

**CITY COUNCIL WORKSHOP**

**MAYOR**

Shirley Sessions

**CITY COUNCIL**

Barry Brown, Mayor Pro Tem

John Branigin

Jay Burke

Nancy DeVetter

Spec Hosti

Monty Parks



**CITY MANAGER**

Dr. Shawn Gillen

**CLERK OF COUNCIL**

Jan LeViner

**CITY ATTORNEY**

Edward M. Hughes

**CITY OF TYBEE ISLAND**

**CITY COUNCIL WORKSHOP - STRATEGIC PLANNING**

**AGENDA**

**March 05, 2021 at 12:30 PM**

**Call to Order**

**Items for Consideration**

1. Strategic Planning:
  - Financial Stability
  - Staff and Operations
  - Policy Development
  - Community Enhancement
  - Disaster Preparedness
  - Infrastructure
  - Transparency
2. Building Assessment

**Adjournment**

*Individuals with disabilities who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding the accessibility of the meeting or the facilities are required to contact Jan LeViner at 912.472.5080 promptly to allow the City to make reasonable accommodations for those persons.*

**File Attachments for Item:**

1. Strategic Planning:

Financial Stability

Staff and Operations

Policy Development

Community Enhancement

Disaster Preparedness

Infrastructure

Transparency



CITY OF TYBEE ISLAND PLAN  
FINANCIAL STABILITY

Goal	Focus Area	Current Completion
<b>Remain prudent stewards of City financial resources and assets while providing quality public services.</b>	Financial Stability	On Track
----> GFOA certified financial reporting	Financial Stability	On Track
----> Manage, maintain structurally balanced budget	Financial Stability	On Track
----> Ensure appropriate management and transparency of contracts	Financial Stability	On Track
----> Implement an improved financial management information system.	Financial Stability	On Track
----> Modify and Simplify Purchasing Policy	Financial Stability	On Track



CITY OF TYBEE ISLAND PLAN  
 STAFF & OPERATIONS

Goal	Focus Area	Current Completion
<b>Provide effective and efficient services. Make Tybee Island a premier place to work. Focus on excelling in customer service.</b>	Staff & Operations	On Track
→ Ensure that all City Hall renovations plan for and incorporate the energy efficiency recommendations	Staff & Operations	On Track
↳ Increase use of Solar panels on Public Buildings	Staff & Operations	On Track
→ Identify issues with trash removal and work to address those issues Provide brightly painted trash cans on the beach between crossovers and explore the opportunity for trash can sponsorships. Develop programs to reduce the amount of trash generated	Staff & Operations	On Track
→ Implement program for increased beach litter patrols.	Staff & Operations	On Track
→ Annual robust performance evaluation	Staff & Operations	On Track
→ ISO rating	Staff & Operations	On Track
→ Develop Departmental Plans to Cross train all employees	Staff & Operations	On Track
→ Need to create a premiere environment for Staff to work in	Staff & Operations	On Track
↳ Expand Staff Training Opportunities	Staff & Operations	On Track
↳ Management Training	Staff & Operations	On Track
→ Improve Customer Service	Staff & Operations	On Track
↳ Top to Bottom customer service Improvements	Staff & Operations	On Track
↳ Dept Head Communication of what is happening in the dept and city wide	Staff & Operations	On Track
↳ Telephones answered	Staff & Operations	On Track
↳ How to deal with disorderly/irate citizens	Staff & Operations	On Track
→ Complete a Employee Survey to assess employee satisfaction, racial tolerance and implicit bias	Staff & Operations	On Track
→ Improve efficiency	Staff & Operations	On Track
↳ Ensure that cross-training needs and succession planning are identified for each employee	Staff & Operations	On Track
↳ Improve processes (bring cost saving ideas to department heads	Staff & Operations	On Track

