

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

May 12 2015

3:30 p.m.

City Commission Conference Room

I. WELCOME AND INTRODUCTIONS

Present were Mayor Ed Kelley, City Commissioners James Stowers, Troy Kent, Rick Boehm and Bill Partington, Facilitator Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida, City Manager Joyce Shanahan, City Attorney Randy Hayes, Leisure Services Director Robert Carolin, Planning Director Ric Goss, Public Works Operations Manager Kevin Gray, Information Technology Director Ned Huhta, Fire Chief Bob Mandarino, Economic Development Director Joe Mannarino, Finance Director Kelly McGuire, City Clerk Scott McKee, Police Chief Andy Osterkamp, Utilities Manager Dave Ponitz, Assistant Finance Director Dan Stauffer, and Human Resources Director Claire Whitley.

Mayor Kelley called the workshop to order at 3:37 p.m.

Mayor Kelley noted that Ormond Beach was one of only a few cities of its size to undertake a strategic planning process. He thanked Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida, for facilitating the Community Conversation Workshops previously held for citizens.

Ms. Joyce Shanahan, City Manager, introduced Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida, and stated that she would recap the two Community Conversation Workshops that had previously been held for citizen participation in the strategic planning process. She noted that there had been about 110 participants attending the workshops.

Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida, stated that it was great to be back in Ormond Beach. She explained that she had facilitated the city's Community Conversation Workshops and spoken to the citizens during that process. She noted that not every city engaged in a strategic planning process and stated that fewer than half of the municipalities across the county took part in any goals setting or strategic planning activities, and instead those cities ended up focusing on the issue of the day without looking purposely into the future. She stated that Ormond Beach was to be congratulated for undertaking such a process; but even more so because they had engaged their citizens in the process, which a lot of cities did not do. She explained that the city had started by involving their citizens during the Community Conversation Workshops and noted that was the right way to begin the process so that the information could be used during the Commission's discussions.

Ms. Crotty explained that this workshop would be very informal and not follow Robert's Rules of Order. She stated that there would be a lot of participation from the City Commission and the staff members. She noted that while staff's ideas and input were welcome, there would be some times during the session where only the elected officials would be participating. She explained that this workshop was the time for the members of the public to observe the discussions that the City Commission and staff members had, whereas the prior Community Conversations had been the public's time to provide

input. She stated that having one or two citizens attend these types of sessions was great, but she stated that the number of citizens attending demonstrated that the city was deeply loved by its residents and business owners.

Ms. Crotty asked the City Commission and staff members in attendance to introduce themselves. She requested that they each describe their job, if it was not clear from their title, and state how long they had been with the city.

Ms. Shanahan introduced herself as the City Manager. She stated that she had worked for the city for six and a half years and loved the community. She stated that Ormond Beach was a great place to live, work, and play.

Ms. Crotty stated that she knew that Ms. Shanahan had experience as a City Manager in other communities, as well.

Ms. Shanahan noted that she had worked in four states, not as a City Manager, and had worked in Florida for 17 years.

Commissioner Partington introduced himself as the City Commissioner for Zone 4. He stated that he had lived in Ormond Beach for 47 years. He explained that this was his 14th year of involvement with the city, as he had served on an advisory board for two years and on the City Commission for 12 years.

Ms. Crotty stated that she had noticed that there was longevity in this community and noted that was not something always seen around the state.

Commissioner Boehm introduced himself as the City Commissioner for Zone 3. He stated that he had lived in Ormond Beach for 39 years and had chosen to raise his children here. He explained that he had been involved with the city since 2004, first serving on the Leisure Services Advisory Board, noting that he was Chairman of the Leisure Services Advisory Board from 2007 to his election as City Commissioner in 2010. He noted that he had also served as claims counsel for the city in his capacity as an attorney starting in 1991.

Commissioner Kent introduced himself as the City Commissioner for Zone 2. He stated that he had lived in Ormond Beach for 40 years and had served as a Commissioner for 12 years. He stated that he had an eight-year old son and was also a schoolteacher and little league baseball coach. He explained that he held a monthly meeting called Coffee with Commissioner at this home and had done so for 11 years. He noted that he could always judge what was going on in the city by the attendance at that meeting.

Mayor Kelley introduced himself as the Mayor of Ormond Beach. He explained that in 1992 he had been appointed to a committee to review the workings of the city and its fiscal policies and productivity. He noted that he was elected chairman of that committee. He stated that the committee prepared a report to present to the City Commission at that time, who essentially threw it in the trash. He explained that lit a fire under him, and he then ran for the office of City Commissioner and was elected in 1993. He explained that he served for four years, was not reelected in 1997, but then was reelected in 2005. He explained that he had served continuously since 2005, first as a City Commissioner and then for the last five years as Mayor. He stated that he had lived in Ormond Beach for 35 years and joked that he discounted the longevity of Commissioner Partington and Commissioner Kent's residence in the city as they were

born and raised in Ormond Beach and were children fishing and playing with toys for some of the time period that they cited. He stated that Ormond Beach was a community that people chose to live in, and the schools, hospitals, and beach were an integral part of it. He stated that he had presented pins to fifth grade students at Tomoka Elementary earlier as part of their D.A.R.E. graduation and that it was very important to be involved with the schools. He stated that he loved Ormond Beach.

Commissioner Stowers introduced himself as the City Commissioner for Zone 1. He stated that he was first elected in 2010. He explained that he chose to live in Ormond Beach and had moved to the city with his wife in 2006. He stated that he had two daughters, one born in 2012 and one born just a few months ago that was raising in Ormond Beach. He stated that while he was not from the area, he enjoyed the community and it was a great place to live, work, and play. He noted that he worked as a land use attorney.

Mr. Randy Hayes, City Attorney, introduced himself. He stated that he had worked for the city for over 22 years and that he had been an attorney for almost 28 years. He stated that the City Commission made Ms. Shanahan and his job easy. He stated that he and Ms. Shanahan helped the Commission implement their vision and noted that the Commission was a fun group to work with, even on serious issues.

Mr. Robert Carolin, Leisure Services Director, introduced himself. He stated that he had worked in the field of recreation and leisure services for 30 years and that almost 20 of those years had been in an executive directing position with municipal governments. He noted that he had been Leisure Services Director in Ormond Beach for almost nine years.

Mr. Ric Goss, Planning Director, introduced himself. He stated that he had worked in planning for 38 years and had worked for the city for eight years.

Mr. Kevin Gray, Public Works Operators Manager, introduced himself. He stated that he had worked for the city for 27 years.

Mr. Ned Huhta, Information Technology Director, introduced himself. He stated that he had been an Ormond Beach resident for 37 years and had been a homeowner in the city for 28 of those years. He stated that he had worked for the city for over ten years.

Fire Chief Bob Mandarino introduced himself. He stated that he had worked for the city for over 18 years. He explained that his family had come to Ormond Beach in 1962 and that other than when he attended college, he had always lived in the city, as well.

Mr. Joe Mannarino, Economic Development Director, introduced himself. He stated that he had worked for the city for 13 years and was from the Boston metropolitan area. He explained that he worked with the business community to encourage investment and performed outreach.

Mr. Dan Stauffer, Assistant Finance Director, introduced himself. He stated that he had worked for the city for eight years and had been an independent auditor for the city prior to that.

Ms. Claire Whitley, Human Resources Director, introduced herself. She noted that she had only been with the city for about one and half months. She stated that she had previously worked in state government.

Mr. Dave Ponitz, Utilities Manager, introduced himself. He stated that he had worked for the city for almost eight years and had lived in the city since 1998. He noted that he had raised three boys in the area and that the schools were wonderful. He stated that he had been an engineer in Florida for 35 years and noted that he was originally hired to the area in 1998 by Zev Cohen & Associates.

