

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

February 27, 2019

4:00 p.m.

City Commission Conference Room

I. CALL TO ORDER

Mayor Bill Partington called the meeting to order at 4:03 p.m.

Present were Mayor Bill Partington, Commissioners Dwight Selby, Troy Kent, Susan Persis, and Rob Littleton, City Manager Joyce Shanahan, Assistant City Manager Claire Whitley, City Attorney Randy Hayes, Fire Chief Richard Sievers, Public Works Director Gabe Menendez, Economic Development Director Brian Rademacher, Deputy City Engineer Shawn Finley, Police Chief Jesse Godfrey, Fire Battalion Commander Tom Bazanos, Public Works Operations Manager Kevin Gray, Finance Director Kelly McGuire, City Clerk Lisa Dahme, Utilities Manager Robin Bain, Planning Director Steven Spraker, Leisure Services Director Robert Carolin, Grants Coordinator and Public Information Officer Loretta Moisio, and Information Technology Manager Ned Huhta.

II. WELCOME AND INTRODUCTIONS

Ms. Joyce Shanahan, City Manager, stated the city had asked Ms. Marilyn Crotty, Consultant, to return and once again lead the City Commission in their strategic planning. She noted that Ms. Crotty was now retired from the Institute of Government at the University of Central Florida. She explained that Ms. Crotty had facilitated some citizen engagement meetings and a Strategic Planning Workshop with the Commission in 2015, and the Strategic Planning Update in 2017. She stated in the past year, the city had six individual workshops on very topic-specific items, and this meeting was the opportunity to discuss the feedback and priorities for the upcoming year.

Ms. Marilyn Crotty, Facilitator, noted the meeting was a continuation of a process started with her in 2015. She stated she was impressed by the fact that it was a meaningful process for the City of Ormond Beach, indicating that she had facilitated strategic planning with many local governments. She appreciated the fact that Ormond Beach set their goals and objectives, directed staff based on the priorities chosen, continued with periodic updates on how the plan was going, and linked those priorities to agenda items in the regular City Commission meetings. She reminded them there would only be discussion that night, and no voting.

Ms. Crotty noted one newly elected official on the Commission, Commissioner Persis. She stated the new Commissioner could have a say in the plan now, and the returning Commissioners and the Mayor could reaffirm their goals, or change directions. She asked permission to refer to the members of the Commission by their first names. She noted that she would not request that leeway at a formal Commission meeting, explaining that since this was a workshop she preferred to be more informal.

Ms. Crotty asked for staff introductions, noting a few unfamiliar individuals in the room; whereby, attending staff made short introductions.

Ms. Crotty stated that staff would be available to add their knowledge and expertise to some of the issues that may arise or be discussed. She noted a dinner break would be taken at approximately 6:00 p.m.

III. OB LIFE MEETINGS

Ms. Crotty stated she reviewed the notebook with all information gathered from the Ormond Beach Life (OB Life) meetings, and wanted to discuss the outcomes from that process. She noted a main purpose of the meetings was to give the citizens in the community the opportunity to weigh in on how things were going, and what they felt should happen in the next few years. She asked for feedback on the process, the value, the benefit, and the Commission's reactions to the meetings.

Commissioner Persis attended every meeting, and was impressed by the professional and informative presentations, the experience itself, and the wealth of information, suggestions, and ideas gathered from them.

Mayor Partington expressed gratitude to the Commission for agreeing to seek citizen engagement and supporting the process. He was not able to stay for the meetings, except the final summary in January, but had heard great things about the presentations and the feedback requested from residents. He thought the Commission was on target with what most residents wanted for Ormond Beach; a slow, steady growth rate, but with new opportunities. He discussed new construction building permits pulled in Ormond Beach, Daytona Beach, and New Smyrna Beach recently, noting the nine permits in Ormond Beach were much less than the other cities, at 154 permits and 118 permits respectively. He thought the complete process should be completed every five years, and potentially more often online for individual topics. He noted the importance of staying consistent with what the residents wanted for their city.

Ms. Crotty emphasized the importance of hearing from the citizens and following through on that feedback. She noted the number of citizens in attendance at the beginning of the process was higher than the number of citizens in attendance towards the end of the process, and wondered why.

Commissioner Persis thought it was due to the subjects discussed at the meetings. She noted many citizens attended the Community Development meeting, as there had been an area that was clear cut for development around that time, and some citizens were unhappy with the situation. She also thought the newness had worn off after the first few meetings, leading to a smaller turnout. She understood that everyone in attendance felt their opinions had been heard.

