



# STRATEGIC PLANNING REPORT

CITY OF ORMOND BEACH,  
FLORIDA

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## **INTRODUCTION**

In order to plan effectively for the future, the City of Ormond Beach conducted a community visioning/strategic planning process in April and May, 2015. The first steps in the process consisted of two community workshops during which Ormond Beach residents shared their dreams and aspirations for the future of the city (see report). This was followed by a strategic planning workshop on May 12th for the City Commission and senior staff. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida designed and facilitated all of the workshops.

The Mayor, four Commissioners, the City Manager, and the City Attorney participated in the workshop along with senior staff. Ms. Crotty shared the information that had been collected at the community conversation sessions to provide input and guide the discussions of the Commission and staff. After examining external and internal trends and issues that may impact the city, the participants conducted an analysis of the strengths and weaknesses of the city as well as opportunities and threats it faces. This led to the identification of strategic issues the city should address and a set of goals and objectives for the city to accomplish in the next few years. The final activity of the workshop was the selection, by the City Commission, of priorities for implementation.

This report is a summary of the discussions and conclusions reached at the workshop.

## EXTERNAL TRENDS AND ISSUES

*The group discussed trends and issues that are occurring in the international, national, and state environment that may have an impact on the city in the near future. The following external forces were identified as significant for the City of Ormond Beach:*

EPA – regulations

Clean air and water – will be very expensive

Global warming – cause, impact

Climate change

Unknown cost of energy

Fossil fuels

Water

Quantity, quality, cost

State population growth

Septic tanks – regulations/inspection

Cost of replacement

Amendment 1 implementation

Aging population

Retirees moving to Florida – active seniors

Living longer

Need for services

Technology changes

Working remotely

Driverless cars

Internet of things – both positives and negatives

Everything is connected 24/7

Privacy issues

Young people – open their lives on line

Communication

Texting instead of talking

Loss of social skills

State pre-emption – loss of home rule

Unfunded mandates – Federal, state, county

Homeland security

Terrorism

Police/community relations

Technology costs for policing

Radios

Body cams etc.

Cyber security

Economy

Interest rates increase?

Inflation?

- Improving, but not in all areas
- National debt increasing
- County development
  - Low wage
  - Service oriented
  - Lags the state

### **INTERNAL TRENDS AND ISSUES**

*The participants analyzed internal trends and issues that may have an impact on the city. The following items were identified:*

- Hiring and retaining employees – police department
- Seasoned city workforce
- Privately owned Ormond Crossing – only area for significant economic development; airport – city owned land available
  - Need for infrastructure; accessibility
  - Need partners – state, county
- Apathy – citizen
- Demographics
  - Not attracting young people
  - Household size smaller
- Non-traditional households
- Local economy -
  - Residential – bedroom community
  - Growth of rooftops
- Mobility – constrained
  - Granada only East/West corridor
- Crime from outside city
  - Individuals with no regard for the law
- Technology issues – apps; solutions
- Potential for political upheaval – no staggered terms, 2 year terms, no term limits
- Working relationships with neighboring jurisdictions – positive and negative
- Revenue challenges
- Transition – office space to personal services spaces
- Annexation – provision of services, increase in police
  - Increase in tax base

*The Commission and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parens ( ) next to each comment indicates how many participants made this or a similar comment.*

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff (8) – city, seasoned, professional, dedicated; loyal committed, caring, responsive led by excellent city manager; employee empowerment	Jobs (4) – have low paying jobs; need good wage jobs; availability of living wage jobs	Ormond Crossings (4) – Commencement of project	Unfunded mandates (5) – state; liabilities; federal
Quality of life (4) – balanced; very positive in our city	Revenue (3) – sources; limited	Bridge (2) – dockage at bridge for downtown walkability	Economy (4) – fragile; national; downturn
Location (4) – ocean, river, beach	IT staffing/infrastructure to stay competitive	Recreation/civic -community center West Ormond	State (2) –mandated legislation that adds to local burdens; state and federal fiscal policy
Stable political environment	Employee (2) – turnover; competitive wages	Completion of airport business park expansion (taxiway and roadways)	County (2) – and state/federal government
Public participation (5) – high sense of community; involvement; concern; involved civic organizations and citizenry	Taxes (3) – desire/need to maintain lowest rate in county; ultra-low rate, insufficient revenue \$; rate insufficient to cover desired service level long-term	History (2) - Our history and historic places (i.e. Three Chimneys, Loop); historic preservation	Crime (2)
Transparency (3)	Public participation	Ocean, rivers	Deteriorating roads/infrastructure
Civic pride;	Limited ability for economic development due to lack of land available for development	Expansion and complementary uses around parks	Maintain/expand services but not funds to pay for them
Responsiveness	East/West corridors	Technology	Density
Well managed	Unfunded mandates	Improving economy	Statutory requirements
Parks and recreation	Budgetary constraints	Downtown	Competitive wages employee retention
Cohesive commission	External controls	Natural resources	Other local governments
Environment – great place to live, work and play	Limited riverfront and oceanfront opportunities	Tomoka Ave., New Britain, Vining Court	The desire to keep a tax rate that won't support our community
City size	Personnel resources (too few)	Responsible growth	Competing cities
Doing more with less	Continued adding of demands with existing resources	Livability of city – low cost attracts retirees	Development outside Ormond Beach with infrastructure impacts to Ormond Beach
Well diversified values for living here	Creativity of staff	Development of other communities	Aging of electorate in isolated residential community far from services
Technology			