Police Chief Andy Osterkamp introduced himself. He stated that he had worked for the city for over 32 years, serving as Police Chief for the last five years.

Mr. Scott McKee, City Clerk, introduced himself. He stated that he had worked for the city for six years.

Ms. Kelly McGuire, Finance Director, introduced herself. She stated that she had worked for the city for ten years.

Ms. Shanahan noted that Assistant City Manager and Public Works Director Ted MacLeod was not present due to a medical issue.

Ms. Crotty explained that she would begin the workshop by reviewing the Community Conversation Workshops, then they would perform a traditional environmental scan, S.W.O.T. (strengths, weaknesses, opportunities, threats) analysis, determine strategic issues, goals and objectives, and have the elected officials select priorities. She noted that there were always more things to do than resources to do them with, even in financially sound cities. She explained that the goal was to form a feasible plan that could be implemented and determine what could take Ormond Beach to the next level. She further explained that when the workshop ended they would not have a fully fleshed out plan but would have enough of a framework and direction that staff could fill in the blanks and bring back a work program to the Commission based on the discussion. She stated that ideas generated that day should be reflected in the budget that staff would be working on for the next fiscal year.

Mayor Kelley stated that he was under the impression that this was not a visioning process for one year but would be a forward thinking plan for the next five to ten years and was not specifically for the next fiscal year.

Ms. Crotty noted that nothing happened quickly in government. She explained that many projects and issues were multiyear and that this would help identify and determine priorities to figure out what things in the plan would need to be put into the next fiscal year's budget in order to begin the process. She noted that periodically the plan would need to be reviewed and updated, as it would not be set in stone. She stated that a strategic plan needed flexibility as unexpected things could happen. She stated that the strategic plan was a guide that should be followed and implemented but noted that there was always potential for flexibility, if needed. She encouraged the Commission to think more than a year out.

II. REVIEW COMMUNITY CONVERSATIONS

Ms. Crotty explained that two separate Community Conversation Workshops were held, one on a Saturday morning and one on a Wednesday evening. She stated that both workshops were well attended and noted that it was obvious from the outset that those in attendance had deep love, passion, and concern for the city. She noted that they were not angry or adversarial but came to talk and share their ideas. She explained that the set up was informal and that people were placed in small groups. She further explained that couples, friends and those who came together were assigned separate tables so that the groups were mixed up as cross communication was encouraged. She noted that common themes and consensus could then arise spontaneously in the groups.

Ms. Crotty explained that the first part of the workshop was to review treasures and values that the participants loved about Ormond Beach. She explained that those treasures and values could be physical attributes or qualities and characteristics of the city. She noted that each table group had a recorder who wrote their thoughts on the flip chart that was provided to each table. She explained that the groups were instructed to capture every idea presented at the table, even if others disagreed, as the goal was not to judge the ideas. She noted that some of the groups did try and engage in internal debates, and there were groups that had differing opinions on the same subject, such as beach driving.

Ms. Crotty explained that she categorized the treasures and values in her report and noted that many fell into the categories of environmental, city facilities and infrastructure, values, qualities and characteristics of the city, and community assets. She further explained that she combined the treasures and values cited from all groups and then put numbers next to each of them to denote how many groups had that item on their chart. She stated that there were 15 table groups in total between both sessions. She stated that nine of those table groups thought that the rivers, beaches and tree canopy were important environmental assets. She stated that 11 of the table groups marked the city's parks as valued facilities. She explained that she was told at one of the sessions that there were 40 parks in the city, which she thought was outstanding for a city of this size. She noted that the city's recreational facilities were prized. She stated that the values cited included transparency of government and its responsiveness. She stated that an often-mentioned characteristic of the city was the small town atmosphere. She noted that she lived in the Orlando metro area and that they had lost that feeling. She explained that it was a challenge to maintain that atmosphere and that the appearance of the city was important to its residents. She noted that the citizens appreciated the efforts the city had made to beautify the area and wanted to see more of that.

Ms. Crotty noted that the biggest consensus item brought up, and what was heard mentioned over and over again at both sessions, was the city's historical sites. She stated that 14 out of the 15 table groups had mentioned that. She noted that she knew there was an impetus at the current time on an issue involving a historical site, which she truly felt the concern was deeply rooted and not a passing issue. She noted that it was fortunate that the city had wonderful historical assets that citizens wanted preserved and improved. She stated that the community events in the city were much loved and appreciated. She noted that she did not see many comments about government services which she almost interpreted them as perhaps being taken for granted. She stated that one individual stated that they liked the low taxes.

Mayor Kelley thanked goodness for that one person; whereby, Ms. Crotty noted that the problem with the tax bill was that citizens would look at the total bill and not look at what they paid to each individual agency or municipality.

Ms. Crotty stated that the second part of the Community Conversation Workshop was planning for the future. She explained that she asked the participants to dream for the future without constraints and to envision what they would like the city to be like in ten years. She noted that she cautioned them that at some point reality would set in but for this exercise she instructed them to act like money was no object and that there were no restrictions from the state or other entities. She noted that the participants felt that the environment was going to be the key for the future and that a lot of attendees had mentioned things like sustainability, increased reuse water, recycling, and solar panels. She explained that a lot of the emphasis from the groups had also been on walk-ability with walking to restaurants, entertainment, and shopping mentioned, as well as mixed use developments, wider sidewalks, and more beach access. She noted that the undergrounding of utilities was also mentioned by several groups.

Ms. Crotty explained that there had not been as much consensus when it came to quality of life as that meant different things to different people. She explained that one group took to calling their vision a "livable community" with an emphasis on the arts, cultural events, and museums. She noted that there was discussion for parks and beaches, both with and without dogs. She stated that in the area of government services items such as beautification, particularly for the Granada Bridge area, and citywide Wifi were mentioned. She stated that development and redevelopment of north and south US1 were also cited, as well as continued improvements on Granada Boulevard. She stated in the area of economic development, there were many mentions of Ormond Crossings. She noted the interest in downtown development options for shopping, dining, hotels, and in making that area pedestrian friendly. She stated that the need for well paying jobs had also been mentioned. She explained that again historic preservation was a large part of the discussion for the future. She further explained that groups had mentioned wanting to protect historic properties, including code changes if necessary, as historic properties were part of the character of the city and wanted to make sure that it was protected. She noted that better public transportation had also been mentioned.

Ms. Crotty stated that the reaction was affirmation of the wonderful city that Ormond Beach was. She explained that she had included an appendix in her report that listed the actual groups from each day and their individual reports. She explained that she had asked each group to prioritize their three most important visions for the future and that she had those identified priorities highlighted in yellow in her report. She noted that they reflected a consensus among the groups on historic preservation, clean development, and beach access, among others. She stated that the participants who attended the workshops seemed to be in alignment on many issues. She noted that some staff members were at the workshops observing, and she had welcomed their comments. She asked if the Commission had any questions.

Mayor Kelley stated that it stood out to him that transparency was mentioned. He explained that he did not believe that any city was more transparent than Ormond Beach. He noted that all of the materials he was provided with and had access to were available online. He cited the old adage "*you can lead a horse to water but you can't make him drink.*" He noted that he responded to any questions he received, as did the

Commission and that any questions could likely be answered by the information available online, as well.

Ms. Shanahan explained that she thought that the citizens in attendance referenced the city's transparency in a positive way and were expressing that they appreciated and valued the transparency of the city; whereby, Ms. Crotty agreed.

Mayor Kelley noted that he did not get that impression.

Commissioner Boehm noted that he interpreted it the same way that Ms. Shanahan and Ms. Crotty did.

