

**MINUTES
CITY OF ORMOND BEACH
CITY COMMISSION WORKSHOP
GOALS / STRATEGIC PLANNING**

February 5, 2013

5:30 PM

Training Room

I. Call to Order

Mayor Ed Kelley called the meeting to order at 5:30 p.m.

Present were Mayor Ed Kelley, Commissioners James Stowers, Troy Kent, Rick Boehm, and Bill Partington, City Manager Joyce Shanahan, Assistant City Manager and Public Works Director Ted MacLeod, City Attorney Randy Hayes, and City Clerk Scott McKee.

II. Discussions

A. Ground Rules for Workshop

Ms. Joyce Shanahan, City Manager, welcomed the Commission to the workshop and adopted the ground rules for the workshop that the Commission had used in the past.

B. Departmental Work Projects for 2013

Ms. Shanahan stated that the Commission had provided staff with great direction the previous year, and she thought that staff had accomplished nearly all of the requested goals. She mentioned that one previous goal of particular note was the pursuit of pension reform. She explained that staff had been working hard to achieve that goal and had placed all new general hires into a defined contribution plan. She noted that significant changes had also been made to the police pension plan and that the city was still negotiating fire pension plans. She stated that another goal still being pursued was developing a walk-able downtown and noted the progress.

Ms. Shanahan stated that another goal had been to accelerate the water pipe replacement program. She stated that bids had been let for the mainland and north peninsula, and south peninsula bids would come back on February 12, 2013. She stated that another goal was economic development and that the Commission would have an item before them before the end of February regarding economic development incentives for the Growth Assistance Program (GAP). She noted that another goal had been to develop the southwest quadrant at the airport. She explained that a proposal had been reviewed, and it was determined it did not meet the minimum criteria for development.

Ms. Shanahan stated that the Commission had also discussed considering installing dry lines for future access to reuse water and installing fiber optic networks. She explained that both items were now included as alternatives for bids in their respective areas. She noted that another goal was focusing on

bank-owned foreclosures, which was an ongoing issue that they would continue to make progress on. She stated that another goal had been to focus on the Renewal and Replacement Fund in order to restore the funding to prior levels which they had been successfully achieved. She stated that the construction of Andy Romano Beachfront Park would be completed soon and that the ribbon cutting would be held on February 23, 2013. She stated that the completion of the public private partnership for Project ROMP (Renovate Ormond Beach's Magic Forest Playground) was also under way and that major demolition was being performed that day. She stated that the ribbon cutting would be held on February 17, 2013, at 5:00 p.m.

C. Development of Consensus on Goals

Ms. Shanahan stated that each member of the Commission had submitted their goals for the upcoming year. She explained that she separated them into like categories, in no particular order, and placed them on large charts in the front of the room so that they were in a framework where they could be discussed. She asked Mayor Kelley if he would like to have each Commissioner briefly explain the goals they had submitted, and then the Commission could reach a consensus on the issues raised.

Mayor Kelley stated that Ms. Shanahan had provided a great recap for the Commission in the packet materials on the goals they had set and accomplished and on the goals each city department had set and accomplished.

Mayor Kelley's Goals

1. Maintain Current Tax Rate

Mayor Kelley stated one of his goals was to continue to work on pension reform, and he noted that he was disgusted with the progress at the state level. He noted that it also did not seem like the city would get much help from the legislature either.

2. Economic Development, especially getting Ormond Crossings up and going

Mayor Kelley noted that he and Ms. Shanahan had met with Palm Coast Holdings in an effort to make progress on Ormond Crossings' development.

3. Continued pension efforts

4. Annexations, Chelsea Place, and other enclaves that exist

5. Depending upon the ECHO Grant for the Environmental Learning Center, if not grant funded or not enough funding for the project, consider or evaluate moving the Legal Department to City Hall and using the Ames House for the center. While not in Central Park, it would provide a good atmosphere and easier access for most people, which would be a significant savings. Identify use for those funds.

Mayor Kelley stated that the county was cutting their budget and the cost of their request for an environmental learning center may not be approved. He

stated that the creation of the Environmental Learning Center was important. He explained that since Fire Administration would be moving from their current location at City Hall there would be an empty office area upstairs.