Commissioner Selby stated it was a large burden to ask individuals to spend two hours, once a month, for six months, in the meetings at a specific location. He noted the potential for inconvenience to many individuals due to schedule or location conflicts. He indicated there were some individuals who potentially had expectations of what the meetings would encompass, with those expectations not met, but the main purpose overall was to share and receive information. He thought it was a great experience with great results.

Ms. Crotty commended staff for answering the large amount of questions submitted in the meetings, and hoped the residents appreciated the city's responsiveness.

Commissioner Kent stated that feedback prior to the meetings indicated the city was not listening to residents. He stated that many residents realized there was another side to what they were hearing, once they attended the OB Life meetings and heard the information provided. He appreciated the one percent growth rate in Ormond Beach. He noted the residents wanted to get their services in Ormond Beach, not other communities.

Ms. Shanahan appreciated all the work involved from staff, noting it was a team effort.

Ms. Crotty suggested the city submit the OB Life meetings for an award to recognize citizen engagement; whereby, Ms. Shanahan stated she was working on that.

Ms. Crotty noted demographics indicated the meeting participation skewed to an older population and longer term residents. She thought Commissioner Selby was correct about most families and schedule conflicts. She asked the Commission to note that information when making future decisions for the residents.

Ms. Crotty highlighted sensitive topics for them to keep in mind when making decisions, including new development, maintaining small town character, and quality of life. She reminded them about the topic of conversation in 2015, historic preservation, with many citizens giving feedback due to circumstances surrounding the MacDonald House. She noted historic preservation was not a big issue at the current time, but indicated whatever was going on in the community would indicate the type of feedback the city would receive.

Ms. Crotty discussed the transportation meeting and feedback received, highlighting the Hand Avenue extension. She noted public transportation and bike paths were other areas needing improvement.

Ms. Crotty indicated the environment and water quality ranked high on the list of concerns for citizens, and discussed septic to sewer.

Ms. Crotty discussed the meetings that included quality of life, public safety, and economic development. She thought the residents appreciated the high level of public safety in Ormond Beach, but noted ongoing issues with transport to a hospital, which involved all of Volusia County. She stated the residents loved the leisure services programs and encouraged staff to do more in that area. She did not think the average citizen was aware of the need to have an economic development plan, in order to keep the city from becoming stagnant. She thought citizens were concerned about retaining existing businesses based on the feedback. She suggested continuing to bring in new businesses with potential rebranding.

Commissioner Persis informed Ms. Crotty about the rebranding efforts in progress by the Ormond Beach Chamber of Commerce. She looked forward to hearing more details about it in the future; whereby, Ms. Crotty was pleased with that information.

Discussion ensued about how the resident information was presented to the Commission and Ms. Crotty.

IV. EXISTING STRATEGIC PLAN UPDATE

Ms. Crotty noted the Commission had a series of goals that were adopted in 2015, and updated in 2017, and asked Ms. Shanahan to give an update on the existing plan.

Ms. Shanahan stated that economic development was a high priority, highlighting the Ormond Crossings development. She described the Security First Insurance project, and noted initial concerns about the ability to provide water and sewer in that area. She stated that through an easement provided on the property, the goal had been accomplished. She stated that Lucky's Market was part of a downtown building renovation, and hoped to be open in the upcoming weeks. She noted the Commission updated the Airport Master Plan in recent years, and gave an update on the extension of runway 8/26.

Ms. Shanahan provided updates on other priorities, such as the I-95/U.S. 1 interchange, adaptive signalization on Granada Boulevard, rectangular rapid flashing beacons (RRFB) along Atlantic Avenue, and incentives for Concentrated Aloe and other local businesses. She highlighted many completed engineering projects, the new enterprise resource system, accounting software, a transparency system, the civic engagement platform, a property purchase adjacent to Central Park, the MacDonald House, light-emitting diode (LED) lighting in downtown and at the Ormond Beach Sports Complex, and participation in a renewable solar energy program with Florida Power and Light (FPL).

Commissioner Littleton commented on the enormous amount of items listed on the strategic plan that were completed in the prior two years.

Ms. Crotty complimented Ormond Beach on the level of performance and amount of projects they had achieved; whereby, Mayor Partington stated the residents demanded that level of performance, and the city continued performing at that level even with leaner staff numbers in the prior ten years.

V. STRATEGIC ISSUES IDENTIFICATION

Ms. Crotty wanted the Commission to brainstorm on what strategic issues the city should address in the next two years, as she did not want them to extend beyond their two-year terms. She indicated she would make a list of those issues, and would then group all the issues under specific goal areas.

Mayor Partington and all Commissioners provided input on what issues were considered important.