Mayor Kelley stated that Ormond Beach had 38,000 residents and noted that 100 had attended the workshops. He explained that he personally thought that the results were skewed by the percentage of attendees affiliated with the Ormond Beach Historical Society. He noted that at a City Commission Brainstorming Workshop preceding the Community Conversation Workshops, there had been discussion about the MacDonald House and that discussion created interest in the topic. He noted that it was good to get people talking. He estimated that 30% to 40% of the participants at the Community Conversation Workshops were members of the Ormond Beach Historical Society. He explained that their presence skewed the conversations in a certain direction as they were in attendance with an agenda to save the MacDonald House. He noted that he knew that he would be criticized for making that statement. He stated that Ormond Beach offered a lot to everyone. He noted that it would stay a small town, as there was no room for expansion in any direction.

Ms. Crotty noted that due to height limits, the city would not expand upwards either.

Mayor Kelley stated that Ormond Beach could not turn into Orlando, which he stated was not a bad thing in his opinion.

Ms. Crotty agreed that there were participants at the Community Conversation Workshops who came in particular to discuss the MacDonald House and historic preservation, but she noted that there were also concerned citizens in attendance who did not have agendas. She explained that when the issue came up others would agree with it when it was broached. She noted that they may have been influenced by those in attendance for that purpose but explained that the topic had been welcomed as an addition to the conversation.

Mayor Kelley stated that it was good for citizens to discuss what was important to them and the Commission wanted to hear it.

Ms. Crotty noted that 100 people was a small number; but she stated that in this day and age, it was good turnout as the individuals had to give up three hours of their time. She noted that there were citizens attending the present workshop, also.

Mayor Kelley stated that he believed some would stay for the entire six hours and some would switch off in shifts.

Commissioner Boehm noted the previously mentioned topic of transparency and responsiveness. He explained that he sent an email to Ms. Shanahan regarding a citizen complaint and that Ms. Shanahan had sent a detailed response to that citizen two hours

later, even with the workshop and other meetings being held that day. He noted that was a very good turnaround time. He explained that anything a citizen ever addressed to him he forwarded to staff and there was always a response. He stated that the city government was transparent and ultra responsive.

Commissioner Boehm noted that the city held public meetings for its citizens to comment on, such as Andy Romano Beachfront Park and John Anderson Drive. He stated that the city invested their citizens in all of its major undertakings. He noted that Commissioner Kent held meetings at his home where he would respond to citizens. He explained that the Commission considered what citizens thought. He noted that it was very evident that the MacDonald House was important to the citizens attending this meeting and to the ones who had attended the Community Conversation Workshops which would have to be factored into their thinking moving forward. He stated that it was encouraging to have citizens attend meetings in the city. He explained that it was important for the citizens to do so and to make their thoughts known.

Commissioner Partington noted that he believed that the strategic planning would be for planning at a 30,000-foot level and for the next 20 to 25 years. He noted that he read the report and stated that it was well done, and he appreciated the thoroughness of it. He explained that the items cited as important by the citizens such as the tree canopy, environmental resources, and transparency were guiding principles for what the Commission was trying to do and should also guide the city in its plans for the next 20 to 25 years. He noted that things changed and that there would be some growth and redevelopment but citizens' concerns should be kept in mind during those changes. He noted that a few ideas they formulated may be able to be implemented in the next two to three years. He explained that the Commission was one election away from their plans changing as they were all elected to two year terms. He reiterated that he thought the intent of this workshop was for more upper level strategic long-term planning. He noted that any new growth in the city would be at Ormond Crossings and the rest would be maintaining existing areas. He stated that the city needed to keep doing what they did well.

III. ENVIRONMENTAL SCAN – EXTERNAL AND INTERNAL ISSUES AND TRENDS

External Issues and Trends

Ms. Crotty stated that sometimes cities got focused on the day-to-day in their city and developed tunnel vision as to what was happening around them that impacted their city. She stated that she liked to start with the bigger picture. She encouraged the Commission and staff to think globally and to think about issues and trends happening now and in the next five to ten years that could impact Ormond Beach. She asked them to think about possible trends in the world, the United States, Florida, and in Volusia County. She noted that in the next exercise they would think about Ormond Beach specifically. She instructed them to scan the environment, noting that in most instances they had no or minimal control over the external environment but were definitely being impacted by it. She asked them to think about the legal and political environment, the social and cultural environment, the economic environment, the technological environment, and the competitive environmental. She noted that this exercise was totally brainstorming as no one had a crystal ball to accurately predict the future. She invited staff and the City Commission to offer suggestions.

Mayor Kelley stated an external issue was the Environmental Protection Agency (EPA) and explained that they imposed restraints and conditions fictitiously and made the city

operate under the Clean Water and Air Act, which would cost the city a lot of money. He stated that another external issue was the global warming hoax, which was now being referred to as "climate change." He stated that Ormond Beach would be impacted because the more it was mentioned, the more it was believed to be reality and more restraints would be put in place. He noted that he had heard recently of a government proposal to prohibit individuals from repairing their own cars by federal law.

Commissioner Kent stated that another external issue was the unknown fluctuating costs of energy and fossil fuels.

Commissioner Boehm stated that an external major issue in the state and country was water. He noted that there was only so much water available. He explained that Ormond Beach would not grow much so the city was probably comfortable with its water production ability, but the ability to produce enough water for a growing population was becoming increasingly more difficult.

Ms. Crotty noted that Commissioner Boehm mentioned quantity and asked Commissioner Boehm if quality was also an issue.

Mr. Ponitz stated that Florida was now the third most populated state in the country. He noted that while Ormond Beach may not grow due to its constrained city limits, the rest of Florida's growth would impact the water supply and water quality for the city.

Mayor Kelley noted the Volusia Aquifer was a sole source aquifer; whereby, Ms. Crotty noted the water troubles in California. She stated that the cost of water was another thing.

Commissioner Boehm noted an ancillary problem for the county and state was that the legislature was not properly addressing the septic tank issue. He explained that there were a huge number of septic tanks located on the north peninsula. He asked who inspected the bottoms of those tanks to make sure that they were not dumping chemicals into the waterway. He noted that the cost of replacing the tanks would be huge. He stated that he felt the state should use Amendment One funds to eliminate septic tanks, to the greatest extent possible, anywhere near navigable waterways. He noted that it was a major problem for Florida because of the sheer number of septic tanks located in the state. He stated that there was no maintenance or inspection performed on them to assess their viability or if they were dumping their contents into the ground or waterways.

Mayor Kelley stated that Volusia County was either second or fourth in the number of septic tanks in the state, depending on which number was cited. He stated that the Roundtable of Volusia County Elected Officials ("Roundtable") discussed the issue when Amendment One was passed. He explained that State Senator David Simmons was coming to speak to the Roundtable about the issue, but he noted that it was a battle to try and receive any of the funding.

Commissioner Partington stated that another issue was the aging demographic in America. He explained that a lot more of the country's population was retiring and would be coming to Florida wanting services. He noted that planning for that and how to maintain the quality level of services was an issue.

Mayor Kelley noted that people were also living longer.

Ms. Crotty stated that the fastest growing population was people over the age of 85. She noted that younger retirees were a lot different now than in the past in terms of their needs and the services they expected.

Mayor Kelley noted that the average median age in Volusia County was 45 years old.

Ms. Crotty asked if staff had any issues or trends that they wanted to contribute.

Mr. Carolin noted that Commissioner Partington mentioned the aging population stating that was extremely important. He explained that there were more active seniors now than in the past and that many seniors were focusing on their health.

Mayor Kelley suggested changing some soccer fields to croquet and pickle ball courts.

Mayor Kelley stated that another trend was the changes in technology. He noted that ten years prior he heard a speaker at the National League of Cities convention mention that the level of technology was at a level akin to the Jamestown settlement of the United States and that it would change dramatically in the future. He noted during another workshop, Commissioner Partington had previously mentioned the need for office buildings declining as employees worked from home or remotely.

