

**CITY COMMISSION WORKSHOP**  
**Strategic Planning**

Performing Arts Center  
January 3, 2012            5:15 p.m.

**1. Call to Order**

Mayor Ed Kelley called the meeting to order at 5:15 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, and City Attorney Randy Hayes.

**2. Strategic Planning for 2012**

**A. 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 was desired, but not required;
4. Passion with cooperation to collaboration;
5. Goals were to be set and accomplished; and
6. Accountability for everything accomplished or not.

**B. Departmental Work Projects for 2011-2012**

1. No tax increase - Ms. Shanahan stated that the Commission had achieved this goal.
  - Rolled back rate levied - She stated that the Commission had levied the rolled back operating millage rate of 3.8933 mills, which was the third lowest in Volusia County. She noted that property values were down \$150 million from last year, and there had been a 34% decline in taxable real estate values, but the City had been able to maintain service levels.
  - Staffing levels adjusted - She stated that staffing levels were adjusted consistent with service delivery demands and budget availability. She stated staffing levels were down 15% or 64 positions since 2006-07. She stated that two positions were added back to Leisure Services this year due to service demands.
  - Health insurance reduction - She stated that health insurance had a 4% reduction in total costs.
  - Budget workshops - She stated that budget workshops were held

by the Commissioners in conjunction with the Budget Advisory Board whereby the citizens continued to voice their desire to maintain the City in the same condition and style as in the past and to continue to offer the same programs.

2. Focus on Economic Development - Ms. Shanahan stated that this goal was in progress.
  - Surveyed existing businesses to learn what the City could do to help them grow their businesses - Ms. Shanahan stated they accomplished this by working in conjunction with the Ormond Beach Chamber of Commerce and the Center for Business Excellence.
  - Invited the business community to a brainstorming session as part of the Economic Development forum in June 2011 - Ms. Shanahan stated this was accomplished by creating a business recruitment advisory group to identify manufacturing and technology companies to target for recruitment. She stated that they engaged the business community in the Economic Strategic Plan Update and incorporated feedback into a new strategic plan with a shorter time span.
  - Recruitment of three site selectors and two business contacts in the next fiscal year - Ms. Shanahan stated that this was currently underway but they had currently accomplished business prospects visits and were waiting to have the Ormond Crossings design standards and master development plan completed in early 2012 before beginning site selector visits.
3. Pursue pension reform - Ms. Shanahan stated that this continued to be a high priority. She stated that there were two pension workshops conducted to identify plan options, the Commission had met in an Executive Session to discuss direction and priorities for pension reform , and staff was currently negotiating union contracts with all three unions. She stated that staff would be coming back to the Commission with updates and would seek additional direction at that time.
4. Develop walkable downtown - Ms. Shanahan stated that this goal was in progress.
  - Completed 100% of the plans for landscaped medians with FDOT letting in April 2012. She stated that they had received FDOT approval to move the bike lanes off of the Main Street corridor, as well as maintaining parking and looking at underground utilities.
  - Completed program development for Employee Homeownership Opportunity Program. She stated that once the Main Street Corridor Plan was completed, they would refocus their efforts on this initiative.

5. Pursue grant funding for an Environmental Learning Center at Central Park and an additional beachfront park - Ms. Shanahan stated that this goal was in progress.
  - Successful in soliciting FSU grad students to take on design of an Environmental Learning Center that would incorporate the latest green technology and be self-sustainable. She stated that grant possibilities would be pursued once the design was completed.
  - Unsuccessful in securing Surfside site - She stated that the bank did not return our calls and the property was sold to a third party.
  - Neptune site - She stated that there was not support from neighboring properties for beach access.
  - Andy Romano Beachfront Park - She stated that the FDEP had approved the permitting.