Mayor Partington listed the following: restoration and preservation of Chief Tomokie statute at Tomoka State Park through partnerships; increase the size of Central Park with potential property purchases; continue adaptive signalization on Granada Boulevard; develop linear parks along bike paths, between Lincoln Avenue and Division Avenue, and from Granada Boulevard to Hand Avenue; and open an access road from the Airport Business Park to Pineland Trail.

Commissioner Selby listed the following: annexation regarding growth potential and a policy; update the Downtown Master Plan, to include walkability, density, and housing; U.S.1/I-95 interchange; redevelopment of the property at 56 North Beach Street;

continued development of Ormond Crossings Commerce Park; and Americans with Disabilities Act (ADA) accessibility compliance challenges.

Commissioner Kent listed the following: concrete ocean pier; extending Community Redevelopment Agency (CRA) to Daytona Beach on Atlantic Avenue; multi-year employee agreements for wages and benefits, with union and non-union employees; double left turn lanes southbound on Beach Street at Granada Boulevard, similar to northbound turn lanes at Halifax Drive and Granada Boulevard; create additional bike paths according to plan; Cassen Park upgrades, including a floating pier, a new bait shop, new restrooms, and upgraded parking; continue to remove grass from city medians; and to bring back Santa Land.

Commissioner Persis listed the following: septic to sewer; improving recycling and eliminating harmful items; expanding the reclaimed water system; continue bringing high wage businesses into the city; more activities at the Environmental Discovery Center; an anti-tethering ordinance in regards to cruel treatment of animals; public transit in regards to a ferry, and pedicabs; develop fertilizer ordinance; and to provide the latest equipment for first responders.

Commissioner Littleton listed the following: a new police station combined with an Emergency Operations Center (EOC); campaign finance efficiency by participation in the Volusia County Department of Elections reporting system; and the Hand Avenue extension beyond Williamson Boulevard.

Ms. Crotty opened the suggestions to staff input, and noted she would only add an item the Mayor or a Commissioner agreed to add.

Ms. Shanahan contributed the following items: partnerships for emergency services on beachside; long range plan for purchase of emergency equipment and vehicles; a Payment-In-Lieu-of-Taxes (PILOT) policy; better engagement with social media and public information; legislative advocacy in regards to home rule; and a new agenda management program for City Commission meetings; whereby, the Commission agreed to add all items by Ms. Shanahan.

Ms. Shanahan stated that Volusia County provided emergency transport for all cities in the area, and had started to increase staffing needs related to those services; whereby, Fire Chief Richard Sievers provided an update on emergency transport.

Ms. Shanahan stated the upcoming vote on the half-cent sales tax could change the transportation priority list, noting potential acceleration due to funding on certain projects if the tax were approved by voters.

Mr. Randy Hayes, City Attorney contributed the following items: Daytona Beach development areas south of Granada Boulevard, and their impacts; and form economic development incentive programs.

Mr. Robert Carolin, Leisure Services Director contributed the following items: Parks and Recreation Master Plan update and completion of LED lighting at the sports complex.

Mr. Brian Rademacher, Economic Development Director contributed the following: pad-ready sites at the Airport Business Park and Ormond Crossings Commerce Park; and a Virgin Train Station in Ormond Beach, to connect Cocoa Beach and Jacksonville.

The Commission agreed to add all items contributed by Mr. Hayes, Mr. Carolin, and Mr. Rademacher.

Ms. Crotty stated that after the strategic planning, the Commission would end up with a series of goals. She noted that she usually recommended five to seven goals. She explained that under each of those goals there would be a series of objectives, which were actually the implementable pieces of the plan. She noted that she would then request the focus be narrowed, because frequently a Commission would determine too many objectives. She explained the Commissioners would be asked to select priorities from among the many objectives identified. She stated the priorities were the tasks which the city's staff was to focus on. She reviewed definitions of a mission statement, goals, and objectives.

VI. GOAL DEVELOPMENT

Ms. Crotty asked the Commission to start grouping the numerous issues under goal areas. She called out the listed objectives, and the Commission or Ms. Shanahan would delegate a goal for that objective to fall underneath. Once the designations were complete, Ms. Crotty noted that all objectives fell under the following goals: Governance, Water Quality and the Environment, Transportation, Public Safety, Economic Development, Community Development, and Quality of Life. She stated that staff needed to provide a goal statement for each goal listed, detailing what that goal would accomplish.

The meeting was recessed at 6:00 p.m.

The meeting was reconvened at 6:30 p.m.

VII. IDENTIFICATION OF OBJECTIVES

Ms. Crotty stated the Commission would take the seven goal areas, and assign actual objectives under each of them. She stated the activity would be selecting issues they thought were the most important, because not everything had the same level of priority. She noted they would not list everything that was discussed, and that new issues might come to light. She stated these objective lists would be used for the strategic plan. She reminded them that after the lists were complete, they would provide consensus on the priorities contained in these lists, just as they had done in prior years.