Ms. Crotty noted that there were now driverless cars and that Florida was one of the states testing those cars. She noted that there were even 18-wheel vehicles that were being tested to operate without a driver.

Commissioner Kent noted that there was a person in the vehicle, but they were just not actively driving it.

Ms. Crotty stated that the person could be blind. She explained that the vehicles had sensors. She noted that technology had changed greatly just in the last several years.

Mr. Huhta stated that another concern was the "internet of things," which could be both a positive and a negative. He explained that everything was connected now, from one's refrigerator to smart phone to computer to car. He noted that sometimes the issue was that the technology would be applied without concern for the security or impact of its implementation. He explained that the expectation that one was always available and always connected could also take its toll on people.

Ms. Crotty asked if what Mr. Huhta referenced was a privacy issue; whereby, Mr. Huhta noted that there had been a court case involving an employer that had put an app on their employees' phones in order to track them 24 hours a day. He explained that the legality of doing so was being questioned.

Mayor Kelley stated that a friend of his did something similar years ago with his company.

Ms. Crotty stated that most local governments used a global positioning system (GPS) on vehicles; whereby, Mayor Kelley confirmed that the police department did utilize that.

Mr. Huhta explained that there was both positive and negative aspects to advancing technology and noted that it had to be managed correctly like any growth management.

Ms. Shanahan noted that young people often had their whole lives accessible online now and lived a different life than previous generations.

Ms. Crotty explained that communication was also changing because of the increased technology which concerned her.

Ms. Shanahan stated that younger individuals were not talking to each other and would text one another, even if they were in the same room.

Mayor Kelley noted that he used messaging a lot and that emails had almost adapted to the same level of correspondence as his messaging, which was short and sweet.

Ms. Crotty asked if children were losing their social skills.

Mayor Kelley stated that he was recently with a younger couple and the wife was messaging someone on the phone the entire time.

Ms. Crotty stated that she will see couples in restaurants where both halves of the couple were on their phones or devices. She asked if something was being lost.

Mayor Kelley noted that could affect what was expected of them.

Ms. Crotty noted that an instant response was expected. She explained that some of her young employees did not want to make phone calls and instead wanted to send emails or text messages. She noted that she believed that a better response was received through a phone call. She stated that she had a young employee who had never made a bank deposit with a paper check because everything was done wirelessly now.

Mayor Kelley stated that he himself was angry if he had to write out a paper check or send a fax now; whereby, Ms. Crotty replied that Mayor Kelley was unusual for his generation.

Mayor Kelley stated that another issue of concern was regulations from the state. He explained that the state was taking away the city's ability to fund programs that people expected and taking away home rule. He stated that the city could not be as responsive to residents as a result and would be blamed for the actions of others.

Ms. Crotty noted that there were unfunded mandates at the county, state, and federal levels; whereby, Mayor Kelley stated that the federal government hammered the states and the states in turn hammered the counties and cities.

Ms. Crotty asked what was happening in public safety and noted that crime was down; whereby, Chief Osterkamp stated that homeland security and city infrastructure for security were issues.

Ms. Crotty asked if terrorism was on the rise; whereby, Chief Osterkamp stated that there was a need to be more aware of it and ready to respond. He noted that community relations were another big issue.

Ms. Crotty stated that police and community relations issues were being seen around the country.

Chief Osterkamp stated that policing was tied into the technology changes. He noted that there were costs to buy into technological upgrades plus additional reoccurring costs. He explained that unfunded federal and state mandates, such as having a particular radio system, would cause the city to incur the cost. He noted that the state was also looking at mandating body cameras. He stated that another big issue was finding and retaining qualified applicants.

Ms. Crotty asked Chief Osterkamp to hold his thought about the applicants, as that was more of an internal trend and to reference it later during that portion of the exercise.

Mayor Kelley noted that he had viewed a television program called "CSI: Cyber" which showcased some of the new technology. He explained that individuals could control their televisions and door locks remotely and that individuals could also hack into baby monitors or Smart TVs and watch what was going on. He noted that technology affected crimes.

Ms. Crotty stated that cyber security was a big industry.

Mayor Kelley stated that it would affect the city in that having to find the funding to take care of those issues could adversely impact the wishes and wants of the community. He cited the body cameras as an example. He explained that they could possibly become mandated and then the city would have to have the ability to care for the technology, store data, and retrieve the video, as well.

Chief Osterkamp stated that equipment would have to be purchased and stored, which would be a costly aspect. He noted that when the technology changed, it would have to be updated and the body cameras could be damaged in the police officer's line of work.

Mr. Huhta stated that managing the video would be an endeavor and that purchasing the equipment was just the tip of the iceberg.

Ms. Shanahan stated that the financial markets and economy in general were external issues with which they would have to deal.

Ms. Crotty noted that the economy was recovering, but it seemed to still be really fragile, as the situation with the European economy was not great.

Mayor Kelley stated that inflation was approaching 2%. He stated that the Federal Reserve was considering raising the rate this year or next. He noted that ten-year bonds were going up.

Mr. Huhta stated that the economy was healthier than it had been, but it consisted of pockets that were doing well and others that were not doing well at all. He noted its fragility.

Mayor Kelley stated that all of that would affect the general population's retirement plans and disposable income; whereby, Mr. Huhta noted that the national debt was one and a half times what it was a year ago.

Ms. Crotty stated that she would be writing a report summarizing the results of the workshop.

Commissioner Boehm stated that another trend was that a lot of the new development in Volusia County was for fairly low-wage occupation projects such as distribution centers and outlet malls. He noted that Volusia lagged the state in average income.

Commissioner Kent stated that there would be more of the same as the county was rolling out the red carpet for those kinds of jobs; whereby, Commissioner Boehm noted that the county was giving those types of developments a lot of money.

Mayor Kelley noted that the Roundtable had a similar discussion the previous day about the wages in the area and the economic situation. He stated that 50% of the county's homeless were located in Daytona Beach. He explained that Daytona Beach's economy was established with tourism and service industry occupations which paid low wages. He stated that he would rather have high paying technology jobs.

Commissioner Partington stated that creating more living wage jobs would hopefully be a focus for Ormond Crossings. He noted that there were many higher education institutions in the area which would lead one to think it would be a good place for that.

Mayor Kelley noted that children were educated in the area, but then left for other parts of the state or country in order to find work.

Internal Issues and Trends

Ms. Crotty asked that the discussion switch gears and now focus on internal issues and trends. She asked the Commission and staff to think along the same category lines but to think about issues and trends specifically in Ormond Beach.

Ms. Shanahan stated that an issue was hiring, training, and retaining employees. She noted that there was an aging local population; whereby, Mr. Huhta stated that the employees were "seasoned."

Mayor Kelley referenced the issue that Chief Osterkamp had mentioned previously about finding and retaining qualified applicants.

Ms. Crotty noted that could particularly be an issue in police departments in smaller cities as it was harder to be competitive with bigger agencies.

Chief Osterkamp explained that the younger culture often wanted to get a job in order to be trained and then leave to go to a bigger agency with more opportunities and better pay. He cited the old adage that the "*grass is greener on the other side.*"

Ms. Crotty noted that she had read that millennials did not have the same kind of loyalty as past generations.

Chief Osterkamp stated that when asked in interviews where they wanted to be in five years, many of the applicants said that they did not want to be in the city but instead in a bigger agency.

Commissioner Boehm stated that a problem in the city was that all of its eggs were in Ormond Crossing's basket. He explained that there was no other land for development. He noted that Ormond Beach could not compete for an outlet mall, or a Sam's Club or Trader Joe's distribution center unless they had the property available at Ormond

Crossings. He noted that the city would not be competitive until Ormond Crossings made progress.