#### Tier Two Goals

1. Accelerate water pipe replacement - Ms. Shanahan stated that \$350,000 was budgeted in FY 2011 with pipe replacement accomplished on Arroyo Parkway, Buena Vista Avenue, Cordova Avenue, and Seville Street. She stated that in FY 2011-12, there was \$2.65 million budgeted for this project which was expected to be bid in November 2012.
2. Beef up code enforcement - Ms. Shanahan stated that there had not been any real progress on this goal, but they were planning to put notification in the water bills, in the newspaper, and on-line in order to give the residents information on code infractions.
3. Employee Suggestion Program - Ms. Shanahan stated that staff would focus efforts on developing this program. She stated that customer service training was completed this year and next year's efforts would be on ethics and leadership training.
4. Restore renewal and replacement fund - Ms. Shanahan stated that \$200,000 was placed back in the Renewal & Replacement Fund.
5. Impact fee waivers - Ms. Shanahan stated that a workshop was conducted resulting in no changes being made at this time.
6. Displaced threshold at airport - Ms. Shanahan stated that staff had spoken to the FAA who advised that FAA funding could not be used for a displaced threshold, only for runway extensions. She stated that staff would explore this matter with Congressman Mica's office.

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

#### Mayor Kelley

Mayor Kelley stated that the departmental accomplishments and goals were summarized sufficiently that he did not submit a list of goals, but he added the following two projects:

1. Fiber optics cable in conjunction with the water pipe replacement

- program; and
2. Business incentives (recruit/retain) and enhancing the City's website. Ms. Shanahan stated that she and Mr. Joe Mannarino, Economic Development Director, were working on a business incentive program in order to keep/retain people here and grow businesses. She suggested a letter writing campaign and talking with legislators on how to expand the State incentive programs might be effective tools.

Mayor Kelley stated that he would try to talk with people in Tallahassee during Volusia Days regarding business incentives. He noted that the City's website was one of the best and should be enhanced to include business incentives; whereby, Ms. Shanahan stated that there had been a couple of ads in the newspaper recently (Got questions? We've got answers) and we provided a presence at city festivals.

#### Commissioner Stowers

3. Keep Stylemark operations in Ormond Beach;
4. Progress on the old Florida Hospital area;
5. Prominent Ormond Beach signs: near US1 and I-95, at Williamson and Granada, at the southern entries to the City at Williamson, Clyde Morris, Nova Road, US1 and A1A;
6. Implementation of a tree program along scenic corridors within Ormond Beach;
7. Construction begun on Ormond Beach's Andy Romano Beachfront Park and the John Anderson reconstruction project; and
8. Focus on foreclosures.

#### Commissioner Kent

Commissioner Kent stated that his only goal was to

1. Expand the reuse system on the beachside in conjunction with the water pipe replacement program.

#### Commissioner Boehm

1. Readopt all of the 2011 goals;
2. Rehabilitation/development of North US1 gateway;
3. Development of Southwest Quad at the airport;
4. Building of Andy Romano Beachfront Park
5. Completion of public/private recreation projects (Project ROMP/t-ball fields/field house at OBSC)
6. Paving at OBSC (when he discussed this item during the budget meetings last year, he was told staff would get legitimate numbers which he had yet to receive); and
7. Start and possible completion of John Anderson Drive project.

#### Commissioner Partington

1. Maintain/reduce tax rate;

2. Complete Project ROMP;
3. Get Southwest Quad infrastructure moving;
4. Assess championship field opportunity as part of Ormond Crossings;  
and
5. Economic development and jobs-jobs-jobs.

Commissioner Stowers suggested dividing the projects into categories of current goals versus economic development projects or tangible new projects going forward, such as the reuse project; whereby, Mayor Kelley stated he favored doubling the water pipe replacement project rather than starting a new reuse project.

Commissioner Kent stated he felt it would be more cost effective to install reuse piping at the time the ground would be open; whereby, Mayor Kelley stated that there was not enough reuse available to service the beachside.

