CITY OF ORMOND BEACH

STRATEGIC PLAN UPDATE

MARCH 7, 2017

Facilitated by Marilyn Crotty – UCF-IOG

INTRODUCTION

The City of Ormond Beach conducted an extensive strategic planning process in 2015 that included two community visioning sessions and a workshop with the City Commission and senior staff. The city has been implementing the goals, objectives, and priorities that were established at that time.

On March 7, 2017, the Mayor, Commission, and staff participated in a workshop to update the 2015 plan. Since two new Commissioners were elected in 2016, this session allowed the newly elected officials to have input to the existing plan and gave direction to staff for continuing the implementation of the plan. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida facilitated this session, as she did in 2015.

The Mayor, Commissioners, and senior staff participated in a three-hour workshop that was held at City Hall. After a review by staff of progress on the current strategic plan, Ms. Crotty asked the Mayor and Commissioners to affirm or revise the seven goals that had been established in 2015. The Commission agreed to maintain the existing goals, but broadened the scope of one of them.

The participants then identified what is working well in the city and areas that need additional work. This was followed by the identification of objectives under each of the goals and the selection of priorities for the next fiscal year.

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

The Mayor and Commissioners reviewed the seven goals that had been established in 2015 and agreed that they were still appropriate to continue for the next year. The goal that had previously been identified as Intergovernmental Relations was broadened and renamed External Relations. The other six goals remained the same. Ms. Crotty suggested that statements should be written for each goal that would clarify the intent of each.

GOALS

- Economic Development

- Fiscal Sustainability

- Infrastructure

- Technology

- Quality of Life

- Human Resources

- External relations

WHAT'S WORKING

The participants identified issues, programs and policies that are currently working well in the city:

- Leisure Services
- Fiscal Management
- Transparency – builds trust
- Response time
- Police
- Fire
- Public Works
- City Manager – communication, concerns

- Economic Development
- Retention of existing businesses
- New businesses
- Electronic permitting
- Rates for service – pricing appropriate (millage, water, leisure services)
- Commission leadership
- Legal Department. – effective and efficient
- Staff longevity – relationships
- Water/wastewater Master Plan
- Roadway millage
- Healthcare
- Pay and classification
- Union negotiations
- Repair and replacement of city facilities – allocation
- Airport – Master Plan
- GAP Plan – incentives
- Cleanliness
- Replacement of water pipes
- Reclaimed water program
- Police department – community outreach
- Height limits

WHAT NEEDS WORK
The group then discussed areas that need additional work:

- Enterprise software – implementation
- Assistance from Sheriff or additional personal to reduce theft (vehicles)
- Homelessness – need agreed upon plan
- Ormond Crossing
- Traffic – Granada
- Pedestrian and bicycle safety
- Crosswalks – A1A
- Rising healthcare costs
- Cell phone connectivity
- Succession Planning
- Beach Access
- Attracting and retaining young people – housing, career opportunities

- Housing stock – not diverse
- Well-paying jobs
- Old Food Lion property
- A1A facelift
- Implementation of SCADA, INC (instrumentation and control)
- Terms of Commissioners
- Height limit in charter
- Parking downtown – knowledge

GOALS AND OBJECTIVES

The Mayor and Commissioners identified objectives for each of the seven agreed upon goals and then determined which of the objectives should be priorities for implementation. The number in front of the objective indicates how many of the elected officials supported it. Objectives receiving the support of three or more are designated as priorities. The rest of the objectives are listed as other objectives. There is no significance to the order of the goals.

GOAL - ECONOMIC DEVELOPMENT

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

Priority Objectives

(3) Incentivize Ormond Crossing by coordination with city Utility Master Plan

(3) Updated Downtown Master Plan (livable, walkable)

(3) Improve – alternative East-West routes

Other Objectives

(2) Development of SW quadrant of airport

(1) Continue implementation of Economic Development Plan

(0) Improve US 1/I-95 Interchange

(0) Continue GAP funding

GOAL - FISCAL SUSTAINABILITY

Goals Statement: 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.

Other Objectives

(2) Adhere to long term Financial Plan

(1) Continue multi-pronged approach to pensions

(0) Continue appropriate annexations

GOAL – INFRASTRUCTURE

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

Other Objectives

(2) Continue maintenance, repair, and replacement program

(2) Continue implementation of Utilities Master Plan (water, wastewater, storm water, reclaimed)

(1) Funding of redundant sewer and water lines in US 1

(1) Explore LED colored lighting on Granada Bridge

(0) Maximize efficiency of lighting facilities

GOAL – TECHNOLOGY

GOAL STATEMENT: service and civic engagement for all residents, visitors and businesses.

Priority Objective

(4) Facilitate opportunities from cell tower connectivity

Other Objectives

(1) Implementation of Master IT Plan

(1) Continue implementation of ERP

(0) Continue implementation of SCADA and INC

GOAL - QUALITY OF LIFE

GOAL STATEMENT: 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) Continue to explore feasibility Westside Community Center with Emergency Operations component

(3) Explore more beach access

Other Priorities

(2) Implementation of Historic Preservation Plan

(2) Implementation of Bicycle/Pedestrian Plan

GOAL - HUMAN RESOURCES

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

Priority Objective

(4) Continue dialogue for Healthcare Plan – Balance cost/effectiveness

Other Objective

(2) Develop Succession Plan

GOAL - EXTERNAL RELATIONS

GOAL STATEMENT: 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.

Priority Objective

(5) Initiate discussion with County regarding ongoing relationships

Other Objectives

(1) Continue participation in addressing homeless issue

(1) Explore development of citizen's academy

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.

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SUMMARY PRIORITY OBJECTIVES

(5) Initiate discussion with County regarding ongoing relationships

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(4) Continue dialogue for Healthcare Plan – Balance cost/effectiveness

(3) Incentivize Ormond Crossing by coordination with city Utility Master Plan

(3) Updated Downtown Master Plan (livable, walkable)

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