Mr. Mannarino noted that the airport business park was built up, but there was land to be leased which was under the city's control. He explained that Ormond Crossings was privately held and that the parent company was more interested in energy investment than in real estate investment, so it was a challenge to get them to work towards putting infrastructure in the commerce park so that the property could be marketed for economic development purposes. He noted that there had been some ideas, but they were still being hashed out. He explained that the biggest challenge was to get roads over the railroad to that land. He further explained that it was different than in other places like Daytona Beach where roads were being put in on existing roads. He explained that the city needed a partnership with the county to get infrastructure funding and would be working with the county to do that. He hoped that economic development would be at the site sooner rather than later.

Commissioner Partington stated that he knew that Mayor Kelley bent over backwards and twisted arms to help Mr. Mannarino with Ormond Crossings and stated he believed that the county department of economic development needed to help start something with the infrastructure to open that area up for access.

Mayor Kelley stated that Commissioner Kent and Commissioner Partington went to Washington, D.C., to get funding for an initial study of the I-95/US1 interchange eight years prior. He explained that at least the state was now willing to recognize that the interchange was the worst in the system. He stated that they were slowly working together to create economic development but they needed private help.

Commissioner Kent noted that the issue came down to private landownership. He stated that he had been a Commissioner for 12 years and had been talking about Ormond Crossings for ten years. He explained that ten years ago when Ormond Crossings was pitched as a 20-year build out, the developer spoke about jobs, homes, and the future. He noted that the build-out was still currently at 20 years, but ten years had now passed. He stated that it was embarrassing to talk about and there was only so much that the city could do and should have to do. He stated that other entities had to get on board. He noted that he and Commissioner Partington had done a great job lobbying their congressman to get on board, and now he was embarrassed by the lack of progress.

Ms. Crotty asked that the focus of discussion to tighten up and that the issues not be debated. She stated that she appreciated the comments she was hearing.

Commissioner Stowers stated that a blanket issue topic was citizen apathy. He explained that if there was a focused interest in accomplishing a goal, it could be achieved by citizens showing up. He noted that residents were not asking about it.

Ms. Crotty asked if Commissioner Stowers' comments about citizen apathy were mostly related to economic development; whereby, Commissioner Stowers replied that he was speaking across the board and it tied into the earlier comments about technology. He explained that real matters were complicated and took 20 years.

Ms. Crotty asked if the city's demographics were changing; whereby, Mayor Kelley explained that they had changed from the projections issued five years prior. He noted

that the *Daytona Beach News-Journal* had stated that the demographics would be getting younger but that it certainly was not happening.

Ms. Crotty asked if the ethnicity was changing; whereby, she was told that it was not by members of the Commission.

Mr. Goss stated that household size was getting smaller.

Mayor Kelley suggested that maybe some households wanted smaller homes on smaller lots.

Ms. Crotty stated that older residents may not live with families and therefore there would be less people in the home.

Ms. Shanahan noted that a lot of younger people were not having children.

Mr. Goss stated that the household size was projected to be lower than two.

Ms. Crotty noted that, as Ms. Shanahan mentioned, a lot of the younger population was delaying having children or only having one child.

Mr. Goss stated that there were also an increasing number of non-traditional households.

Commissioner Partington asked what that could be attributed to and whether it was a breakdown in moral social structure or for financial reasons; whereby, Mr. Goss replied that he did not know, but he noted that there were more non-traditional households now.

Ms. Crotty noted that there was a big movement for single seniors to live together. She stated that a lot of stigma related to what used to be considered a family was gone and so some families looked different now.

Mayor Kelley stated that a representative at the Roundtable from Deltona had stated that they had many homes with multiple families living in them; whereby, Ms. Crotty noted that was not always legal. Mayor Kelley noted that Deltona had one of the highest foreclosure rates and so several families were moving in together.

Ms. Shanahan stated that the local economy was an issue to think about; whereby, Mayor Kelley asked what drove the Ormond Beach economy.

Ms. Shanahan replied that Ormond Beach was mostly a bedroom residential community. She explained that Ormond Beach had a limited business area at the Airport Business Park and Ormond Crossings. She noted that the *Land Development Code* (LDC) was being reviewed to be revised to be reflective of changes regarding the need for office and retail space.

Ms. Crotty asked if the city was likely to continue to be largely residential; whereby, Ms. Shanahan noted that 76% of the city's tax base was residential.

Mr. Goss stated that the number of rooftops in the city drove the economy; and if that was not growing, then the same pie was just being split.

Ms. Crotty noted that if the number of residents increased, then more businesses would come to serve them.

Commissioner Stowers stated that a continuing trend was future difficulties with Granada Boulevard being the city's only east-west corridor. He explained that as Daytona Beach built up to State Road 40 west of Interstate 95, it was going to increase traffic volume.

Commissioner Kent stated that another issue was that criminals and thugs from surrounding communities were coming into Ormond Beach to break into cars and wreak havoc in the city's neighborhoods. He noted that the city was not alone in this as other cities in the area had also been targeted. He explained that the perpetrators came from Daytona Beach and went to surrounding communities on a nightly basis to commit these crimes. He noted that they would run off from the police but would not be chased in their stolen cars as their crime was not a chase-able offense.

Commissioner Partington stated that these events occurred on both beachside and mainland Ormond Beach. He noted that Mr. Huhta lived close to him. He stated that criminals would look into cars in that area and break windows to steal their contents. He stated that he went on a ride along with the police department and the first call they responded to was teenagers from Ponce Inlet who had been joyriding in a Cadillac which they totaled near Fleming Avenue and almost killed one of the passengers.

Commissioner Kent noted that it was a major issue for him and would be for the entire city as well as other cities in the area. He explained that these individuals had no regard for human life and travelled at high rates of speed while almost running over officers and children. He noted that there was no appropriate prevention plan. He stated that this activity was consistently happening most nights a week and that every night some city was getting hit by this group from Daytona Beach.

Commissioner Stowers stated that trends in technology were something that the city needed to internally focus on. He noted Commissioner Kent and Commissioner Partington's comments and wondered if there was an app available that allowed vehicles to be turned off remotely and which would provide GPS data on that vehicle in order for police to locate it. He noted that having an information technology (IT) employee who dealt solely with computers was almost something from the 1990s and that it was important to be proactive in researching technology now. He stated that it was up to everyone to start doing that.

Ms. Crotty noted that criminals were utilizing technology as well; whereby, Mayor Kelley stated that the criminals could have an app that would show where police were located.

Ms. Crotty stated that she had a keyless car ignition system. She explained that there was a device that could be purchased for \$100 that would send a signal to a car key fob, even if it was stored in a home, and cause it to unlock the car in the driveway. She explained that the criminal could then rob the car, or if there was a keyless ignition system, start the car and drive it away. She noted that she was told that a solution to combat that was to place the key fob in a freezer so that it could act as a barrier.

Mr. Huhta stated that utilizing that app causes the lights in the car to be turned on first so that the potential criminal would know when the car had successfully been unlocked. He stated that he would guarantee that similar technology was being used for some of the local break-ins and explained that it was one of the negative aspects of the internet

connecting everything. He explained that industries applying new technologies were not keeping up with the security that was needed for them.

Mayor Kelley stated that there were political ramifications involved with the Commission all serving two year terms.

Ms. Crotty noted that she had used Ormond Beach as an example before when speaking about Commission terms, primarily the fact that Ormond Beach City Commission members did not have staggered terms. She explained that it was unheard of for the terms to not be staggered. She explained that conceivably the entire Commission could be elected out of office in two years. She noted that she did not know of any other city in Florida who had that situation.