Mr. Dave Ponitz, Utilities Manager, stated that about 4 million gallons per day (gpd) of water was treated at the Wastewater Treatment Plan, utilizing less than 2.5 million for reuse, which left about 1.5 million gpd. He stated that they did not know at this time what the demand for Breakaway Trails would be.

Commissioner Boehm stated that his only new project was for gateway signs.

Mayor Kelley stated that he was not against laying reuse piping at the same time the ground was open, but he favored accelerating the 2-inch galvanized water pipe replacement program. He suggested moving this to a higher priority, because we produced the highest quality of water that could not be delivered through the old piping.

Commissioner Stowers stated that he favored some type of code enforcement for bank-owned foreclosed properties in order for the property to be maintained until it was sold. He stated he felt the Commission needed to protect the City in this way.

Mayor Kelley commented that there were about 400 properties in foreclosure and it was a difficult process to enact code enforcement laws for this matter; whereby, Ms. Shanahan stated the owners of the foreclosed property were required to register the property, and a property maintenance code had been passed for tarps. She stated that many issues were appearance and not code issues. She stated that the County had received a grant program to help people with foreclosures, and other communities had bought foreclosed homes in an effort to repair and sell them, but that was a very difficult proposition and not necessarily a break-even proposition. She stated that staff would focus on a plan for foreclosed homes.

Ms. Shanahan marked the following projects on the flip charts as existing (*in progress*):

- Progress on the old Florida Hospital area;
- Prominent Ormond Beach signs: near US1 and I-95; at Williamson and Granada; at the southern entries to the City at Williamson, Clyde Morris, Nova Road, US1, and A1A (*in progress, money budgeted*);
- Construction of Ormond Beach's Andy Romano Beachfront Park and the John Anderson Drive reconstruction project;
- Rehabilitation/development of North US1 gateway (*just starting*);
- Development of Southwest Quad at the airport (*just starting*);
- Building of Andy Romano Beachfront Park;
- Completion of public/private recreation projects (Project ROMP/t-ball fields/field house (*not in progress*) at OBSC);
- Paving at OBSC
- Start and possible completion of John Anderson Drive project
- Complete project ROMP
- Get Southwest Quad infrastructure moving
- Economic development and jobs-jobs-jobs (*combine and focus on Economic Development*)

The Commissioners ranked their top five goals as follows:

	<b>Goal</b>	<b>Ranking</b>
1.	FY 2011 Goals: <ul style="list-style-type: none"> <li>• Maintain/reduce tax rate</li> <li>• Focus on Economic Development</li> <li>• Pursue pension reform</li> <li>• Develop walkable downtown</li> <li>• Pursue grant funding for an Environmental Learning Center in Central Park and an additional beachfront park</li> </ul>	#1 priority
2.	Accelerate water pipe replacement	3
3.	Business incentives and enhance website	3

4.	Development of Southwest Quad	3
5.	Reuse pipe installation on beachside in conjunction with water pipe replacement program	3
6.	Fiber optics cable installation in conjunction with water pipe replacement program	3
7.	Code enforcement - focus on bank-owned foreclosures	2
8.	Restore Renewal & Replacement Fund	2
9.	Rehabilitation/development of North US1 gateway	2
10.	Economic Development and jobs-jobs-jobs	2
11.	Construction of Andy Romano Beachfront Park	1
12.	Completion of public/private recreation projects (Project ROMP, t-ball fields, field house at OBSC)	1
13.	Parking at OBSC	1

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

Ms. Shanahan stated that she would summarize the above goals and provide specifics of what had been accomplished thus far at the first meeting in February.

Ormond Crossings

Commissioner Boehm stated he felt there should be private involvement/active participation in the Ormond Crossings project. He stated that this area was the first impression of Volusia County and Ormond Beach and it was a negative impression. He stated he felt both the County and City should have an interest in ensuring that this area was greatly upgraded, so it was a positive impression. He stated he felt it should be done now, and not in five or ten years.