Ms. Shanahan noted that Fire Chief Bob Mandarino had stated that he wished to move but that they had not done so yet.

Mayor Kelley stated that if Fire Administration moved, it would create an open space in which the Legal Department could move into. He noted that he had mentioned before that he felt like the Legal Department should be located in City Hall. He stated that his idea was that if they could not obtain the funding for the Environmental Learning Center as it was planned for Central Park, then they could use the vacated Ames House building for it.

Commissioner Partington's Goals

Commissioner Partington stated that his continuing goals were to maintain the tax rate, work towards resolving pension issues, economic development, and "jobs, jobs, jobs."

1. Easier way to recycle? Maybe a dedicated rolling-type bin?

Commissioner Partington noted that specifically a dedicated rolling-type bin might be an easier way for citizens to recycle. He stated that he thought that staff may already be working on that as they renegotiated with Waste Management. He noted that he had heard requests from residents for a larger and easier to use recycling bin.

2. Setting up a free legal clinic, staffed by volunteers (primarily for Ormond residents) with a little city support, i.e. office, computer, maybe once or twice a month on a Friday evening or Saturday morning to provide free legal advice/referrals through the bar association.

Commissioner Partington stated that he had had the idea for a few years to set up a free legal clinic primarily for Ormond Beach residents. He stated that he envisioned a round table forum where residents would come in and speak to an attorney or two and ask legal questions. He explained that the clinic would not be for actually handling cases, and that if a resident needed to have an attorney handle their case, they would refer them to the Florida Bar Association for a referral. He noted that a lot of lower income residents did not have an attorney to speak to or were afraid to speak to someone. He stated that he had spoken to at least one legal services attorney that would be interested in participating. He noted that the clinic would require minimal support from staff. He stated that the idea did not have to be a Commission wide goal, but it would be something that he would personally continue to pursue.

3. Establishing a Municipal Youth Council or Mayor's Youth Congress

Commissioner Partington stated that he had read an article in American Cities Magazine which had given him this idea. He stated that the Youth Council could be a group of children, with a motivated social studies teacher,

who would review the agenda like the Commission did and vote themselves prior to the meeting so that the Commission could see what they decided and take that into consideration as they considered the agenda. He noted that there were numerous different ways the organization could be structured. He stated that the purpose would be to get youth involved and interested in government.

4. Waste Management Move Over Policy. When trucks were collecting refuse on single lane roads and there were more than three cars behind them, they move as far to the right as was safe to allow traffic to go past them. He stated he had been on Halifax and A1A lately when there was a line of 15 to 20 cars being held up by trucks that stopped every 20 yards.

Commissioner Partington noted that the policy was essentially already in place; whereby, Ms. Shanahan agreed. Commissioner Partington stated that Waste Management had not always been following it closely, but noted that staff had since had meetings where they had been reminded. He stated that he had not noticed a problem recently and he felt the issue may be solved.

5. Reducing our Code Enforcement fine schedule by 50%. It looks like we have established a pattern of doing that for others so why not just be fair and do it for everybody?

Commissioner Partington stated that this idea resulted from the issue with the request for a reduction of liens that had recently come before the Commission. He stated that he did not know if reducing the code enforcement fine by 50% would be the answer, or if having an ordinance that would allow a 50% reduced fine on a violation paid within six months would be the answer. He noted that it was more of an equal protection, due process, and fundamental fairness argument for all of those who did not have the advantage of being wealthy enough to hire an attorney and come before the Commission to request a reduction later. He stated that such a provision or ordinance would give those people the opportunity to have the same advantage and would also satisfy the city's concern, which was primarily achieving compliance. He noted that an ordinance which applied to all residents would be fair and certainly simpler than contacting each person who recently paid or would be paying a fine and informing them that they could ask to come before the Commission and request their own 50% reduction.