Commissioner Kent explained that the issue of terms had been before the public twice during elections and both times there had been an overwhelming response voting to leave it as it was.

Mayor Kelley stated that the Commission had previously had staggered terms and then they were removed and now all of the terms were up for election at the same time.

Ms. Crotty noted that it was good that the City Commission did not have limits on the number of terms they could serve. She noted that the Commission had been serving together for a long time. She noted that it was highly unusual that the entire Commission's terms expired at the same time.

Mayor Kelley stated that term limits had also been voted down. He stated that the composition of the Commission could theoretically change in 2016, explaining that everything that the current Commission was planning and working towards would then go out the door.

Ms. Shanahan stated that working relationships with other governments in the area was another issue that could be both positive and negative, depending on the issue being worked on.

Commissioner Partington noted that another issue increasingly difficult in the current environment was limited revenue.

Mayor Kelley stated that revenue was a big internal problem that would have to be faced in the future years.

Ms. Crotty asked if Mayor Kelley was speaking about inadequate revenue; whereby, Mayor Kelley replied that it was.

Commissioner Stowers stated that another trend he anticipated was the transition of building space from office, commercial, and retail uses to personal care uses. He explained that there were many more yoga studios than there had been five years prior and also more cross-fit centers and gyms. He stated that a lot of retail stores were being replaced as most items could now be purchased online.

Ms. Shanahan stated that another issue would be annexations. She noted that they could be positive as they would grow the tax base.

Ms. Crotty asked if there was some potential for growth with annexations.

Ms. Shanahan noted that there was some potential, but it was limited. She explained that the issue with annexations was the responsibility to provide services to those areas that were annexed. She stated that when properties were annexed into the city they would have to be accommodated through existing police coverage, and she stated that eventually the Police Chief would be looking at hiring new officers to provide services to those facilities being annexed into the city. She noted that the city already provided water and sewer to those locations but would also have to provide more police presence. She explained that some of the future tax dollars from those annexations would already be obligated to providing services.

Ms. Crotty stated that it was a balancing act to determine if specific annexations were good for the city.

Mayor Kelley stated that in 1996 the city looked into annexing Ormond-by-the-Sea. He stated that the city would have gotten an additional \$1 million in revenue by annexing that area, but he noted that it could be different now.

Commissioner Partington noted that there was an issue with septic tanks in Ormond-by-the-Sea; whereby, Mayor Kelley stated that the septic tanks were not as much of an issue back in 1996. He stated that the city would not necessarily have to absorb those costs. He explained that if there was a stronger push for funding it could help alleviate the costs of replacing the septic tanks. He noted that County Councilman Doug Daniels was pushing for funding along with State Senator David Simmons.

Mr. Carolin stated that another important trend to recognize, which seemed to be unique in Ormond Beach as compared to other communities, was that the City Commission was on the same page and did not have agendas they pushed outside of the needs of the city.

Mayor Kelley stated that the Commission worked well together because of the City Manager and City Attorney acting as the glue.

IV. S.W.O.T. (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS) ANALYSIS

Ms. Crotty handed out a worksheet to the staff members present and the City Commission. She explained that she wanted to do a traditional S.W.O.T. (strengths, weaknesses, opportunities, threats) analysis activity. She handed out post-it notes to the staff members present and the City Commission. She instructed them to write one strength, weakness, opportunity, or threat per post-it note and to put a S, W, O or T somewhere on that post it note so that it was clear what category it would go under. She stated that it would be good if each participant came up with at least one item for each category. She noted that this would be done anonymously and no names needed to be put on the post-it notes. She asked everyone to be very honest and direct about what needed to be said. She noted that a secret issue could not be fixed.

Members of city staff and the Commission each filled out their post-it notes and provided them to Ms. Crotty to organize in charts under the categories of strengths, weaknesses, opportunities and threats. She asked if there was any reaction just by looking at the distribution of post-it notes on the charts.

Mr. Goss stated that there were more strengths than weaknesses and more threats than opportunities.

Ms. Crotty noted that she it made her nervous whenever a city would not have weaknesses listed, as she believed them to be in denial or unaware. She explained that there were not as many of each category as there appeared to be as there was a lot of repetition in each category. She noted that the repetition lent more credibility to an issue.

The worksheet described strengths as follows:

Strengths are internal resources or capabilities that help those responsible for carrying out the mandate or mission of the city.

Ms. Crotty read the post-it notes under the category of **strengths**:

- Very positive quality of life in our city
- Responsiveness
- Well managed
- Parks & Recreation
- Cohesive Commission
- Employee Loyalty
- Committed responsive staff led by excellent City Manager
- Seasoned staff
- City staff
- Dedicated staff
- Professional staff
- Professional staff
- Employees who care
- Employee empowerment
- Sense of community
- Transparency
- Transparency
- Transparency
- Location / beach
- Location
- Environment, great place to live, work & play
- Beach
- City size
- Doing more with less
- River & Ocean
- Well diversified values for living here
- Balanced quality of life
- Quality of life
- Quality of life
- Public participation
- Involved civic organizations & citizenry
- Community concern / involvement
- Civic pride
- Community involvement
- Technology
- Stable political environment

Commissioner Kent noted that great staff and the quality of life were repeatedly cited as strengths; whereby, Ms. Crotty noted the mentions of the involved and engaged citizenry.

Ms. Crotty noted that “doing more with less” was listed as a strength and remarked that she found that interesting.

Mayor Kelley stated that the City Manager did a lot with a reduced workforce. He noted that the city’s workforce had been reduced by about 100 employees at one point. He stated that a lot of the staff members had more responsibilities than they did previously and wore many hats. He stated that the department heads and staff felt like a part of the community and that all of the employees felt like part of a team due to Ms. Shanahan.

Ms. Crotty noted that dedicated staff had stepped up to the plate. She explained that she wondered if that was a real strength as the expectation for those employees was greater, and she wondered if they would burn out and want to work elsewhere where they did not have to carry as much responsibility.

Mayor Kelley stated that he had used the phrase “*get a bigger plate or eat faster.*”

Ms. Crotty stated that a bigger plate would be good.

The worksheet described weaknesses as follows:

Weaknesses are internal deficiencies in resources or capabilities that hinder the ability of those responsible for accomplishing the mandate or mission of the city.

Ms. Crotty read the post-it notes under the category of **weaknesses**:

- Low paying jobs
- Employee competitive wages
- Jobs
- Good wage jobs / room for new growth
- Availability of living wage jobs
- Public participation
- Limited riverfront and oceanfront opportunities
- Desire / need to maintain lowest tax rate in county
- Unfunded mandates
- Limited ability for economic development due to lack of land available for development
- Creativity of staff
- Ultra low tax rate insufficient revenue \$
- Tax rate insufficient to cover desired service level long-term
- Limited revenue sources
- Revenue
- Revenue sources
- External controls
- Personnel resources (too few)
- Employee turnover
- Continued adding demands with existing resources
- East/west corridors
- Budgetary constraints
- IT staffing / infrastructure to stay competitive

Ms. Crotty asked what staff and the Commission noticed about the weaknesses listed. She noted that some of the weaknesses the city had more control over than others. She stated that she assumed the comments about low wage jobs in the community had more to do with the community than jobs in city government.

Commissioner Kent stated that the tax rate was not sustainable to provide the level of services in the city. He stated that he had a citizen who called him frequently to tell him that the city was beautiful, but all he really needed was safe roads and for 911 to respond to emergencies. He explained that the city kept adding beautiful amenities such as Andy Romano Beachfront Park and the forthcoming Environmental Learning Center, but there was an impetus to keep the millage one of the lowest rates in the area. He noted that the city was projected to have a \$1 million deficit in the future. He stated that they could not eat fast enough and that they did not have bigger plates. He explained that taxes would have to be increased, services would have to be cut, or a new revenue stream would have to be created. He noted that he was pleased that the issue came up as a weakness.