## STRATEGIC ISSUES

*The Commission and staff identified strategic issues and organized them into like categories:*

### **Economic Development**

- Transportation infrastructure - Ormond Crossings
- North US1 redevelopment
- Airport – abatement and safety improvement
- Parking – Lincoln Ave., New Britain

### **Fiscal Sustainability**

- Appropriate annexations
- Tax rate – developing funding model
- Pension

### **Infrastructure**

- Hand Ave. extension
- Maintenance – repair and replace facilities and equipment
- Street resurfacing
- Median improvements
- Sidewalk improvements
- Stormwater
- Reuse water expansion

### **Technology**

- Cell tower connectivity

### **Quality of Life**

- Park add-ons – complimentary uses
- Historical preservation
- West side recreation/civic center
- Tennis courts – Beachside, interconnectivity
- Homelessness
- Bicycle pathways – interconnectivity
- Off beach parking - beach access

### **Human Resources**

- Staffing
- Additional resources for police department personnel
- Employee health care

### **Intergovernmental Relations**

*The Commission confirmed that the seven strategic issues listed above were appropriate goal areas for the city.*

*The Commission identified objectives under each goal and then selected priorities. Any objective that received support from at least 3 Commissioners (number identified by number in ( ) in front*

of each objective) is considered a priority. The rest of the objectives are listed as other. **There is no significance to the order in which the goals and objectives are listed.**

## **GOAL – ECONOMIC DEVELOPMENT**

**To provide a thriving economic environment in Ormond Beach that is consistent with existing plans for development and redevelopment.**

### **Priority Objectives**

- (3) Continue implementation of Economic Development strategic plan
- (3) Provide parking for Lincoln Ave and New Britain

### **Other Objectives**

- (2) Adoption and implementation of airport master plan
- (0) Develop alternatives for infrastructure plans for Ormond Crossing
- (0) Continue North US1 redevelopment efforts

## **GOAL - FISCAL SUSTAINABILITY**

**To ensure that our city has the fiscal resources needed to efficiently govern, provide services at levels consistent with community expectations, and to advance programs and services that further the City's Vision.**

### **Priority Objective**

- (5) Develop funding model that meets city's needs

### **Other Objectives**

- (2) Explore appropriate annexations
- (1) Continue multi-pronged approach to reduce pension liability

## **GOAL – INFRASTRUCTURE**

**To provide and maintain core physical assets including streets, sidewalks, medians, buildings, technology, utilities and parks to the highest standards and conditions.**

### **Priority Objective**

- (5) Continue/expand maintenance, repair and replacement plan

### **Other Objectives**

- (1) Continue implementation of utilities master plan – stormwater reuse, wastewater

- (0) Fund, design and construct Hand Ave. extension
- (0) Continue implementation of median/sidewalk improvements and street resurfacing

### **GOAL – TECHNOLOGY**

**To create a technologically enabled community that fosters transparency, efficiency, effective service and civic engagement for all residents, visitors and businesses.**

#### **Priority Objective**

- (5) Develop master plan for IT

#### **Other Objectives**

- (0) Improve opportunities for cell tower connectivity
- (0) Continue expansion of fiber optic network
- (0) Ensure website is transparent and up to date; easy to access
- (0) SCADA system upgrade

### **GOAL - QUALITY OF LIFE**

**To provide a superior quality of life for all Ormond Beach residents that will continue to make Ormond Beach the *Community of Choice* in Volusia County.**

#### **Priority Objectives**

- (3) Update parks/recreation master plan including complimentary uses, tennis courts beachside
- (3) Develop historic preservation plan

#### **Other Objectives**

- (2) Explore feasibility of developing West side recreation/civic center complex
- (2) Encourage greater beach access and East side parking
- (0) Develop city-wide bicycle pedestrian path plan

### **GOAL - HUMAN RESOURCES**

**To recruit, develop and retain a well-qualified, highly motivated and diverse customer-centered workforce that delivers first class services to our community.**

### **Other Objectives**

- (2) Address staffing needs related to capital projects
- (2) Provide employee healthcare that balances cost with effectiveness
- (1) Provide and fund staffing needed for police department

### **GOAL - INTERGOVERNMENTAL RELATIONS**

**To build and maintain strong relationships with government partners (national, state and local) and other key stakeholders to support the City's direction and to advance the City's Strategic Initiatives.**

### **Other Objectives**

- (2) Continue active participation in Volusia Safe Harbor committee
- (0) Continued participation, advocacy, and service on boards/committees at local, state, and federal levels
- (0) Promote redistricting efforts for equitable representation of the city

### **SUMMARY - PRIORITY OBJECTIVES**

*The Commission confirmed the following as their priority objectives. The number identified by number in ( ) in front of each objective) is the number of the Mayor and Commissioners that deemed this goal a priority.*

- (5) Continue/expand maintenance, repair and replacement plan**
- (5) Develop funding model that meets city's needs**
- (5) Develop master plan for IT**
- (3) Continue implementation of Economic Development strategic plan**
- (3) Provide parking for Lincoln Ave and New Britain**
- (3) Update parks/recreation master plan including complimentary uses, tennis courts, beachside**
- (3) Develop historic preservation plan**