

## **CITY COMMISSION WORKSHOP Goals**

City Hall Training Room  
February 16, 2011 5:30 p.m.

### **I. Call to Order**

Mayor Ed Kelley called the meeting to order at 4:30 p.m.

Present were Mayor Ed Kelley, Commissioners James Stowers, Troy Kent, Rick Boehm, and Bill Partington, City Manager Joyce Shanahan, Assistant City Manager Ted MacLeod, City Attorney Randy Hayes, Finance Director Kelly McGuire, and City Clerk Veronica Patterson.

The Pledge of Allegiance was led by Mayor Kelley.

### **II. Ground Rules for the Workshop**

Ms. Joyce Shanahan, City Manager, stated that the ground rules were initially prepared and presented by Dr. Larry Ritcey. She stated the Commission had followed the rules at past workshops:

1. Be brief, make your point and move on;
2. Rule of Three;
3. Consensus is desired, but not required;
4. Passion with cooperation to collaboration;
5. Goals are to be set and accomplished; and
6. Accountability for everything accomplished or not.

### **III. Departmental Work Projects for 2010**

Mayor Kelley stated that all the goals set last year were determined, quantified, qualified, and success measured.

Ms. Shanahan stated the Commissioners' goals had been addressed in workshops and there were more goals than addressed in prior years. She stated a lot of them dovetailed with the current work product and some were new and were not budgeted or funded.

Mayor Kelley stated he appreciated the departmental goals, as they were detailed and might have bearing on future projects.

#### **IV. Review of Individual Commission Suggestions**

Ms. Shanahan told the Commissioners that their goals were listed on the flipcharts and she asked that before their dinner break that they mark their top seven goals.

Commissioner Bill Partington stated his goals as:

1. Economic Development in order to stimulate our business park job growth and Ormond Crossings, including economic incentive projects;
2. Walkable downtown destination to promote downtown Ormond Beach;
3. Hand Avenue collector road upgrade and drainage improvements, which were in progress;
4. Revitalization of the Magic Forest playground, which was in progress with R.O.M.P.;
5. Grant funding for a green environmental learning center in Central Park and another beachfront park;

Commissioner Partington stated that he favored starting to work on another beachfront park (Surfside property).

6. Short-term impact fee waivers and/or incentives;

Ms. Shanahan stated that most impact fee costs were county related and the city would not have the ability to waive it. She noted that the City of Edgewater had temporarily deferred impact fees for a period of five or six years for fees in excess of \$100,000, but they were not eliminated. She stated that the city did not have a lot of impact fees, as recreation and transportation impact fees were low and water and sewer impact fees were associated with long-term debt. Mayor Kelley stated that VCOG had discussed this issue and he suggested we could push the County to look at it more strongly.

7. Displaced threshold, following the Noise Abatement Task Force recommendation to dedicate a section of runway for take-offs;

Ms. Shanahan clarified that Commissioner Partington was not suggesting resuming the task force.

Commissioner Rick Boehm stated his goals as:

1. Pension reform;
2. Feasibility of consolidation/privatization of city services;
3. Review of fire mutual aid agreements;

Commissioner Boehm noted that a firefighter, along with the EVAC attendant, had to ride in the ambulance to the hospital in a critical care situation and then a battalion commander had to go to the hospital to pick him up. He stated his concern that our service was weakened while the firefighter was there and the city did not receive any reimbursement for this assistance.

Ms. Shanahan noted that the County would be considering their contract with EVAC tomorrow night.

Fire Chief Skip Irby stated that they kept track of the number of transports, but not all municipalities provided the service.

Commissioner Boehm suggested that the city could be open for liability, as well.

4. Review of CIP process;

Commissioner Boehm expressed his concern that the estimates were not accurate on the CIP projects. He used the Hull Road entrance to the OBSC as an example.

Ms. Shanahan stated that staff was revisiting many of these projects and she suggested that internally staff needed to be sure it had all the data before it went to the Quality of Life and Leisure Services Advisory Boards.

