: Development
6. Beach Master Plan: Vision, Development, and Direction
7. Wildlife Management Policy and Program: “Best Practices”, Report with Options, and Direction
8. Water Quality City Action Plan

# 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

### MEANS TO RESIDENTS

1. Opportunities to live in a beautiful community
2. Protection of property values
3. Predictable and managed growth
4. Reduce traffic congestion, improve internal mobility on the Island
5. Have viable, usable mobility alternatives beyond the automobile

**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

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Increasing number of year-round residents
2. Updating the Comprehensive Plan and Land Development Code
3. Complexities of the redevelopment process
4. Determining the direction for tourism economy on Marco Island
5. Lack of affordable housing

**POLICY ACTIONS 2019 – 2020**

- 1. Comprehensive Plan: Update Top Priority
- 2. Annual Road Improvements: Service Level and Funding High Priority
- 3. Code Enforcement/Compliance High Priority
- 4. Sidewalk Policy and Program
- 5. Sea Wall Construction on Vacant Lots in Residential Areas

**MANAGEMENT ACTIONS 2019 – 2020**

- 1. Yellowbird Widening Project: Direction and Funding High Priority

**MANAGEMENT IN PROGRESS 2019 – 2020**

- 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 2019 – 2020**

- 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

### **ON THE HORIZON 2020 – 2024**

1. City Economic Development Vision, Goals, and Plan: Development
2. Land Acquisition Policy for Open Space: Direction, Locations, and Funding
3. Mobility Study/Master Plan: Completion, Direction, and Next City Steps
4. Architectural Review Policy and Process: Review, Direction, and Actions
5. Assisted Living Facility: Future and Direction
6. Tolls on Bridges: Report with Options, Direction, and City Actions
7. Eco-Tourism Development: Goals/Desired Outcomes, Report with Options, Direction, and City Actions
8. Public Transit: Evaluation Report, City Role, and Direction
9. Undergrounding Electric Utilities: Report with Options and Direction
10. PUD Use/Policy
11. Land Development Code
12. Midtown as Our “Downtown”

## 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

### MEANS TO RESIDENTS

1. More reason to live on Marco Island
2. Protection of property values
3. Opportunities for a healthy, active and relaxed life style
4. Convenient living – limited reasons to leave Marco Island for daily necessities
5. Variety of recreational and leisure choices

**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

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Limited parking at parks
2. Lack of beach monitoring and enforcement
3. Increasing park attendance and limited City staff
4. Increasing special requests for services
5. Requests for expanded community events

**POLICY ACTIONS 2019 – 2020**

- 1. Parks Master Plan/Park Development Top Priority
- 2. Street Light Installation Program Expansion
- 3. Park Security Cameras
- 4. Senior Services and Programs
- 5. Community Events/Festivals Expansion

**MANAGEMENT ACTIONS 2019 – 2020**

- 1. Veterans Community Park Top Priority

**MANAGEMENT IN PROGRESS 2019 – 2020**

- 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 2019 – 2020**

- 1. Mackle Park Improvements
  - a. Parking Lot Paving
  - b. Sand Volleyball Courts Reconstruction
  - c. Tot Lot Resurface
- 2. Shade Structures in Playgrounds: Funding
- 3. Winterberry Park Improvements
  - a. Restroom Floor Sani-Glaze
  - b. Parking Lot Repaving
- 4. Racquet Center Restroom Renovation
- 5. Left Turn Tube Slide in Playground: Replacement



### **ON THE HORIZON 2020 – 2024**

1. Emergency Room Attraction: Direction
2. Farmers Market Expansion: Direction and City Actions
3. License Plate Reader System and Monitoring: Direction and Funding
4. Smoking Ban on the Beach Ordinance (Collier County): Report with Options and Direction
5. Plants for Food Forest/Community Garden: Report with Options and Direction
6. Rental Registration: Direction
7. Litter Reduction Program: Development
8. Senior Advisory Committee: Creation
9. Non-City Recreational Programs Funding Elimination: Report and Direction
10. Athletic Fields Upgrade
11. Youth/Young Families Program Services
12. Additional Splash Pad
13. Tennis Cour Irrigation System: Upgrade

# **ACTION AGENDA 2019 – 2020**

## **CITY OF MARCO ISLAND**

# *Policy Agenda 2019 – 2020*

## *City of Marco Island*

### **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*

### **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 Community Park**

### **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*

**Fire Public Outreach Program: Expansion**  
**Fire Employee Climate Survey**  
**Water/Sewer Emergency Response Plan**  
**Full-Time Recording Specialist: Direction**  
**NIMS Training: Completion**  
**Emergency Housing for City Staff Agreement**  
**City’s Operational Preparedness Plan/Coordination 2019**  
**Police Chief: Selection**  
**Police Contract: Approval**  
**Tyler Munis – Utility Billing Module: Implementation**  
**Damage Assessment Policy and Operating Procedures: Development**  
**Public Information Policy and Operational Procedures: Development**  
**Police Vehicle Replacement: Purchase**  
**Administrative Policies and Procedures: Review and Revise – 50 % - 100%**  
**Hazard Mitigation Grant (HMGP): Notification**  
**Disaster Preparedness Equipment and Supplies**  
**Irma Property Insurance Claim: Completion**  
**Police Firearms Standardization: Purchase**