Commissioner Partington stated this would tie into economic development by creating an environment where businesses wanted to come to a city that had a sense of place that was easy to find by appropriate signage. He stated this was his priority, as well.

Commissioner Partington referred to his item, “*Assessing championship field opportunity as part of crossings,*” stating he was referring to a New Smyrna sports complex style facility (championship field, stadium), which was adequate for home and visiting teams with appropriately sized restroom and vending facilities. He stated that project involved city, county, school board, and state grants. He stated that he felt we deserved something like this in Ormond Beach, and he noted that there was private interest in such a project. He suggested that possibly the recreational land could be obtained through the Ormond Crossings DRI. He stated he felt

there was a lot of interest in the business community from people already involved in recreation for a project of this sort.

Ms. Shanahan stated that she would incorporate the above comments in a draft document with the goals projects.

## **E. Other Commission Issues**

### Limitless Playground Sign

Kent stated he loved the new sign at the Limitless Playground, but he wondered what could be done with the landowner to the south of the sign, as the sign was not visible coming from the south. He stated there were pine trees and brush in that area and he favored clearing the area, if possible.

Mayor Kelley stated he favored a sign about 20 feet taller and twice as big.

Mr. Robert Carolin, Leisure Services Director, stated that his department was working to obtain access to the property in order to clear the area around the sign.

### OBSC Football/Soccer Facility

Mayor Kelley stated that he had spoken recently with Mr. Mike Mitchener regarding Pop Warner practicing off-site in order to preserve the fields next year. He suggested something could be worked out with the County and the other football team, as the over use of the fields resulted in other soccer teams not playing on the fields.

Ms. Shanahan stated that they think they can get the School Board to allow us to continue to let them stay at Ormond Beach Middle School for practices. She stated that they also think that Ormond Beach Pride will continue to practice at Calvary Christian Academy, but staff was working on these issues.

Mr. Carolin noted that the soccer team only missed about three games over a period of three weeks. He stated that they planned to communicate with the school system much earlier this year. He stated the fields would be in much better condition, as well.

Commissioner Partington stated that he felt it was a good problem to have so many people wanting to use the fields. He stated that he recently attended a meeting with the Ormond Beach Chamber of Commerce and other business folks where someone was asking tough questions about recreation and how it did not pay for itself; whereby, the Chamber business leaders stepped in to justify why recreation was so important to

the community.

#### Field House

Commissioner Boehm stated that Seabreeze High School was unhappy with the amount they were being charged at the municipal stadium and this was one reason why he favored building a field house so they had some place to go during half time, to change clothes, or use the restroom. He stated he felt Seabreeze would be interested in moving to Ormond Beach and playing their games in Ormond Beach, if we had such a field house facility. He noted that Ormond Beach really did not have a football facility, just the one field. He stated he believed they needed the practice facilities first and foremost.

#### YMCA

Commissioner Stowers stated he was involved with the YMCA and he was increasingly concerned that Ormond Beach could lose that facility with the closing of the hospital. He stated his concern was that they would move southwest into Daytona Beach. He suggested the property surrounding the YMCA could be a focus for a central area to develop recreational facilities.

Ms. Shanahan stated staff continued to explore connecting the three sites (Three Chimneys, YMCA, and the Sterthaus Avenue property) for recreational purposes.

#### SONC

Commissioner Kent inquired about using the South Ormond Neighborhood Center (SONC) for a practice field; whereby, Mr. Carolin stated that the YMCA used SONC quite a lot and it was also used as an overflow practice field sometimes for football, softball, and occasionally for baseball. He stated it was used more this year and last year than ever in the past and would continually get more and more use. He stated that new lights were installed last year which had made a big difference.

Mayor Kelley commented that anyone thinking about moving to Ormond Beach for the recreational programs should go out to the Ormond Beach Sports Complex on a Saturday morning.

### **3. Close the Meeting**

The meeting was adjourned at 6:43 p.m.

Transcribed by: Lois Towey