Objectives for "Water Quality and Environment" Goal

Commissioner Selby stated that an objective under the "water quality and environment" goal should be **"investing \$1 million dollars to design and permit Phase One, 700 homes, on the north peninsula for septic to sewer."** He explained that investing the money to design and permit Phase One would have them shovel-ready, which was required for participation from outside the city.

Commissioner Persis suggested **"expanding the reclaimed water system into additional areas"**; whereby, Commissioner Selby thought that would be based on **"availability and participation."**

Discussion ensued on the areas to include, availability, and percentage of participation; whereby, Deputy City Engineer Shawn Finley addressed those details and provided answers to any questions.

Commissioner Persis asked that **“developing a fertilizer ordinance”** be added.

Commissioner Selby mentioned recycling and asked if Commissioner Persis wanted recycling education added; whereby, Commissioner Persis discussed items that were not able to be recycled and harmful to the environment, and suggested **“education and elimination of plastic straws, bottles, and other items harmful to the environment”** be added to the list.

Ms. Crotty noted that would be a home rule issue as well. She noted four objectives under “water quality and environment”, and suggested moving on to “transportation.”

Objectives for “Transportation” Goal

Commissioner Kent stated that an objective under the “transportation” goal should be **“adding an additional left turn lane, going east, on North Beach Street at Granada Boulevard.”**

Commissioner Selby asked for clarification on the time of day that traffic would back up at that location; whereby, Commissioner Kent stated it was during the week between 3:43 p.m. and 4:30 p.m.

Commissioner Selby requested the **“redesign and rebuild of the I-95 and U.S. 1 interchange”** be added to the list.

Commissioner Littleton suggested **“work with Volusia County, the State of Florida, and Daytona Beach for funding sources to accomplish the Hand Avenue extension.”**

Mayor Partington added **“continued implementation of the adaptive signaling system.”**

Commissioner Persis thought bike paths should be added to the list; whereby, Ms. Shanahan asked if multimodal language could be used to cover the different types of transportation.

Ms. Crotty confirmed the Commission wished to add **“increase multimodal transportation options, to include a Virgin Train station, bike paths, a ferry, and pedicabs.”**

Objectives for “Public Safety” Goal

Commissioner Littleton stated that an objective under the “public safety” goal should be **“identify funding options for a new police station and Emergency Operations Center (EOC).”**

Ms. Shanahan thought they needed to add **“completion of the feasibility study”** to the item before they could identify the funding options available; whereby, the Commission agreed.

Ms. Crotty reminded the Commission they were looking at objectives for the next fiscal year, and noted some objectives had been carried over from prior years as ongoing projects.

Commissioner Persis suggested **“purchase the latest up-to-date equipment for first responders.”**

Commissioner Kent requested that **“work with the private sector to bring emergency services back to the beachside”** be included.

Commissioner Selby suggested **“develop a long range plan for purchase of emergency equipment and vehicles.”**

Objectives for “Economic Development” Goal

Commissioner Kent stated that an objective under the “economic development” goal should be **“continue bringing high wage jobs and businesses to the city.”**

Commissioner Selby thought **“development of Ormond Crossings”** should be included with that objective.

Discussion ensued about jobs and businesses in Ormond Beach; whereby, Ms. Shanahan suggested the objective should be to **“continue attracting and retaining high wage jobs and businesses to the city, and the development of Ormond Crossings.”**

Commissioner Persis added **“identify and develop pad ready sites at the Ormond Beach Municipal Airport and Ormond Crossings.”**

Commissioner Kent requested that **“extend the Community Redevelopment Agency (CRA) to Daytona Beach on Atlantic Avenue”** be included; whereby, Commissioner Littleton added **“negotiate with Volusia County”** to the objective.

Mayor Partington suggested **“construct an open access road from the Airport Business Park to Pineland Trail.”**

Ms. Shanahan added **“continue economic development incentive program.”** She suggested **“develop Payment In Lieu of Taxes (PILOT) policy”** as a separate objective under “economic development”.

Ms. Crotty asked for clarification on the PILOT program, and if it were part of the economic development incentive program; whereby, Ms. Shanahan and Mr. Hayes explained the program and why it was separate from the incentive program.

Objectives for “Community Development” Goal

Commissioner Selby stated that an objective under the “community development” goal should be **“develop an annexation policy for future growth of Ormond Beach.”**

Ms. Shanahan suggested **“develop an annexation policy and strategy for future growth of Ormond Beach”**; whereby, Commissioner Selby agreed.

