

**MINUTES  
CITY OF ORMOND BEACH  
CITY COMMISSION WORKSHOP  
2014 GOAL SETTING**

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**February 4, 2014**

**5:30 p.m.**

**City Commission Conference Room**

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**I. Call to Order**

Mayor Ed Kelley called the meeting to order at 5:32 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, noted that this workshop would be a little different from past Goals Workshops as instead of marking their goal ranking on paper they would be using a handheld electronic voting device. City Clerk Scott McKee recorded which Commission member had which device number, so that they could track the corresponding results.

**B. Departmental Work Projects for 2014**

Ms. Shanahan stated that 2013 was a year of cities in crisis, noting that cities faced demands for the same or increased level of services. She stated that there was beginning to be a stabilization of property values and a leveling of operational costs. She stated that collective bargaining agreements were a perpetual and ongoing issue, as well, as those contracts expired every three years. She stated that pension costs were still increasing, albeit at a slower rate; noting state unfunded mandates and statutory limitations as ongoing pension issues.

Ms. Shanahan stated that property taxable value had declined 33% or \$1.24 billion since its peak. She noted that the assessed values were beginning to stabilize now. She stated that Ormond Beach still maintained the third lowest tax rate in Volusia County, noting that DeBary had the lowest rate but that was due to the fact that they had an electric generating plant; and she noted that if they did not have that plant, their taxable rate would be close to the top.

Ms. Shanahan stated that the city's total budget had been on the decline and had started to level off, noting that it was currently even lower than it had been in 2004 and was currently at a 37% decline from its peak. She stated that pension costs had increased 245% since 2008. She stated that in the beginning of January 2013, all general employee new hires were changed into a defined contribution plan. She stated that they continued to lobby the legislature to untie

their hands so that the city could make changes to the plans. She stated that the unfunded pension liability was about \$34 million for 2013. She noted that the best funded pension plan was the General Employees' Fund, which was about 78% funded. She stated that Police and Fire Pension Funds were still in the 60% range, which was not favorable.

Ms. Shanahan noted some of the changes in the community over the past year including the new Andy Romano Beachfront Park, the revitalized Sunoco station downtown, and undergrounding utilities. She noted that in their agenda packets the Commission had been provided with department goals from city directors.

### C. Development of Consensus on Goals

Ms. Shanahan explained that she had listed all of the goals submitted by the Mayor and Commissioners individually and asked each of them to go over their goals with the Commission.

Mayor Kelley explained that his goals were as follows:

- ***To readopt the same basic fiscal goals as the previous year.***
- ***To evaluate the annexation of all enclaves and adjoining areas including Halifax Plantation, Plantation Bay, Ormond by the Sea, and all properties on US 1.***

Mayor Kelley noted that the city was not receiving much assistance from the county on maintenance and enforcement in those areas. He stated that he felt that Halifax Plantation should have already been in the city. He noted that in 1995 Ormond Beach agreed to annex Ormond by the Sea but that overture was rejected. He suggested that the mood may be different now.

- ***To review regulations and restrictions that are hindering economic development and job creation, such as the requirements on PBDs.***

Mayor Kelley explained that certain classifications implemented years ago may have been appropriate for those times but now may be hindering development. He stated that requiring that 49% of a PBD go towards office space was such a regulation, noting a lot more companies worked from home now.

- ***To develop reasonable standards to be applied to commercial properties so that they are maintained and are not allowed to become a community distraction.***

Mayor Kelley stated that one such property that really got him was located next to the Sandbox on A1A. He stated that there should be a way to require businesses in the city's corridors to take care of their properties.

Commissioner Stowers explained that his goals were as follows:

- ***To maintain or lower the millage rate.***
- ***To evaluate marketing (signage) opportunities to decrease the citizen tax burden.***

Commissioner Stowers explained that the opportunities he was speaking of included getting business names on jerseys at busy city sporting events. He noted that the issue was how to do so in a cost neutral fashion, in terms of administrative costs to do the marketing and get businesses to buy in.