Commissioner Partington stated that he also had a couple additional goals that he had not submitted earlier. He noted that there was a pond between Warwick Avenue and Putnam Avenue that used to be navigable out to the Tomoka River but was not any longer. He explained that some of the residents living there had told him that prior to wastewater projects being performed there, it was navigable, and that now it had been silted in. He stated that those residents explained that they had been told that if that ever happened, the pond would be returned to a navigable state, but they felt like the city had misled them because it had not been returned. He stated that he believed that Mr. Ted MacLeod, Assistant City Manager and Public Works Director, had told him that he thought that project was in the unfunded section of the CIP. He noted that when reviewing the CIP, it may be the appropriate

time to bring the project back up to see if there were any grants or opportunities to dredge that pond back to where it would become navigable.

Commissioner Partington stated that one of his goals was to promote fishing on the beach and that potentially the city could work with the county on artificial reefs. He stated that he liked Commissioner Kent's idea of an annual parent-child fishing tournament and that it would be an easy and low cost event. He stated that he also wanted to look at the potential for a field house at the Airport Sports Complex. He stated that along those lines, he was in favor of setting up a process for any substantial anonymous donations to be used quickly.

Commissioner Boehm stated that the field house Commissioner Partington mentioned was a goal that had rolled over from prior years. He stated that he also felt it should be a priority. He noted that he had always been a big proponent of public and private partnerships. He stated that the city still had Seabreeze money available and noted that a project like the field house would benefit all of the Seabreeze teams who played on the field. He stated that he thought with donations and the Seabreeze money that the city could potentially do that project without having to contribute much in the way of general funds. He noted that Ms. Shanahan also did not mention the t-ball complex opening in March which was a wonderful project that was also a public private partnership.

Commissioner Boehm's Goals

1. The further development of the welcome sign project to include other areas in to Granada and Williamson

Commissioner Boehm stated that he agreed with Commissioner Kent about welcome signs. He stated that the proposal the Commission was brought was for one sign that would cost a whole lot of money but he thought that the city really needed more than one sign and needed to work toward acquiring more than one.

2. The development of an explanatory sign program for all sites named for an individual

Commissioner Boehm stated that 20 to 30 years after a site was named people would not know who that person was or why that location was named for them. He gave an example of not knowing who Clyde Morris was. He stated that he thought there should be an explanatory sign as to why a park or place was named after an individual. He noted that there would be such a sign at Andy Romano Beachfront Park. He stated that the signs would not be an expensive project.

3. Annexation of properties along Williamson and Chelsea Place

Commissioner Boehm stated that when driving down Williamson Boulevard one day, he saw a huge 12-foot inflatable Santa Claus out in front of the Georgia Carpet store. He noted that he did not think that seemed like it belonged in Ormond Beach to him. He stated that he inquired as to where

the city's boundaries were and noted that on A1A, Clyde Morris, Nova, and other roads, the boundaries were a mile south of Hand Avenue. He stated that he was surprised to discover that Georgia Carpet was not in Ormond Beach, nor was anything south on Williamson Boulevard. He noted that the Ormond Beach Post Office on Williamson Boulevard was not located in Ormond Beach. He stated that he also discovered that the Chelsea Place subdivision was also not a part of Ormond Beach. He noted that the city had been doing annexations along North US1, but he wanted to at least get down to Hand Avenue on Williamson Boulevard. He stated that he would love to sneak by Daytona Beach and annex the hospital as well but knew that would not happen. He stated that it was an oddity that there was a very nice subdivision on Granada Boulevard and an Ormond Beach Post Office that were not actually in Ormond Beach which needed to be corrected. He noted that staff was already working on those issues.

Commissioner Boehm stated that in the ongoing goals he had not heard mentioned the area intersecting US1 and I-95. He noted that it had been a high priority of his last year. He stated that area, particularly that intersection, was one of the blights of Ormond Beach. He stated that the county apparently would not sign an interlocal agreement.

Mayor Kelley stated that it was the county's legal department that was holding up progress. He stated that he and Mr. Randy Hayes, City Attorney, had been speaking with them about the issue. He stated that the city now had County Councilman Doug Daniels to champion the issue for them, as well.

Commissioner Boehm stated that the interlocal agreement had been brought up a year ago and the area looked just as bad. He noted that now the city had annexed around it so more of that area was actually in Ormond Beach. He stated that the county needed to help them and needed to realize that it was the northern gateway to Volusia County and not just let Ormond Beach pay for it and deal with it.