Commissioner Boehm stated this was frustrating to him for a long time;

5. Design and development of a beachfront park;
6. Ongoing promotion of economic development;
7. Restoration of R&R budget;

Commissioner Boehm stated he believed the city had an obligation to maintain city property. He stated he felt rundown facilities gave the impression that the city was not well-managed or well run.

8. Completion of recreational projects;
9. Green environmental learning center at Central Park and a girls' tournament softball field at Ormond Beach Sports Complex;

Commissioner Boehm stated his idea of an environmental learning center was to build it with solar panels, self insulation, technology that did not use electrical power, and a classroom setting for school children and adults.

10. Walkable downtown;
11. No tax increase;
12. Refinement/enforcement of gateway standards to not allow anything like Cheaters in that area;
13. Ormond Crossings infrastructure;
14. Promote development of the Airport Business Park; and
15. Continue to do the outstanding job of working with the Commission to run the city.

Commissioner Troy Kent stated his goals as:

1. No tax increase;
2. Accelerate residential water pipe replacement project;

Commissioner Kent stated this project was important to him and he hoped they could double the amount of pipe replaced.

3. Beef up code enforcement;

Commissioner Kent stated that code enforcement was the area where he had heard the most complaints. He stated another issue was signage.

4. Comments by Commission members during meetings;

Commissioner Kent referred to an incident at a City Commission meeting where he wanted to respond to something and Mayor Kelley

asked him to write down his question. He stated he felt they should have the ability to respond, if they have something else to say.

Commissioner Kent stated that he was for a green living environment, but he was cautious of the increased costs. He stated he had heard that the citizens favored obtaining the Surfside property for another beachfront park. He stated he would be happy if one or two of his goals were accomplished this year.

Commissioner James Stowers stated his goals as:

1. Develop sustainability action plan committee

Commissioner Stowers suggested the creation of a citizen-led, volunteer board to replace the Environmental Advisory Board would be a good opportunity to have citizen input to put all the green resources together. He suggested they would eventually bring assets to the table and push them along, i.e., grant funding for a green environment learning center, infill development, green building, etc. He stated that progressive programs, such as the low flow toilet rebate, had a positive impact on the environment. He stated he wanted to get as many ideas from the community as possible and to use the resources we have to get those ideas into action.

Ms. Shanahan suggested expanding the role of the Quality of Life Advisory Board with this, rather than creating a new board. Commissioner Stowers suggested adding more expertise to the board, as well.

2. Review of pension plans;

3. Include public in beachfront park conceptual plan

Commissioner Stowers stated he was not opposed to the Surfside property as a second beachfront park, but he would like to have discussion with FDOT on more pedestrian friendly growth in that area.

Ms. Shanahan stated that staff was currently working with FDOT on trying to get some sort of median or crosswalk.

4. Evaluate Community Redevelopment Area (CRA) for hospital area

Commissioner Stowers stated he had mentioned the concept of Wilmette, Orchard and Granada as a CRA area with a specific goal of creating interconnections between the different properties and

redeveloping the old Ormond hospital site and addressing the wetland issues prevalent throughout that area. He stated this area had a lot of potential for a biking and trail system; whereby, Mr. Rick Goss, Planning Director, stated that they were putting together a grant with funds from the Volusia County Transportation Planning Organization (TPO) starting at Central Park using the sidewalk along Hand Avenue to Thompson's Creek to Wilmette, which would be coming before them on March 8. Mayor Kelley stated that the TPO was increasing bike ped funding from 10% to 40%, so there would be additional funding available.

Commissioner Kent asked if the plan included a pedestrian crossing between Granada and Lincoln; whereby, Mr. Goss stated it was prepared as a linear trail but it would be very easy to build a spur at that point.

Ms. Shanahan stated that CRA dollars came from taxes and the County was not likely to expand or create a new CRA.