- ***To finalize the Joint Planning Agreement (JPA) with Volusia County for North US 1.***

- ***To prioritize signage/landscaping coordination for North US1.***
- ***To ensure that Ormond Beach will be well prepared for a serious storm event with Emergency Preparedness Planning.***

Commissioner Stowers noted that it had been a number of years since the city had a serious storm event. He stated that he would like to be well positioned in the event of one occurring and enable the city to be seen in hindsight as the municipality that set the standard for emergency preparedness.
- ***To maintain a list of existing property available for business relocation.***
- ***To coordinate with Volusia County for a “Loop Event.”***

Commissioner Stowers stated that he loved New Smyrna Beach and often visited that city. He stated that they had a “loop” as well and marketed it very successfully. He stated that he felt that Ormond Beach’s loop was the original loop and very scenic. He stated that his idea would be to shut the area down to car traffic from North Beach Street up to Old Kings Road for a day or several hours and have vendors that citizens could walk or bicycle to.
- ***To coordinate a “Dirty Dozen” list of poorly maintained properties.***

Commissioner Stowers stated that certain property that owners had no interest in maintaining needed to be highlighted. He stated that he recently attended a Special Magistrate meeting for a property near his home that had not been maintained for years. He stated that list of properties could be put on the website and out in the public to shame those properties.

Commissioner Kent explained that his goals were as follows:

- ***To keep the current tax rate for the following year.***
- ***To discuss/implement a water additive accountability ordinance (to stop medicating residents with the water supply).***

Commissioner Kent explained that he wanted documentation from the supplier that anything they added to the water was safe and effective for humans of all ages at the proper dosage. He clarified that he was speaking of anything that was added to the water to specifically treat humans and was not treating the water.
- ***To assist the owners of the former Food Lion building with getting that building filled with another tenant, a grocer, if possible.***

Commissioner Kent asked that some incentive be created to get another tenant into the former Food Lion building, preferably another grocer. He stated that it did not have to be a high end grocer and noted that Publix was a nice and expensive grocer. He stated that he would love to see an Aldi grocery store go into that location.
- ***Beach Access.***

Commissioner Kent stated that if the city received more beach access he would back off of the idea of the city regaining control of the beach. He noted he had some information to share with the Commission about that issue at the end of the Commission meeting later that night.
- ***Working with the Supervisor of Elections to get The Casements back as a voting precinct.***

Commissioner Kent noted that people in his district had brought up this issue to him several times. He noted that all zones lost precincts but that in his zone, there was now no place to vote on the beachside, and residents had to go over the bridge to vote. He stated that was a huge deal to many elderly residents.

- *To replace the weeds on all four corners of the I-95 interchange with Asiatic Jasmine or Argentine Bahia.*

Commissioner Boehm explained that his goals were as follows:

- *Pension reform.*
- *No increase in millage tax rate.*
- *To execute North US1 JPA with Volusia County.*
- *To initiate a review/study of up-lighting the Granada Bridge.*  
Commissioner Boehm explained that Ormond Beach Main Street had worked for years to get the downtown area developed and noted that finally the medians were in place and the utilities were going underground. He stated that the idea of lighting up the Granada Bridge had been mentioned in Ormond Beach Main Street meetings. He stated that Tampa would be lighting up nine bridges in various colors, having already done five, and Jacksonville had one that was lit blue. He stated that with the modern technology of lighting, the bridge could be lit and the colors could be changed for the seasons or holidays. He stated that he thought that would add to the downtown and create a spectacular effect that no one else in Volusia County had. He thought they should evaluate doing it and what costs would be associated and whether or not there would be grants available. He noted that the Florida Department of Transportation (FDOT) had already permitted such lighting in a number of cities. He stated that he thought that would add to Ormond Beach's uniqueness.
- *To improve the North US 1 Corridor.*
- *To lease remaining parcels at the Airport.*
- *To continue airport development with the assistance of Federal Aviation Administration (FAA) funding.*
- *Continue signage recognition program.*
- *Community gardens.*
- *To complete welcome sign project.*  
Commissioner Boehm stated that this goal had rolled over too many times. He noted that it kept appearing in the staff report, and he knew that the original site broke down. He stated that welcome signs had been discussed too long, and he thought this year they needed to finally get some and put them in place, noting that they were budgeted for years prior.
- *Environmental Learning Center.*
- *To create a competitive women's softball field – sized appropriately for girls.*
- *Complete Korean War Veterans Recognition Project.*

Commissioner Partington explained that his goals were as follows:

- *To maintain the tax rate.*
- *Pension reform – untie the city's hands so that they can bargain fairly.*  
Commissioner Partington stated that he saw an email talking about the pension crisis hurting Florida's local taxpayers and in that email it encouraged citizens to write their legislators. He stated that in the email it read "*It is just not right that forty-something retirees earn six figure annual payouts and platinum plated health packages that taxpayers simply cannot afford.*" He noted that every year the city went to Tallahassee and pushed for reform but that it never seemed to go anywhere. He stated that they had to continue to publicize the need for reform.