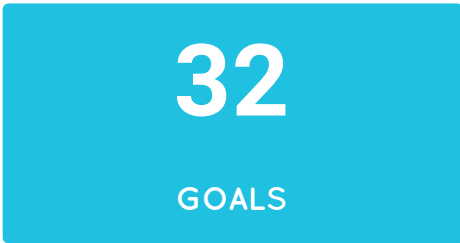
↳ Process Improvements (LEAN)	Staff & Operations	On Track
→ Improve City Hall Office Space	Staff & Operations	On Track
↳ Additional office space/safety features at city hall using general fund/capital improvements fund	Staff & Operations	On Track
↳ Identify Feasible Location for New Admin Offices	Staff & Operations	On Track
→ Enhance Wellness Plan/Rewards	Staff & Operations	On Track
→ Increase Funding for Grant Consultants	Staff & Operations	On Track
→ More recognition at employee appreciation events/ Council Meetings- Promotions - Certifications - Recognitions from Citizens	Staff & Operations	On Track
→ Increase enforcement of current rules and laws related to behavior. This is to include but not limited to litter, glass on the beach, public intoxication, and disorderly conduct.	Staff & Operations	On Track
→ Conduct a recurring call load study to determine the appropriate number of officers per shift.	Staff & Operations	On Track
→ Invest in more and better camera technology and personnel to monitor video. Cost of this technology and personnel should be borne by those that are driving the cost.	Staff & Operations	On Track
→ Use some form of road safety checkpoints on some of the busier weekends.	Staff & Operations	On Track
→ Create a more visible presence in the south end business district while maintaining adequate coverage for the rest of the City.	Staff & Operations	On Track
↳ Utilize the old Marine Science Center as a police substation	Staff & Operations	On Track
↳ Negotiate an intergovernmental agreement with Chatham County to provide additional police officers during the tourist season	Staff & Operations	Behind
↳ Use the Old Marine Science Center as a video monitoring station for code enforcement and police	Staff & Operations	On Track
→ Make Public Safety Employee Pay More Competitive	Staff & Operations	On Track
↳ Beginning in the next budget cycle the City should move the salary range for Public Safety personnel above the 65th percentile , better coverage of the south end business district and provide adequate service to the entire city.	Staff & Operations	On Track
→ Fill Police Positions	Staff & Operations	On Track
↳ The City should continue to work to fill the vacant police officers positions. The hiring of police cadets, increasing pay, signing bonuses, or other means of recruiting should be utilized.	Staff & Operations	On Track

Item #1.



CITY OF TYBEE ISLAND PLAN  
 POLICY DEVELOPMENT

Goal	Focus Area	Current Completion
<b>Ensure a transparent and efficient policy process that engages the residents, city council, and staff.</b>	Policy Development	On Track
→ Implement Code Review Recommendations	Policy Development	On Track
→ Update Master Plan/Carrying Capacity	Policy Development	Behind
→ Development and appropriate use of committees	Policy Development	On Track
→ Annual Strategic Planning	Policy Development	Behind
→ Ensure existing ordinances and policies are easily accessible and easy to understand.	Policy Development	On Track
→ Address STVRs.	Policy Development	On Track
→ Increase and improve engagement with residents.	Policy Development	On Track
→ Hire a legislative lobbyist	Policy Development	On Track
→ look into fighting the proposed STVR Law being supported in Atlanta at this time	Policy Development	Behind