5. Complete design of SR40 medians in downtown;
6. Assess boards for volunteer opportunities;
7. Review bike and trail system to expand and connect to recreation area;
8. Customer service program;
9. Historical preservation grants;
10. Incentive for employees to live closer to work;

Commissioner Stowers suggested that there could be an incentive to city employees to live close to City Hall to increase infill for short-sale, distressed, or foreclosed property.

11. Larger signage

Commissioner Stowers stated he felt beautiful signage as you entered the city sent a very positive message of permanence. He stated this would be a long-term approach to investing in our community.

12. Monthly/quarterly brainstorming sessions

Commissioner Stowers stated he favored meeting at least once per quarter to just chat together. Mayor Kelley suggested an informal discussion at the end of the City Commission meetings once per quarter.

Mayor Kelley stated his goals as:

1. Pension reform;
2. Enhance economic development efforts;

Mayor Kelley suggested finding a way to tap the knowledge of successful business people in our community to get information on what was needed to get businesses to locate here. He suggested a committee of five or six people for a short term, such as a blue ribbon committee.

Commission Partington suggested they strategically think about how to position Ormond Beach to best benefit by marketing, offering incentives, etc.

3. Unification of fire services;
4. Evaluate annexation possibilities;

Mayor Kelley stated that there were many small pockets that needed upgraded.

Commissioner Kent commented that children in his school were in different school districts after elementary school.

Ms. Shanahan stated that legislative action was required to change county boundaries.

Mayor Kelley suggested that if we wished to pursue this that there were former members of the Commission in the Senate and House of Representatives that might be able to help us.

5. Employee suggestion program;

Mayor Kelley commented that there had been such a program in the 1990's which seemed to be very effective.

6. Renewal and replacement fund;
7. Maintain current tax rates.

## **V. Development of Consensus on Goals**

Ms. Shanahan asked the Commission to choose their top seven goals.

The Commission and staff broke for dinner at 5:45 p.m. until 6:25 p.m.

The Commission was in consensus of the following 2011 goals:

### **Tier One Goals (Top Five)**

#### **1. No Tax Increase**

- Commissioner Kent stated he favored looking at a “roll-up” rate as a possible way to fund projects, such as beefing up code enforcement, accelerating the water pipe replacement, or restoring the renewal and replacement budget; Commissioner Partington agreed that the city should go “no higher than roll-up”;
- Consensus to discuss further during the Financial Trends Workshop.

#### **2. Economic Development**

- Survey existing businesses to learn what the city can do to help them grow their businesses;

Mr. Joe Mannarino, Economic Development Director, stated he met regularly with the Chamber of Commerce and a team of business owners along US1 and other places in the community to find out what their needs were, such as Hawaiian Tropic and the expansion of the entrance to the Airport Business Park. He stated this was an ongoing process.

- Invite the business community to a “brainstorming” session as part of the Economic Development Forum;

Mr. Mannarino stated he had created an executive advisory committee from the business community to advise him on companies they worked with that might be interested in moving to Ormond Beach, which would be meeting on a quarterly basis to review strategies, what was being done, and how they could help us to identify actual contacts.

Ms. Shanahan stated that there were plans to identify those businesses with small successes and recognize them at an Economic Development Forum in June.

- Consider program to encourage employees to relocate to the downtown area;
- Recruit three site selectors and two business contacts in the next fiscal year

Mr. Mannarino stated that many business attractions were done through site selectors and he was working with site selectors as they tried to identify company owners/presidents who might be interested in doing business here. Mayor Kelley stated he wanted to know what we could do to in the recruitment process.

Mr. Mannarino stated the Economic Development Strategic Plan was approved by the Commission in 2006 and was in the process of being updated this fiscal year once the 2010 U.S. Census information was received. He stated that Ormond Crossings was on the top of the list and they were still working with Tomoka Holdings to do the master development plan and design standards for all the property, both commercial and residential. He stated that once this was done they would have something to market. Also, Mr. Mannarino stated that he had a couple of prospects for the remaining lots at the Airport Business Park.

Mr. Mannarino stated that Memorial Hospital was a high priority and he continually worked with the hospital brokering committee for prospects mainly in the health care industry.