- *To execute North US1 JPA with County and focus on beautification.*
- *Jobs, Jobs, Jobs.*
- *Strategic Economic Development Plan Goals:*
  - *Work with Stylemark Property to recruit vacant business;*
  - *Sell remaining industrial lots at Airport Business Park;*
  - *Evaluate former nursery site for non-aviation use;*
  - *Work with Tomoka Holdings to facilitate construction of utilities and roadways at Ormond Crossings.*
- *Increase fishing tournaments to three (surf fishing, pier fishing, and Central Park fishing).*
- *Support/implement Quality of Life Advisory Board recommendation of Central Park Canoe, Kayak & Paddle Board rental.*
- *Expand community gardens to three locations with civic/church group support.*
- *Develop college savings program for children for every kindergarten student.*  
Commissioner Partington noted that this was a program which other cities had implemented.
- *Environmental Learning Center.*
- *2" Water Main Replacement Project.*

Ms. Shanahan then instructed the City Commission on how to use the handheld electronic voting devices. She explained that the Commission's voting results would show up on the screen in the Power Point once they were all inputted. She used two test slides, determining favorite pizza toppings and favorite waterfront park, as examples for the Commission, noting that the slide would automatically change to show the results once all votes were inputted. She explained that choices were weighted; first choice would receive ten points, second choice five points, third choice three points, and the fourth choice one point.

Ms. Shanahan instructed the Commission to rank the following Core Values for the organization:

- Public Trust & Accountability
- Ethics & Integrity
- Respect
- Professionalism
- Teamwork
- Empowerment

The vote results were as follows:

1. Public Trust & Accountability
2. Ethics & Integrity
3. Respect
4. Professionalism
5. Teamwork
6. Empowerment

Ms. Shanahan instructed the Commission to rank the following Organizational Values:

- Deliver exceptional customer service

- Great value for the tax dollar
- Ethics & Integrity
- Transparency & Accountability
- Teamwork
- Creative Problem Solving

The vote results were as follows:

1. Transparency & Accountability
2. Ethics and integrity
3. Great value for the tax dollar
4. Deliver exceptional customer service
5. Creative Problem Solving
6. Teamwork

### **Fiscal Policy Goals**

Ms. Shanahan instructed the Commission to rank the following Fiscal Policy Goals, noting that only the top three would be officially adopted as 2014 Goals:

- Lower Tax Rate
- Maintain Existing Tax Rate
- Evaluate Marketing/Signage
- Pension Reform

The vote results were as follows:

- 1. Maintain existing Tax Rate**
- 2. Pension Reform**
- 3. Evaluate Marketing/Signage**
4. Lower Tax Rate

### **Planning and Community Development Goals**

Ms. Shanahan instructed the Commission to rank the following Planning and Community Development Goals, noting that only the top three would be officially adopted as 2014 Goals:

- Evaluate Annexation of enclaves
- Finalize US1 JPA
- Develop commercial property standards
- Improve/Beautify US1
- Emergency Preparedness & Recovery
- Water Additive Accountability Ordinance
- Continued Beautification of A1A

Ms. Shanahan stated that the city was currently working on the annexation of enclaves, noting that there were some issues with enclaves that they could not currently overcome. She explained that there were some enclaves that the county wanted the city to annex that had substandard roads or substandard water and sewer systems; which would mean that if annexed the city would have to do an assessment district or be responsible for repaving the roads.

The vote results were as follows:

- 1. Finalize US1 JPA**
- 2. Improve/beautify US1**
- 3. Continued beautification of A1A**

4. Evaluate annexation of enclaves
5. Water Additive Accountability Ordinance
6. Develop commercial property standards
7. Emergency Preparedness & Recovery

### **Economic Development Goals**

Ms. Shanahan instructed the Commission to rank the following Economic Development Goals, noting that only the top three would be officially adopted as 2014 Goals:

- Review regulations that hinder Economic Development
- Maintain list of available properties for businesses to relocate
- Jobs, Jobs, Jobs
- Tenant assistance for old Food Lion and StyleMark
- Sell remaining lots in Airport Business Park
- Strategic Economic Development Plan initiatives

Ms. Shanahan stated that the city had been in regular contact with Food Lion and StyleMark. She explained that since they were private businesses, all the city could do was to offer their help and that they could not force it on them. She stated that the Food Lion property's lease expired in March or April so there was more incentive now for them to seek the city's assistance. She stated that Economic Development Director Joe Mannarino had spoken with them and also had several people visit the StyleMark properties.