Mayor Kelley stated that maybe they could solve the issue by drafting a letter from the Commission to Mr. Jim Dinneen, County Manager, County Chairman Jason Davis, and the County Council.

Commissioner Boehm stated that he knew the businessmen in that area had been willing to work with, or even financially help, the city and county to improve the area if they would ever get a program together where they could actually put some money behind it and have a plan to do something. He stated that he was amazed that Palm Coast Holdings and Tomoka Holdings had not been all over them about doing something because that was their gateway. He noted that he thought the area should remain a high priority.

Ms. Shanahan stated that staff had met with the County Chair and the District Four Representative. She stated both she and Mr. Ric Goss, Planning Director, had spoken to county staff at length, and that Mr. Hayes had spoken to their legal department. She stated that sending a letter from the Commission would be helpful.

Commissioner Kent asked if they would be voting on the letter before it was sent.

Ms. Shanahan stated that she could bring the letter back to them for a vote, if they desired.

Commissioner Kent stated that he thought they should vote on the letter, noting that the Commission was going to send a letter to a chemical company and had voted on it prior to doing so. He stated that he felt that the precedent had been set and would like to vote on the letter before he put his name on it.

Mayor Kelley stated that the letter could just be sent from the Mayor and staff. He stated that the letter needed to be sent before February was over. He noted that it may be helpful if the Commissioners called the County Council, as well.

Ms. Shanahan asked for clarification regarding if the letter should be sent from the entire Commission or just the Mayor.

Mayor Kelley noted that if it was to be sent from the entire Commission, then the Commission would want to see it prior to signing it.

Commissioner Kent stated that he would prefer the letter be from all of them; however, if it would slow things down, then it could be just from the Mayor.

Ms. Shanahan stated that she could bring a draft letter to the entire Commission at their next meeting, which was on February 19, 2013.

Commissioner Stowers' Goals

1. Inventory of the city's properties

Commissioner Stowers stated that getting inventory of the properties would allow them to see if there were things that they could do to be creative and improve Ormond Beach.

Commissioner Boehm stated that he would like to see an inventory of what land the city had that was not developed, for the purpose of seeing if they had any marketable assets that they might be able to offer for sale that might recoup some funds.

Commissioner Partington stated that staff performed an inventory in 2004 or 2005.

Ms. Shanahan stated that she thought that it was done on a regular basis and could bring the inventory to the Commission to review. She stated that she thought the city was required to report it to the state every couple of years.

Mayor Kelley stated that he thought inventorying the property to see if there was anything they could do was a great idea.

Commissioner Partington noted that they review it and do with it what they did when they reviewed it previously, which was nothing. He noted that was the purpose of the exercise that evening, because they did not usually get an opportunity to discuss together ideas or opportunities.

2. Continued efforts to further downtown redevelopment
3. Leveraging the city's assets in order to look at creative ways to fund future unfunded liabilities related to pension obligations for former and current employees

Commissioner Stowers noted that the city had stopped the bleeding, in terms of unfunded liabilities, with new employees entering a defined contribution plan going forward; but he noted that there that there were still previous and existing employees in the defined benefit program for the remainder of their lives. He stated that the unfunded liability was still out there, and he had been asked where that money would be coming from. He stated that the city had not addressed that yet. He explained that he was trying to think of ways where the city could be creative and generate some funds to address the issue in the future in order to eliminate or reduce the possibility of increasing taxes over the next ten or 20 years to deal with it. He likened it to a ticking time bomb.

Commissioner Stowers stated that he had recently thought of a concept that would involve leveraging the city's assets. He stated that before he explained it, he wanted to clarify that he would not be supportive of Ormond Beach reducing their recreational facilities and at no point be in favor of certain facilities being shut down. He stated that the only situation which he would approve of was one in which facilities were expanded beyond what the city presently had and certain other facilities were then shifted over.