Mr. Mannarino stated he was working on a process to develop the 100 acres of land on the southwest quad of the airport, as they were looking for a mass developer. He stated this had a lot of opportunity for economic development, as well as to retire any debt the airport had.

Commissioner Partington asked about a reasonable goal for next year; whereby, Mr. Mannarino stated that a reasonable goal would be three site selectors and two business contacts.

Ms. Shanahan stated that Mr. Mannarino was also working on a loan program to help the business community and an assistance program to help with start up costs.

3. Pension Reform

- Develop a definitive plan for pension reform;

Ms. Shanahan stated that on March 1 the Commission would be receiving a report from an independent pension attorney and actuary on options for the pension plans. She stated that the state was also looking at proposed bills, which we would not know the results until May. She stated they would have an executive session later in the collective bargaining process.

4. Walkable Downtown

- Completion of the median construction in the downtown area;

Mr. Ric Goss, Planning Director, stated a plan was submitted to FDOT to include a restricted hambone at the intersection of Washington and SR40 of which FDOT would pay the entire cost of about \$700,000 plus the design costs. He stated we would need to pay for the landscaping and request a variance for trees. He stated a resolution would be forthcoming.

- Consider program to encourage employees to relocate to the downtown area;

Commissioner Partington suggested incentives for employees to bring in some infill development for second story units; whereby, Mr. Goss stated that staff was proceeding to put together a TIF reimbursement program that would be more applicable to the construction. He stated that staff had taken the project over from Main Street. He stated it would complement the current program, which was a grant program for existing small businesses, and any new business construction had to be two or more stories.

Ms. Shanahan stated that this did not address incentives for employees living closer, which she stated might go better with economic development issues. She stated that in some communities, police officers, firefighters, and teachers were often given priority for affordable housing, but this issue would need a lot more thought.

5. Grant Funding for an Environmental Learning Center at Central Park and an Additional Beachfront Park

- Look at FRDAP, ECHO and any other federal grant funding for a Green Environmental Learning Center;

Ms. Shanahan stated that Mr. Robert Carolin, Leisure Services Director, was already working with two universities regarding an environmental learning center.

- Monitor the availability of the Surfside site and adjacent residential properties; report quarterly;

Mayor Kelley stated he favored developing the 839 S. Atlantic site before starting on another beachfront park project.

Commissioner Stowers stated he was not in favor of leasing the Surfside property for parking, if site improvements were not allowed, as there was a concrete slab located on the site that was not acceptable to Ormond Beach standards.

Ms. Shanahan stated staff would stay in touch with the Surfside people and adjacent residential property owners for future opportunities.

- Utilize any remaining bond funds for 839 South Atlantic park for additional beachfront land;

Commissioner Kent stated it was his understanding that any excess bond funds could be used at another site for a beachfront park; whereby, Mr. Hayes stated he would review the bond documents to see if that was possible.

**Tier Two Goals**

1. Accelerate Water Pipe Replacement

- Look at expanding the pipe replacement program in the next CIP; find revenue source;

Commissioner Kent asked about the total linear feet replaced per year; whereby, Mr. John Noble, City Engineer, stated that is was about 7,000 per year.

Mr. Ted MacLeod, Assistant City Manager, stated that there was an inventory of the pipes and they were replacing the worst ones first.

He stated the program also included other repairs at the same time, such as stormwater.

Mr. Dave Ponitz, Utilities Manager, stated they maintained a data base of leaks, tracking repairs, prevalence of multiple leaks on the same street, water quality, etc.

Commissioner Kent asked about the amount of water lost due to cracked pipes; whereby, Mr. MacLeod stated it was about 10%. Mr. Ponitz commented that the 10% included all unaccounted for water, such as meter inaccuracies and so forth.

Ms. Shanahan suggested looking at expanding this program for next year during the CIP process and trying to find a funding resource in order to accelerate the program.