Mayor Kelley stated that Commissioner Kent was right.

Ms. Crotty referenced the resident Commissioner Kent had mentioned speaking of who wanted limited services and noted that Commissioner Kent probably would have other residents call him with the opposite opinion that they were willing to pay for a higher quality of life.

Commissioner Kent replied that was true. He noted that the residents voted to tax themselves for 20 years in order to have Andy Romano Beachfront Park.

Mayor Kelley stated that a lot of the more vocal opponents of the tax rate did not pay much in taxes themselves. He explained that he had listened to the beach driving discussion at a recent County Council meeting and had researched the tax bills for some of the speakers who spoke, noting that the speakers provided their addresses at the beginning of their comments. He explained that a lot of the speakers who were opposed to economic development were paying \$100 to \$500 a year in total taxes.

Ms. Crotty stated that those individuals probably paid more for their cell phone bill or cable bill each year.

Commissioner Kent stated that there used to be a larger number of individuals who would complain about their taxes to the Commission when the millage rate was set. He noted that Mayor Kelley now ran the most efficient and effective meeting and theorized that was why he was always elected chairperson of the various boards on which he served. He explained that now when an audience member came to speak to the Commission about their taxes at a City Commission meeting, Mayor Kelley would pull up their tax bill on the property appraiser's website. He stated that it was then hard for that speaker to combat the reality of their tax bill as read to them by Mayor Kelley. He noted that often the speaker would be paying something like \$380 to Ormond Beach for taxes and paying \$900 to Volusia County Schools and more to other agencies, as well.

Ms. Crotty noted that limited revenue sources and an unsustainable tax rate were weaknesses repeatedly noted. She stated that there were also employee related concerns. She noted that staff had been cited as one of the greatest strengths but there

appeared to also be concerns about too few personnel resources, turnover of staff and added demands on staff.

Ms. Shanahan stated that it was a balancing act.

Ms. Crotty noted that one of the weaknesses mentioned was “lack of creativity of staff.” She asked what that meant.

Mayor Kelley theorized that someone could be saying that staff might have creative ideas that were not being heard.

Ms. Shanahan stated that she had written that weakness. She explained that she thought that sometimes staff did not think outside the box and did not push themselves enough. She stated that she felt that staff had great potential but were constrained by trying to stay in their current box.

Mr. Hayes noted that he typically did not participate and served in an advisory role. He explained that he felt that sometimes staff was restrained by the regulatory framework in which a public government had to operate. He stated that there were fewer resources completing more work, which was both a strength and a weakness. He stated that creativity would be nice but noted that staff did not always have the tools to work with.

Mayor Kelley stated that he interpreted that “doing more with less” could also mean doing more with less revenue. He noted that the city only took in \$9 million in property taxes. He stated that he thought it was a positive from a financial standpoint.

Ms. Crotty stated that she had seen in organizations where the environment seemed to be one that did not encourage risk taking; and therefore, no one would attempt to step out of the box. She noted that she was not saying that was the case in Ormond Beach. She suggested that in her example a colleague might have attempted to try something creative and was blocked from doing so. She noted that it started at the top with the Commission looking for creativity and innovation and sending a message that was something they were open to. She noted that any creativity and innovation had to be responsible as the city did have fiduciary responsibilities to its citizens.

Ms. Shanahan stated that sometimes the resources were limited and explained that she did not mean just staff resources but also technological and environmental ones.

Commissioner Partington stated that the city had periodic programs to encourage innovation and rewards for suggestions. He suggested the Commission should make a broad statement that they were willing to listen to new ideas and no one needed to be afraid of losing their job for suggesting something.

Mayor Kelley stated that the Commission was not afraid of change and was open to it. He noted that the Commission held brainstorming sessions. He stated that the Commission got out of the box, and he felt it was evident that they were open-minded.

Commissioner Stowers stated that doing more with less could make things more difficult. He explained that he went to Portland a few years prior and saw their bicycle paths and had an idea for a bicycle corridor. He noted that there were many other issues to deal with and those types of ideas sometimes were not high on the priority list and would fall by the wayside. He stated that was sometimes the case with creative ideas. He

explained that it was often easier to do things the way they had been done because of the limited resources.

Ms. Crotty stated that doing more with less raised expectations that it could continue. She noted that if there was any positive side to the economic downturn, it was that people had to learn to do things a little differently.

Mr. Gray stated that he had written the “doing more with less” strength. He explained that Public Works had taken on a lot that they should not realistically have and that the mindset of “this is how it used to be done” had gone by the wayside in light of that. He further explained that they had listened to employees and were working to do things smarter and not harder. He noted that employees took their jobs seriously and performed their jobs more efficiently and effectively than in the past. He explained that the public perception of seven city workers standing around holding shovels on the side of the road was not an accurate one. He stated that the resources needed to help do the job were being obtained and that machines performed tasks that used to be performed by employees. He explained that employees were giving back by being smarter and it made employees feel wanted and part of the team.

Ms. Crotty stated that she hoped those employees were acknowledged, recognized and appreciated. She noted that it might not be possible to do so monetarily but she hoped it could be done in other ways.

The worksheet described opportunities as follows:

Opportunities are external factors or situations that can affect the city in a favorable way

Ms. Crotty read the post-it notes under the category of **opportunities**:

- Ocean, rivers
- Technology
- Improving economy
- Downtown
- Commencement of Ormond Crossings project
- Ormond Crossings
- Ormond Crossings
- Ormond Crossings
- Completion of Airport Business Park expansion (Taxiway G / Roadways)
- Dockage at bridge for downtown walk-ability
- Expansion & complimentary uses around parks
- Natural resources
- Responsible growth
- Historic preservation
- Development of other communities
- Bridge
- Livability city with low cost to attract retirees
- Our history & historic places (i.e. Three Chimneys, Loop)
- Tomoka Ave, New Britain, Vining Court

Ms. Crotty stated that a big opportunity mentioned was Ormond Crossings.

Ms. Shanahan noted that developing the core areas of downtown and the Granada Bridge were also mentioned.

Mayor Kelley stated that New Britain Avenue and Lincoln Avenue were areas that had development opportunities.

Ms. Crotty noted that natural resources were mentioned, as well as the expansion of complimentary uses around parks. She noted that she was not sure what uses were being referred to.

Ms. Shanahan stated that she thought it may be referring to potential recreational opportunities at the four corners of the Granada Bridge and in all city parks.

Commissioner Stowers stated that he had added that opportunity. He explained that he was thinking along those same lines. He noted that he had recently met with staff about the Environmental Learning Center and had been thinking about the zip line suggestion offered by a citizen at a meeting. He stated that it would be wonderful to have zip lining, canoeing, and paddle boarding activities in the Central Park area, possibly with a farmer's market nearby to drive activity.

Mayor Kelley noted that one located in that area would be close to the community gardens.

Commissioner Stowers stated that the fields on north US1 continued to be expanded, as well as the docks at Cassen Park. He noted that there were many opportunities.

Commissioner Partington noted that the airport was mentioned. He stated that he agreed with that opportunity suggestion and thought that a connector road for the Airport Business Park to Pineland Trail, noise abatement, and safety tweaks could impact the airport greatly while not expending a lot of effort.

Ms. Crotty stated that rich executives could use the airport to fly in and out of the city.

Commissioner Partington hoped that they would be flying in to their businesses that were located in Ormond Beach.

Mayor Kelley stated that those executives could create jobs in Ormond Beach.

Commissioner Partington stated that he agreed with Commissioner Stowers' comments about the parks. He noted that any changes to the parks should stay consistent with the close residential neighborhoods located near them.