CITY OF TYBEE ISLAND PLAN  
 COMMUNITY ENHANCEMENT

Goal	Focus Area	Current Completion
<b>New school building (TIMA)</b>	Community Enhancement	Behind
<b>Protect our natural, cultural and economic resources, to enhance opportunities to develop and maintain needed services and amenities for residents and visitors.</b>	Community Enhancement	On Track
→ Continue to support the four key cultural attractions: Lighthouse Museum, Marine Science Center, Tybee Post Theater, Rivers End Campground, and Tybee Island Maritime Academy (TIMA).	Community Enhancement	On Track
→ Marine Science Center	Community Enhancement	On Track
→ Identify Space for Expansion of TIMA	Community Enhancement	Behind
→ Continue to implement beautification/facade improvements in the business district through a revolving loan program	Community Enhancement	On Track
→ Address impacts of short-term vacation rentals	Community Enhancement	On Track
→ Review the data gathered through the current Short-Term Rental Ordinance, and reevaluate the need for additional regulation	Community Enhancement	On Track
→ Tourism study (partnership with Visit Savannah and Georgia Southern University)	Community Enhancement	Behind
→ Improve Beach Rules enforcement	Community Enhancement	On Track
→ Increase Code Enforcement Staffing and Develop Plan for enhanced code enforcement and animal welfare	Community Enhancement	On Track
→ Make Historic Preservation a central tenet of City Projects and staff policy recommendations. Continue with and complete the application to place City Hall on the National Registry of Historic Places	Community Enhancement	On Track
→ Adopt local historic district designations	Community Enhancement	Behind
→ Consider establishing architectural standards for historic structures	Community Enhancement	Behind
→ Coordinate with appropriate agencies and historic preservation groups to identify funding for preservation projects	Community Enhancement	Behind

→ Review and assess the current historic preservation ordinance and update as needed	Community Enhancement	Behind	Item #1.
→ Develop DDA As a tool for Preservation	Community Enhancement	Behind	
→ Implement a historic preservation ordinance; fund an updated historic property review of the island; appoint city staff or create city program to assist those who want to renovate historic properties	Community Enhancement	Behind	
----> Ensure funding for non profit organizations align with Council goals	Community Enhancement	On Track	
→ Keep city properties and land clean and beautiful.	Community Enhancement	On Track	
→ Develop annual palm tree trimming/pruning Plan	Community Enhancement	On Track	
→ Highway 80 Median Maintenance improved	Community Enhancement	On Track	
→ Entrance Sign Upgrade	Community Enhancement	On Track	
→ Develop plan for improved ROW maintenance	Community Enhancement	On Track	
→ Reduce litter on the beach and in public areas. Measured by Photographic evidence of the beach, street sweeper records, and beach trash weight	Community Enhancement	On Track	
→ Develop programs for educating visitors and residents on littering	Community Enhancement	On Track	
→ Improve approval rating for residential solid waste collection	Community Enhancement	On Track	
→ Develop Plan for Phase II expansion of recycling	Community Enhancement	On Track	
→ Create Recycling PR Plan	Community Enhancement	Behind	
→ Complete City Wide Survey on Residential Solid Waste Collection	Community Enhancement	On Track	
----> Develop Plans for Expansion of YMCA Exercise Facility	Community Enhancement	On Track	
→ Examine opportunities for business development and create a business development plan.	Community Enhancement	On Track	





CITY OF TYBEE ISLAND PLAN  
 DISASTER PREPAREDNESS

Goal	Focus Area	Current Completion
Develop a short term and long term resiliency plan to include storm preparedness and infrastructure investment that allows the City to quickly recover from natural or man-made disasters.	Disaster Preparedness	On Track
→ Install backflow preventers on stormwater outfalls as recommended in Sea Level Rise Adaptation Plan.	Disaster Preparedness	On Track
→ Hazard Mitigation Grant program (house raising)	Disaster Preparedness	On Track
→ National Fish & Wildlife Foundation Grant to study marsh-side flood prevention	Disaster Preparedness	On Track
→ City Manager to work with Mayor to Secure State funding for Phase 2 of Channel Impact Study.	Disaster Preparedness	On Track
→ Active Shooter Plan	Disaster Preparedness	On Track
→ Plan for ship (Channel) disaster	Disaster Preparedness	On Track
→ Need for an Emergency Coordinator for each building	Disaster Preparedness	On Track
→ Improve Cyber security	Disaster Preparedness	On Track
→ Continue meeting with USACE, Congressional delegation, and ASBPA to develop plan for future beach renourishments.	Disaster Preparedness	On Track

21  
GOALS

56%  
GOAL COMPLETION

● Draft ● Not started ● On Track ● Behind ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