**Police Records Management System (with Collier County) Set-Up**  
**Police Uniform Replacement**  
**Problem-Oriented Community Policing Training**  
**VHF Radio System Improvements**  
**Police 800MHz Radio Replacement**  
**Quick Response Vehicle Replacement**  
**Police Incident Command Training (Current Staff)**  
**Software as a Service (SAAS) Cloud-Based Solution for Tyler**  
**Fire Vehicle and Apparatus Maintenance: Solution**  
**Fire Prevention Vehicle Lease**  
**CERT Team Training Plan**  
**Laserfiche Documents Management: Implementation/City Document on Website**  
**Growth Management Website: Update**  
**Comprehensive Emergency Management Plan: Update**  
**Continuity of Operations (COOP) Plan: Development**  
**School Resources Officers: Training**  
**Police Trailers (2): Purchase**  
**Record Management System for Emergency Calls: Revision**  
**Emergency Fuel Supply and Mobile Fueling Service**  
**Blue Zone Participation**  
**Fire Policies and Procedures: Update**  
**Kubota (ATV) Replacement**  
**Irma FEMA: Wrap Up**

**Irma After Action Report: Implementation**  
**Fire Service Cancer Prevention Program**  
**Police Policy Manual**  
**Police Vessel Replacement**  
**Bunker Gear Replacement**  
**Travel and Expense Modules: Implementation**  
**ISO Rating Preparation (from “3” to “2”)**  
**EKG Monitors**  
**Self-Contained Breathing Apparatus Replacement**  
**Permitting Software Plan: Implementation**  
**QLess: Implementation**  
**Handheld Meter Reading Devices: Upgrade**  
**Marco Island Civic Association Hurricane Preparedness Publication: Re-Write**  
**Finance FEMA Compliance on Purchasing and Procurement**  
**Fire Partnership with Hodges University for Leadership Development**  
**Fall Prevention and Mental Wellness Program for Seniors**  
**Fire Hazardous Materials Training Exercise**  
**PEER Counseling Certification: Expansion**  
**Employee Resource Guide: Development**  
**Annual Employee Health Fair**  
**Dump Truck: Purchase**  
**Master Drainage Maps: Creation**  
**Stormwater Utility Concept Report**

**Fertilizer Ordinance: Work Session**  
**Stormwater Maintenance Program Update and Annual Maintenance Program**  
**Adopt-a-Canal Program: Draft**  
**CRS Rating: Response**  
**Winterberry/South Collier Traffic Signal: Direction and Funding**  
**Citywide Residential Rock Swales to Approved Ground Cover Conversion: Policy Direction**  
**FDOT Shared Use Pathways Grant Application: Submittal**  
**Comprehensive Bridge Evaluation Program (with FDOT)**  
**Van – 15 Passengers: Purchase/Delivery**  
**Outside Events at Parks Policies and Procedures: Re-evaluation and Direction**  
**Weekend Events: Expansion**  
**6-8 and 9-12 Programs: Expansion**  
**Landscape Ordinance: Direction**  
**Summer Enrichment Camps: Expansion**  
**Pickleball: Direction**  
**Rec 1: Implementation**  
**Carp Re-Stocking**



# *Major Projects 2019 – 2020*

## *City of Marco Island*

**Fire Station #51 Hurricane Windscreen Protection**  
**Steel Framed Storage Building for Large Equipment: Construction**  
**Radio Tower Repairs**  
**Caxambas Court/West Winterberry Bridge Inspection**  
**Police Building Generator: Installation**  
**Police Parking Lot Maintenance**  
**Police Building Improvements**  
**Lift Station Generator: Installation**  
**Source Water Facility Generator: Construction**  
**City Hall Wind Retrofit/Flood Proofing**  
**Fire Station #51: Opening**  
**Storm Drains Cleaning**  
**Drainage Improvement Projects**  
**SWTP Old High Service Pump House Project: Design, Construction**  
**Annual Water/Sewer Renewal, Replacement and Improvement Projects**  
**Electrical Improvements**  
**City Brackish Source Water Wells Rehabilitation Program**

**Lime Sludge Press Building Replacement**  
**South Barfield: Design**  
**Marco Shore Alternative Water Pipeline Project**  
**NWTP Pilot Study: Design**  
**Source Water Generator**  
**Annual Manhole Repairs and Lining**  
**Pipe Improvements: Design to Roadway and Utility Reconstruction – Direction and Funding**  
**Hideaway Beach Renourishment**  
**Balfour Drive Sidewalk Project (San Marco Road to Mackle Park Pathway)**  
**Roadway Resurfacing Projects**  
**North Collier Shared Use Pathway (Rose Court to Jolley Bridge)**  
**San Marco Road Shared Use Pathway (Barfield Drive to Vintage Bay Drive)**  
**Old Marco Parking: Construction**  
**Mackle Park Improvements**  
**Shade Structures in Playgrounds: Funding**  
**Winterberry Park Improvements**  
**Racquet Center Restroom Renovation**  
**Left Turn Tube Slide in Playground: Replacement**