Commissioner Stowers stated that the first example he had thought of was with the former Florida Hospital site. He noted that the site had now been purchased by a private owner. He explained that the site was about 25 cleared acres and was constrained because there were doctors in offices that would not let go of their leases; and therefore, there would not be frontage on Nova Road. He noted that the Nova Recreation Center was right on Nova Road and had the frontage where the ball fields were. He stated that the question was if that property was an asset that had value to them as a city to where they could leverage it. He explained that they could have upgraded facilities and ball fields built on the site which did not front Nova, and if there was someone out there who would potentially want to acquire the land that had frontage and pay the city handsomely for it, then the city would make money off the deal and end up with better and increased recreational facilities. He explained that as part of the deal the city would tell the buyer that they were obligated to make all of the improvements and complete the new facilities before they could touch the existing Nova Recreation Center so that residents would at no point have less recreational facilities. He stated that the money gained could then be allocated to the unfunded liability.

Commissioner Stowers stated that he believed if it was done properly, the city would be in a winning situation. He stated that the question would be if

someone would emerge who wanted to pay for it and would be willing to pay what they believed it was worth to leverage that asset. He noted that he did not have an answer and recognized that the idea was certainly out of the box. He stated that he wanted to put the idea out there, because the city needed to continue to actively explore any and all options to try and leverage their assets to reduce the obligations that taxpayers had. He noted that there had been no previous discussions regarding the idea. He explained that because of the Sunshine Law, he could not talk about it with the Commission before and had to put it out there to them at this workshop. He stated that if it was a terrible idea so be it but he did not think that his rationale leading up to it could be discounted.

Commissioner Boehm stated that the city was about to make a large investment in Nova Community Park. He stated that he really would not want to give up that investment to anyone.

Mayor Kelley stated that the buyer would have to be someone who had pockets much deeper than most people did in order to make it happen. He stated that he would have loved to see the city purchase the former Florida Hospital property for \$2 million and create a city center, eliminating City Hall and the Library in their current locations, and allowing someone to develop those sites into housing or business for downtown. He stated that the police station and athletic fields could also be relocated to that city center.

4. Gateway signage
5. Completion of JPA and improvements to US1 corridor north of Nova Road

Commissioner Kent's Goals

1. Create a water additive accountability ordinance with the City Commission

Commissioner Kent stated that the Commission did not seem to like the water additive accountability ordinance that he brought to them previously. He stated he hoped that the Commission could come up with one that they did like so there would be something on the books stating that what was put in the water did not hurt humans and was there to treat people instead of the water.

2. Get Atlantic Avenue south of Granada Boulevard on a beautification schedule/plan. Implement this plan by July 2013.

Commissioner Kent stated that Ormond Beach's Andy Romano Beachfront Park was really making things happen. He stated that there were more businesses coming into the area, including their fourth national hotel chain, a Howard Johnson. He noted that Dimitri's Restaurant also put on a second story deck addition. He stated that he had spoken to the owner of Riptides Bar and Grill and that he could not wait for the park to open. He stated that the park would help the area, but anything else the city could do to beautify the area would be great because Atlantic Avenue south of Granada had been neglected for quite some time.

3. Create an annual parent-child fishing tournament on the Ormond Beach pier.

Commissioner Kent stated that he was pleased that some of the Commission liked the idea of a parent-child fishing tournament. He noted that it was parent-child and not father-son because he would not want to leave out any mothers and daughters. He explained that it would not cost staff anything except a few staff members' time once a year. He stated that he thought that would be a huge win for the city. He stated that he thought that it would be great PR, a fun activity, and he bet that Mr. Ike Leary would do back flips to hear about it.

4. Create an annual Ormond Beach beach clean-up to start at Andy Romano Beachfront Park and end at Granada

Commissioner Kent stated that he also liked the idea of doing an annual beach clean-up and felt that they could have 500 people show up at Andy Romano Beachfront Park one day of the year to participate, possibly on Make A Difference Day.

5. Create two welcome signs on A1A, one on the Ormond/Daytona line and the other on the Ormond/County line, \$50,000 max for each sign. Total \$100,000 for both signs.

Commissioner Kent stated that he was glad that Commissioner Boehm liked the idea of having welcome signs in other locations in the city. He stated that he was looking for a maximum of \$50,000 per sign so they did not get stuck with any sticker shock. He stated that he had spoken to a couple of companies who were not even in the sign business that had contacted him and said that they had created some signs in-house and would love to show what they could draw up for a lot less than the plans that the Commission had originally been presented for the welcome sign by I-95 and Williamson Boulevard. He suggested that there was opportunity there.