Ms. Shanahan clarified that "Strategic Economic Development Plan initiatives" encompassed four initiatives expressed by Commissioner Partington in his goals, noting that one of those was to work with Tomoka Holdings to develop the Ormond Crossings property. She stated that she, Mr. Mannarino and Mayor Kelley met with Tomoka Holdings the previous week. She explained that the city had done as much as they could to help them and had asked if they needed anything from them. She stated that she agreed that it would help the development to show people that the site was being prepared and it was ready for development. She stated that she did not believe that Tomoka Holdings was presently ready to put any additional financial investment into the property.

Mr. Joe Mannarino, Economic Development Director, stated that there was a purchase and sale agreement on two of the three vacant lots at the Airport Business Park. He stated that there was presently interest in the one vacant lot that was remaining and that was why they were looking at the nursery site for more land growth.

The vote results were as follows:

- 1. Review regulations that hinder Economic Development**
- 2. Jobs, Jobs, Jobs**
- 3. Strategic Economic Development Plan initiatives**
4. Maintain list of available properties for businesses to relocate
5. Tenant assistance for old Food Lion and StyleMark
6. Sell remaining lots in Airport Business Park

Ms. Shanahan stated that staff would bring back "Review regulations that hinder Economic Development" as a Discussion Item to receive more direction and clarification on that goal from the Commission.

Ms. Shanahan stated that growing and retaining businesses in the community was as important to the city as attracting new ones.

### **Quality of Life Goals**

Ms. Shanahan instructed the Commission to rank the following Quality of Life Goals, noting that only the top three would be officially adopted as 2014 Goals:

- Scenic “Loop” event
- Increase fishing events to three
- RFP for Rental Kayak Concession for Central Park
- Continue signage recognition program
- Complete Korean War Veterans Recognition Program
- Beach access

Ms. Shanahan noted that the RFP for Rental Kayaks was already on the City Commission meeting agenda later that evening.

Ms. Shanahan explained that the signage recognition program was for the city’s facilities and parks that were named after individuals, and would add plaques for visitors to read to explain why that facility or park was named after that individual.

Mr. Robert Carolin, Leisure Services Director, stated that three signs had already been made for the signage recognition program: Andy Romano, Cameron Brenneman, and Doug Wigley.

Ms. Shanahan stated that Ms. Susan Richmond came up with the idea of a digital plaque for the Korean War Veterans so that their names could be updated or changed if needed.

The vote results were as follows:

1. **Beach access**
2. **Scenic “Loop” event**
3. **Increase fishing events to three**
4. Complete Korean War Veterans Recognition Program
5. RFP for Rental Kayak Concession for Central Park
6. Continue signage recognition program

### **Community Programs Goals**

Ms. Shanahan instructed the Commission to rank the following Community Programs Goals, noting that only the top three would be officially adopted as 2014 Goals:

- Maintain “Dirty Dozen” list of bad properties
- Restore Casements as Voting Precinct
- Increase Community Gardens to three
- Create College Savings Program

Ms. Shanahan stated that they could begin a letter writing campaign to the Supervisor of Elections regarding restoring The Casements as a voting precinct. She noted that she had also heard from Ormond Lakes residents who were unhappy that the Ormond Lakes precinct had been taken away, as well.

Commissioner Kent asked if they were at the mercy of the Supervisor of Elections regarding changing the precincts; whereby, Ms. Shanahan confirmed that they were.

Ms. Shanahan suggested that the Commission could invite the Supervisor of Elections to a City Commission meeting and speak with her about it.

Ms. Shanahan stated that she looked at the research that Commissioner Partington sent her about the College Savings Program, noting that the cities of Cleveland and San Francisco had such programs, one starting with a \$50 donation and one with a \$100 donation. She explained that some of them gave money at certain milestones such as graduation.

Commissioner Kent asked if there was any estimate of what that program would cost the city.