## 2. Beef Up Code Enforcement

- Educate citizens on codes by placing educational material in the water bills indicating the top five code infractions and on the City's website;

Commissioner Kent stated that there were areas in Zones 1, 2 and 4 that had code enforcement issues; whereby, Ms. Shanahan stated that the city needed to do a better job of educating the community as to what was allowed and not allowed. She asked the Commission if they were looking for city staff to be proactive or reactive, and/or focusing on residential or commercial properties; whereby, Commissioner Stowers stated his complaint was boarded up windows and disrepair and the response was "there was nothing we can do about that." He stated he was uncomfortable with the citizens calling in a complaint because it created conflicts among neighbors. Ms. Shanahan stated staff was working to formulate a methodology to address this issue.

Commissioner Boehm stated he favored hearing about upgrading the program because he felt dilapidated properties sent a message that the city did not care about it. He stated he did not feel it should be the standard to wait for someone to call in a complaint.

Ms. Shanahan suggested deputizing every city employee to report possible violations, such as picking up signs, reporting trash, etc.

Commissioner Partington suggested a section on the Weekly Review or water bill to explain the top five violations.

Mayor Kelley stated that there were businesses out there that were hurting that needed a small sign to generate business, and he was concerned that it might cause more hardships on businesses.

- Hold another signage workshop;

Commissioner Kent stated he felt it was important to take care of what we have and we have regulations about signs on the books and have discussed it many times. He suggested a signage workshop to hear the new Commission's ideas on temporary signage.

Commissioner Boehm stated he felt the water bill was a good way to educate the residents, and he believed that we should enforce the laws on the books or have them removed. He stated that businesses should understand the law and our appeal process.

3. Employee Suggestion Program

- Re-invigorate the Employee Suggestion Program;

4. Restore Renewal and Replacement Fund

- Address funding during the CIP process;

Mayor Kelley stated that the R&R budget had been reduced from \$500,000 to \$375,000; whereby, Ms. Shanahan stated it was cut in proportion to the millage rate/decrease in assessed valuation. She stated it was cut 30% over three years.

Commissioner Boehm stated that the cost of repairing city facilities did not decrease by 30% and he expressed his concern that this harmed our ability to take care of city properly.

Mayor Kelley suggested discussing this further at the financial trends or budget workshop.

5. Impact Fee Waivers

- Consider impact fee waivers and/or other incentives;

6. Displaced Threshold at Airport

- Readdress noise abatement at the airport by consideration of displaced threshold and report back to the Commission on this matter.

### **Miscellaneous**

- New Business or Brainstorming Ideas;

Mayor Kelley and Commissioner Stowers favored considering adding “New Business” or “Brainstorming Ideas” to the end of City Commission meetings on a quarterly basis to allow Commission members to express new ideas, etc.

- Mayor Kelley wished to address the 4 x 8 banner at a pharmacy on West Granada across from the Winn-Dixie shopping center;
- Commissioner Stowers added to his list of goals:
  8. Research historic preservation grants.
  9. Improve customer service.
  10. Provide a program to encourage employees to live close to City Hall.
  11. Provide larger city signage with a sense of permanence.
  12. Consider interaction between the east side and west side of A1A at the beachfront park location.
- Com. Partington added to his list of goals: Noise Abatement – marked section of runway at the airport for aircraft takeoff;
- Provide a recap of the goals at the March 21 City Commission meeting.

Ms. Shanahan stated that she would like to meet with the Commission in the next six months to take a three-year look at the community about what they would like to accomplish. She stated she would like to formulate a global strategic plan for their review.

### **VI. Direct Staff to Develop a Follow-up Action Plan for Goals Implementation**

### **VII. Other Commission Issues**

Mr. Ned Huhta, Information Technology Manager, and Mr. Ken White, Information Systems Specialist, presented each member of the Commission with an iPad and instructed them on how to use them during the last 30 minutes of the meeting.

**VIII. Close the Meeting**

The meeting was adjourned at 8:02 p.m.

Transcribed by: Lois Towey