

City Commission Work Session
January 13, 2026
4:30 p.m.

ELECTED OFFICIALS PRESENT:

Adrian Petrila, Mayor
Karen Marriott, Vice Mayor, Commissioner, District 1
Lisa Robinson, Commissioner, District 2
Betty Rzewnicki, Commissioner, District 3
Jon Maldonado, Commissioner, District 4

STAFF PRESENT:

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| Frances Robustelli, City Manager | Adam Poirrier, Assistant City Manager |
| Ralf Brookes, City Attorney | Candyce Galloway, Innovation & Technology Director |
| Renee Rose, City Clerk | Laura Canary, Community Development Director |
| Jim Kilpatrick, Fire Chief | Camden Mills, Public Services Director |
| Devon Schmidt, Finance Director | Mandy Edmunds, Recreation Services Director |
| Marc Portugal, Communications Manager | |

Mayor Petrila called the meeting to order at 4:31 p.m.

1. ITEMS FOR DISCUSSION

a. Strategic Planning Update

City Manager Frances Robustelli provided an overview of the City's strategic planning process and next steps, noting that the priority work session originally scheduled for December was rescheduled to January due to a power outage. The purpose of the presentation is to confirm alignment between the City's five strategic initiatives and both CIP and non-CIP budgeted projects, ensure shared understanding of the planning and reporting process, and establish a framework for measuring performance going forward. She said Innovation & Technology Director Candyce Galloway led the collaborative, organization-wide process of incorporating prior Commission feedback from the priority setting session, Commissioner retreat, and surveys. The focus of this session was on process rather than reprioritizing individual projects. She noted that since July, 26 "items for discussion" have been referred to staff, highlighting the City's continued reactive workload, and the goal of moving toward a more proactive, disciplined approach to long-term planning.

Ms. Galloway reviewed the strategic planning framework, including the five strategic pillars: Operational Excellence; Recovery, Resiliency & Sustainability; Community Prosperity; Reliable Infrastructure; and Economic Development & Smart Growth, and discussed the shift toward outcome-based planning using clear objectives, key results, and key performance indicators (KPIs). Budgeted projects have been mapped to strategic initiatives, with an emphasis on defining measurable outcomes rather than simply tracking activities or expenditures. An overview of the current project mix was provided, showing that the majority of projects and funding are concentrated in Recovery, Resiliency & Sustainability and Reliable Infrastructure, reflecting ongoing post-storm conditions. She also presented examples of how projects will be evaluated using outcome-based measures, such as reductions in system failures, improved resilience, operational efficiencies, and service reliability. Her presentation highlighted the goal of increased transparency through project tracking, dashboards, and regular reporting to help the Commission and the public to better understand project status, use of public funds, and results achieved. This approach is a cultural shift toward data-driven decision-making, clearer accountability, and stronger collaboration across departments. She shared benchmarking efforts of other coastal and similarly situated cities to identify best practices in strategic planning, resiliency, transparency, and performance measurement. Next steps include completing the benchmarking analysis, finalizing department-level goals and KPIs, implementing reporting tools, providing regular updates to the Commission, and continuing to refine the process based on feedback and outcomes.

Discussion indicated support for the strategic planning framework. Staff were commended for advancing long-

term planning while managing ongoing recovery efforts. The discussion emphasized that the process represents a significant improvement over past practices, particularly in shifting the City from a reactive posture to a more proactive, strategic approach. Commissioners highlighted transparency as a critical goal, especially regarding project delivery and capital improvements. It was noted that both residents and commissioners sometimes lack an easy, centralized way to track project status, funding spent, remaining costs, timelines, and historical context. Discussion highlighted the value of publicly accessible dashboards, similar to those used by other cities, that visually display CIP projects, permits, and conditional use approvals to improve continuity, institutional memory, and public trust, as elected officials and staff change over time. The discussion also addressed performance measurement and accountability. Staff were encouraged to tie KPIs not only to project outcomes but also to employee engagement, including opportunities for staff self-assessment, supervisor feedback, and alignment with recognition or reward programs. Ms. Galloway confirmed that many benchmarked cities use similar dashboard tools and noted that the City already has much of the underlying data infrastructure in place. Commissioners acknowledged the need to balance aspirational goals with budget realities.

Discussion concluded with appreciation for the work staff has completed so far, affirmed the direction of the strategic planning process, and supported continued development of transparent, outcome-based reporting tools to help both the public and the Commission better understand progress, priorities, and tradeoffs.

Mayor Petrila adjourned the meeting at 5:06 p.m.

MINUTES APPROVED: JANUARY 27, 2026



RENEE ROSE
CITY CLERK



ADRIAN PETRILA
MAYOR