CITY OF TYBEE ISLAND PLAN  
INFRASTRUCTURE

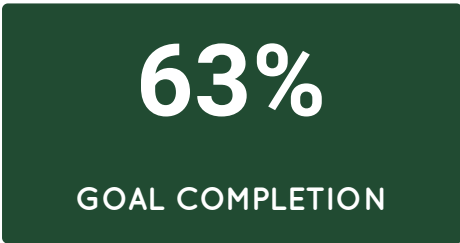
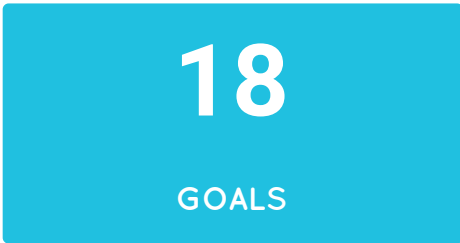
Goal	Focus Area	Current Completion
Meet the immediate, short term, and long term needs of residents, staff and visitors.	Infrastructure	On Track
→ Advocate with GDOT to elevate the road surface and create passable and bikeable shoulders as part of the bridge and road improvements on Hwy 80.	Infrastructure	On Track
→ Develop a prioritized plan for implementing needed infrastructure improvements	Infrastructure	On Track
→ Follow DPW paving schedule	Infrastructure	Behind
→ Pave DPW Lot	Infrastructure	On Track
→ Develop system to prequalify contractors	Infrastructure	Behind
→ Make building assessment part of the CIP	Infrastructure	On Track
---→ Long term plan for NB Parking Lot	Infrastructure	On Track
→ Address our long-term water sustainability	Infrastructure	On Track
→ Provide Monthly Updates on Prgress of Deep Well Litigation	Infrastructure	On Track
→ Implement and update City Council on Backflow Prevention and Grease Management Program	Infrastructure	On Track
→ Purchasing available properties for City Development and Support	Infrastructure	Behind
→ Advance technology	Infrastructure	On Track
→ Develop a written plan for technology advancement	Infrastructure	On Track
→ Implement Caselle	Infrastructure	On Track
→ Develop an Island-wide Drainage/Stormwater Plan	Infrastructure	On Track
→ Install Stormwater Backflow Preventers	Infrastructure	On Track
→ Complete South End Bathroom and Showers	Infrastructure	On Track
→ Complete First Phase of the Marsh Hen Trail	Infrastructure	On Track

- Jaycee Park Field upgrade
- Update to Dog Parks

Infrastructure  
Infrastructure

On Track  
On Track

Item #1.



## CITY OF TYBEE ISLAND PLAN TRANSPARENCY

Goal	Focus Area	Current Completion
Align decision, policies and practices with mission and values of the master plan and create platforms to communicate the plan and City activities to our residents.	Transparency	On Track
↳ Utilize a broad spectrum of information dissemination, including traditional hard copy (mailers, newsletters) as well as technology based (website, social media) methods to reach all members of the community;	Transparency	On Track
↳ Improve communications with citizens by adding additional public meetings during which the City Manager can update the public on city issues, policies and projects.	Staff & Operations Transparency	On Track
↳ City Manager will develop a regular video segment to be aired on the City Webpage and social media to inform citizens of the various projects and issues the city is addressing. First video to be completed by the end of July 2019	Staff & Operations Transparency	On Track
↳ Improve communication with employees on City activities	Transparency	On Track
↳ Build a user friendly website with updated information	Transparency	On Track
↳ Community Survey	Transparency	On Track
↳ Maintain (all) social media sites with current information	Transparency	On Track
↳ Explore, expand communication to residents and tourist	Transparency	On Track
↳ Provide a simplified summary of the budget and capital projects for the public	Transparency	On Track
↳ Report to the community on goals, status, etc.	Transparency	On Track
↳ Consider reworking or creating weekly newsletter (provided via email sign up) for residents	Transparency	On Track
↳ Improve financial information on-line	Transparency	On Track
↳ Single PIO -- for city	Transparency	On Track

→ Appoint city staff to specifically engage and respond to citizens via social media/app	Transparency	On Track
→ Develop new ways to communicate police services to the City.	Transparency	On Track
→ Use electronic Sign Boards to send message to people coming on the island	Transparency	On Track
→ Send information on beach rules to hotels and stvr's	Transparency	On Track

Item #1.