Goal Setting

Mayor Kelley noted that Ms. Shanahan would be asking them to set five main goals.

Ms. Shanahan stated prior to the Commission voting on the goals they wished to pursue, she wanted to note the goals that were already being pursued so that the Commission did not need to vote on those. She asked recording secretary Colby Cilento to mark off those items on the charts.

Fiscal Policy Goals

She stated that the fiscal policy goals of pension efforts and maintaining the tax rate were still being continuously worked on. She stated that the planning and economic development goals of economic development, further downtown redevelopment, an explanatory sign program, and annexing Chelsea Place and other enclaves were also in progress.

Gateway Signage Goals

She noted that gateway signage should be partially marked off, because they always intended to make that a community-wide project but had been previously directed to start at Granada Boulevard and SR40 and then look at the other major corridors.

Quality of Life Goals

Ms. Shanahan noted that in the quality of life goals that the Waste Management “move over policy” had already been addressed. She stated that if someone else were to notice where that was not happening, if they let staff know then they would address it with Waste Management again.

Community Program Goals

She stated that regarding the community program goals, she noted that the community gardens had been mentioned before and the City Attorney had some concerns over liability issues but that it had not been acted upon previously and so could be voted upon.

Operational Efficiency and Effectiveness Goals

She reviewed the operational efficiency and effectiveness goals and asked Ms. Cilento to add language after “inventory of the city’s properties” which read “to bring it to the Commission once every two years.” She also noted that a program had been taken to the Public Works Advisory Board for recycling and that they did not like the program so the city was back to the drawing board on that issue. She stated that she would say that they were already working on it, but since it had not been finalized, she would leave it open for voting.

Ms. Shanahan noted that each Commissioner had been given a different colored marker. She stated that she would like the Commission to each put five check marks on the goals they wished to pursue. She stated that she would then consolidate the results and bring back the plan once they decided.

The Commission placed their respective check marks on the charts in the front of the room.

Top Five Goals:

1. Annual parent-child fishing tournament

Ms. Shanahan stated that the number one winner was the annual parent-child fishing tournament, which had received four check marks.

2. A1A south of Granada beautification plan
3. Completion of JPA and improvements to US1 corridor north of Nova Road
4. Creating two community gardens for residents
5. Reducing code enforcement fines flexibility

She noted that there was a four-way tie for second place on the above items which had three checks. She noted that the A1A south of Granada beautification plan had requested an implementation date of July 2013 and asked if it could be modified because a plan would need to be developed with Florida Department of Transportation (FDOT).

Second Tier Priorities:

1. Leveraging the city's assets
2. Relocating the Environmental Learning Center, if grant funding not received
3. Setting up a free legal clinic

She stated that there were three items which received two checks and would be second tier priorities

Commissioner Partington stated that if he had a sixth vote he would have cast it for the annual beach clean-up idea; whereby, Ms. Shanahan stated that the county did organize clean-ups on the beach.

D. Direct Staff to Develop a Follow-up Action Plan for Goals Implementation

Ms. Shanahan stated that their energy needed to be focused on the top priorities identified, but she noted that it did not mean that they would not do any of the other goals. She stated that staff would rank them and present them to the Commission at a meeting for them to vote on officially. She stated that those goals under consideration would be given a tentative action plan. She verified with the Commission that items with one vote or less would not be considered. She noted staff would make sure to include the fundamental fiscal goals, as well. She stated that the Commission would also discuss the fiscal goals on March 5, 2013, at their Financial Trends Workshop.

E. Other Commission Issues

Mayor Kelley stated that he wanted to clear up from earlier discussion that anything that came from the Commission should have the approval of the entire Commission.

Commissioner Kent stated that he liked things even and consistent.

Mayor Kelley stated that something coming from the Commission should not just have one signature.

Commissioner Boehm stated that he felt that there was more to be gained by having more than one signature.

Ms. Shanahan stated that she felt a letter would carry more weight with all of their signatures.

III. Close the Meeting

The meeting was adjourned at 6:20 p.m.

Transcribed by: Colby Cilento