Ms. Shanahan stated that she would estimate that Ormond Beach had 1,800 first graders; whereby, Commissioner Partington suggested it might be closer to 900.

Ms. Shanahan noted that there were five elementary schools, which may have 300 or 400 first graders at each school.

Commissioner Kent stated that his school had about 100 per grade level, noting some other schools had more or less.

Ms. Shanahan stated that the number might be close to 1,000 then. She stated that once the program was started it would be difficult to stop it. She noted that starting children saving young would make a big impact on their lives.

The vote results were as follows:

1. **Increase Community Gardens to three**
2. **Restore Casements as Voting Precinct**
3. **Maintain "Dirty Dozen" list of bad properties**
4. Create College Savings Program

Ms. Shanahan stated that staff would come back to the Commission to receive more direction on the "Dirty Dozen" list. She stated that she was not sure what the Commission wished for staff to do about The Casements as a voting precinct, so there would also need to be a Discussion Item on that topic.

Ms. Shanahan stated that there had been some concerns about liability and other issues with the community gardens; whereby, Commissioner Kent asked what type of issues there were.

Ms. Shanahan stated that there was some concern over individuals stealing others plants and produce and also noted that some publications suggested that those types of gardens provided an opportunity for homeless persons to gather. She stated that they would not want to have one located in a remote place but in a place that was regularly trafficked. She noted that Central Park was probably not an ideal place for such a garden because it was remote, not regularly accessible from the street, and not a highly visible area. She noted that irrigation was also an issue.

**Capital Improvement Program (CIP)/Infrastructure Goals**

Ms. Shanahan instructed the Commission to rank the following Capital Improvement Program (CIP)/Infrastructure Goals, noting that only the top three would be officially adopted as 2014 Goals:

- Re-landscape I-95 Interchange
- Environmental Learning Center
- Complete Welcome Sign Project
- Develop “girl-sized” softball field
- Investigate up-lighting of Granada Bridge

Ms. Shanahan noted that FDOT maintained the landscaping on the slope of the I-95 Interchange and did not mow it as often as the city would like them to. She stated that the city constantly contacted them to get them to mow it more often and even paid Austin Outdoors to do so.

Commissioner Kent stated that there was Asiatic Jasmine located in front of the Reflections building. He explained that once it was established it required very little water and only needed to be cut about once a year.

Ms. Shanahan stated that she agreed with Commissioner Kent but noted that there would be a grow-in period when it had to be watered regularly, which would take about a year’s time.

Commissioner Kent stated that they could have firefighters hose it down with their trucks and noted that he was not joking.

Ms. Shanahan stated that the city was still waiting on ECHO for the Environmental Learning Center. She stated that the issue with the Welcome Sign Project was the easement with the Ormond Towne Square, noting that they had not been able to come to terms with receiving an extended easement. She stated that Zev Cohen & Associates were working with them to redesign the sign so that it could be put in the median coming east on SR40 as you passed the overpass.

Ms. Shanahan stated that all the ball fields were currently sized for boys and so girls did not receive the feeling of hitting a ball out of the park. She stated that there was temporary fencing that was installed for girls’ games but noted that it was not the same.

Commissioner Kent stated that he thought FDOT planted all of the Medjool palms on the I-95 Interchange. He asked how much money was spent on that.

Ms. Shanahan stated that had been done as a landscape grant but that she could not recall the exact amount. She stated that she thought it was in the \$500,000 range.

Commissioner Kent noted that section looked amazing and then your eye went down to the overgrown weed area. He stated that even established Bahia would look better than the weeds.

The vote results were as follows:

1. Investigate up-light of Granada Bridge
2. Re-landscape I-95 Interchange
3. Complete Welcome Sign Project
4. Environmental Learning Center
5. Develop “girl-sized” softball field

Ms. Shanahan stated that the softball field and the Environmental Learning Center were already years out in the CIP Program.

#### **D. Direct Staff to Develop a Follow-Up Action Plan for Goals Implementation**

Ms. Shanahan stated that staff would prepare a report with all of the results of the goals voting for the Commission.

#### **E. Other Commission Issues**

Ms. Shanahan thanked the Commission for their leadership and incredible service to the community.

Mayor Kelley stated that it was amazing to go through the goals accomplished by each department, as presented in the agenda packet. He thanked city staff for their time and efforts.

### **III. Adjournment**

The meeting was adjourned at 6:34 p.m.

Transcribed by: Colby Cilento