Mr. Hayes noted an annexation policy in place with customers outside of Ormond Beach that chose to connect to the Ormond Beach sewer system. He indicated they were

required to sign an agreement to annex into Ormond Beach if they wanted the sewer connection.

Discussion ensued on potential annexation details and guidance for the policy.

Ms. Shanahan added “**complete Downtown Master Plan update**” to the list.

Mayor Partington suggested adding “**identify and develop strategies to deal with future impacts of Daytona Beach development, south of Granada Boulevard.**”

Objectives for “Quality of Life” Goal

Mayor Partington stated that an objective under the “quality of life” goal should be “**complete the Cassen Park upgrades.**”

Commissioner Persis requested that “**expand activities at the Environmental Discovery Center**” be included.

Mayor Partington added “**explore feasibility and funding for concrete pier with partners.**”

Ms. Shanahan suggested “**complete feasibility study and explore funding options for use of church property.**”

Discussion ensued on if there had been a decision made on how to use the property in the past; whereby, it was determined that no decision had been made to that point.

Mayor Partington asked to include “**update parks and recreation master plan (LED lighting, linear parks, Central Park expansion).**”

Mayor Partington added “**explore grant opportunities and partnerships to restore and preserve statue of Chief Tomokie.**”

Commissioner Kent added “**bring back Santa Land to The Casements.**”

Objectives for “Governance” Goal

Commissioner Littleton stated that an objective under the “governance” goal should be “**improve public information outreach through social media and other methods.**”

Mayor Partington added “**develop multi-year employment agreements with all employees.**”

Commissioner Selby suggested that “**utilize Supervisor of Elections office for campaign finance reporting**” be included; whereby, Ms. Shanahan stated that “**develop a policy for campaign finance reporting through Volusia County**” be part of that item.

Ms. Shanahan requested that “**explore acquisition of new agenda management system and ADA accessibility compliance**” be included.

Ms. Shanahan added “**continue legislative advocacy program and home rule initiative.**”

Commissioner Persis asked to include “**create an anti-tethering ordinance**”; whereby, Mayor Partington added “**make Ormond Beach a pet friendly community.**” Ms. Crotty combined both parts into the one item.

VIII. SELECTION OF PRIORITIES

Ms. Crotty stated there were 35 objectives identified between the seven goal categories. She provided each member of the Commission with twelve dot-shaped stickers, noting that she was being generous with the sticker allocation. She stated that each Commissioner received a different color dot sticker, except two members who would have the same color, and thus would know where they had chosen to put their dot stickers. She requested the two members with the same color include their initials on the dots to differentiate their decisions. She explained they could only each put one dot per objective, and could not weight their selections. She further explained this was so there could be clear consensus among the Commission as a whole.

The members of the Commission then went and placed their dot stickers beside objectives on the charts that Ms. Crotty had been formulating during the discussion.

Commissioner Selby was given green dot stickers, Commissioner Kent received blue dot stickers, Commissioner Persis had yellow dot stickers, Commissioner Littleton used yellow dot stickers, and Mayor Partington worked with red dot stickers.

Ms. Crotty identified the objectives which received at least three stickers, representing a majority of the Commission, and were thus identified as priority objectives, as follows:

- Governance – Improve public information outreach through social media and other methods (5)
- Governance – Develop multi-year employment agreements with all employees (3)
- Governance – Make Ormond Beach a pet friendly community – create an anti-tethering ordinance (3)
- Water Quality and Environment – Invest \$1 million dollars to design and permit Phase One, 700 homes, on the north peninsula for septic to sewer (3)
- Transportation – Work with Volusia County, the State of Florida, and Daytona Beach for funding sources to accomplish the Hand Avenue extension (3)
- Public Safety – Complete the feasibility study and identify funding options for a new police station and Emergency Operations Center (EOC) (4)
- Public Safety – Work with the private sector to bring emergency services back to the beachside (3)
- Economic Development – Continue attracting and retaining high wage jobs and businesses to the city, and the development of Ormond Crossings (3)
- Community Development – Develop an annexation policy and strategy for future growth of Ormond Beach (3)
- Quality of Life – Update parks and recreation master plan (LED lighting, linear parks, Central Park expansion) (3)

Ms. Crotty noted the Commission and staff should focus on these priorities, not the entire list of objectives, and reiterated they develop goal statements for the seven goals listed. She explained that she would compile a report summarizing these results.

The Commission thanked Ms. Crotty for her efforts.

IX. ADJOURNMENT

The meeting was adjourned at 7:40 p.m.

Transcribed by: Wendy Nichols