Ms. Crotty noted that an opportunity mentioned was "development of other communities." She stated that she was not sure what that meant.

Mayor Kelley stated that he wrote that one. He explained that there were opportunities with the proposed warehouses and shopping centers being constructed in other local areas. He stated that the individuals coming to work in those facilities might want to live in Ormond Beach. He suggested that they may even get some people coming from the Trader Joe's distribution center that was being put in.

Ms. Crotty stated that maybe Ormond Beach would get a Trader Joe's store; whereby, Mayor Kelley explained that Trader Joe's had said that there would be no store as the demographics for the area were not right. He noted that Ormond Beach had a \$12,000 higher median income than the rest of Volusia County, but they were still told that it would not work.

The worksheet described threats as follows:

Threats are external factors or situations that can affect the city in a negative way.

Ms. Crotty read the post-it notes under the category of **threats**:

- Unfunded mandates
- Unfunded state mandates
- State/federal fiscal policy
- County / state / federal government
- Unfunded mandates
- State mandated legislation that adds to local burden
- Unfunded mandates from state and federal government
- County
- Fragile economy
- Economy
- Economic downturn
- National economy
- Density
- Other local governments
- Competing cities
- Development outside Ormond Beach with infrastructure impacts to Ormond
- Aging electorate in isolated residences far from services
- Statutory requirements
- Maintain / expand services but not funds to pay for them
- Deteriorating roads / infrastructure
- The desire to keep a tax rate that won't support our community
- Competitive wages, employee retention
- Crime
- Crime

Commissioner Kent stated that he wanted to high-five whoever wrote "county."

Ms. Shanahan noted that some were more diplomatic and included county with other government entities in their post.

Ms. Crotty noted that crime was mentioned again and referenced in the earlier discussion. She asked about one of the threats being listed referring to development outside of Ormond Beach impacting Ormond Beach infrastructure.

Mayor Kelley stated that he knew what that was in reference to. He explained that it was put on the city by a decision that others made; whereby, Ms. Crotty noted that it was unfortunate that the impacts to the city were not looked at by other entities.

Ms. Crotty asked if there were any further questions. The workshop adjourned for a dinner break at 6:03 p.m. The workshop reconvened at 6:41 p.m.

Civic Center Proposal

Ms. Crotty explained that before they would move on to strategic issues, Commissioner Boehm had requested to speak about an opportunity.

Commissioner Boehm explained that Ms. Shanahan had allowed him the opportunity to speak about something he had been working on. He noted that it was an unusual setting to introduce it, but he explained that he had been working for months with city staff and Mr. Dwight Durant, President of Zev Cohen & Associates. He stated that he would like to see the item included in the strategic plan and for staff to be allowed to explore options for it. He noted that this idea was rather specific as opposed to a generality. He explained that the city had two needs that had not been met in years. He stated that the first one was that while all of the city's recent growth had been in the West Ormond Beach area there were no recreation facilities in that area. He noted that putting a community center in West Ormond Beach had been discussed in 2007, but it was not included in the CIP. He stated that a community center was needed in West Ormond Beach. He noted that there was also no facility in the city that could seat and hold more than 200 people for an event and he thought that there was a great need for one. He explained that he was talking about building a civic center/community center which could hold 500 people along with two regulation high school basketball courts.

Commissioner Boehm stated that he went to the ICI Center with staff and noted that the ICI Center held 650 people and housed basketball games and civic events. He stated that he had information that could be included in the CIP if the Commission wished to discuss it. He noted that the city of Deland had the Wayne G. Sanborn Center and that New Smyrna Beach had the Brannon Center and that both of those cities were half the size of Ormond Beach. He further noted that the Ormond Beach Chamber of Commerce had to hold their gala outside of the city as the city had no venue in which to hold it and that the Mayor's annual State of the City Address, held at Oceanside Country Club had to cut off reservations because they would run out of seating room. He stated that the Ormond Beach YMCA would be undergoing a renovation and would be eliminating their gymnasium and therefore the city would be losing a gymnasium. He noted that the city had not built a community center in over 30 years. He explained that the city had grown a lot in the last 30 years and nothing had been added to accommodate the citizens and nothing had been added in west Ormond Beach.

Commissioner Boehm stated that the Volusia County School District owned 19 acres of land next to Pathways Elementary School in Ormond Beach. He explained that Mr. Carolin had spoken to Ms. Sara Lee Morrissey, Director of Planning for Volusia County Schools, and found out that the school district did not have any plans for that land. He noted that Mr. Durant had stated that there was not enough acreage at that site for Volusia County Schools to do anything with the land, explaining that it was not enough acreage on which to build a middle or high school. He explained that the possibility of working with the school district to locate the proposed facility next to Pathways Elementary was available. He explained that the benefits of locating the facility there was that there was already an existing lift station, 125 parking spaces at Pathways Elementary and a road developed there. He stated that the city owned land on Leeway Trail and Airport Road that was approximately the same acreage. He explained that putting in a lift station and additional parking would significantly add to the project cost. He noted that putting it next to Pathways Elementary made more sense. He stated that the Volusia County School Board Chairman Linda Costello endorsed the project as did her husband Florida State Representative Fred Costello.

Commissioner Boehm stated that if the Commission supported the idea, they should allow staff to speak to the school board to see if they could work something out. He explained that Pathways Elementary could potentially utilize the facility for events and coordinate programming with the city. He noted that the school district could also hold periodic events there. He stated that Mr. Durant put baseball fields into his design but they could be part of a second phase and not initially developed. He noted that pickle ball and tennis courts could also be options. He explained that the design did not have to be exactly as he had projected.

Commissioner Boehm stated that he had spoken to Ms. Shanahan and Budget Advisory Board member Rafael Ramirez about financing. He noted that New Smyrna Beach had borrowed money recently to finance their civic center. He stated that there was a league of cities low income fixed interest rate loan pool and banks willing to finance at low interest rates. He reiterated that the project met two of the city's needs, a community center within a three mile radius of thousands of West Ormond Beach residents and a civic center. He noted that unlike Hinson Middle School, which was isolated in the middle of nowhere, the proposed location for this facility would be located in the center of the community.

Ms. Crotty stated that it was not the time to have an in-depth discussion of this project; whereby, Mayor Kelley agreed that there were time constraints.

Commissioner Boehm stated that the CIP Workshop would be coming up, and he wanted to gauge the Commission's interest in letting staff explore their options for this proposal. He explained that if it was included in the CIP, then they could study what the cost would be, noting that the cost would be a big factor in whether or not the project moved forward. He noted that there were more and more people moving to the West Ormond Beach area all of the time.

Commissioner Kent asked who would own the building, the city or the Volusia County School District; whereby, Commissioner Boehm replied that hopefully the city would.

Ms. Crotty stated that the topic was appropriate to mention during the workshop and to have in the strategic plan. She added it under the "opportunities" marker. She stated that if it received enough interest from the rest of the Commission, it could certainly be something that action would take place on.

Commissioner Boehm noted that the Sunshine Laws did not allow for an opportunity for this subject to be broached with the other Commission members unless they were in a public meeting such as the present workshop.

V. STRATEGIC ISSUES IDENTIFICATION

Ms. Crotty stated that staff and the elected officials had discussed what was happening in the external and internal environments and had performed a S.W.O.T analysis. She explained that they would now make a list, and then later condense it further, regarding the strategic issues that were to be addressed in the new few years. She noted that addressing these issues could overcome weaknesses and seize opportunities. She stated that both staff and elected officials could offer suggestions for the strategic issues list.

Ms. Shanahan stated that transportation infrastructure for Ormond Crossings was one of the strategic issues.

Mayor Kelley stated he wanted to add pursuing all annexation possibilities; whereby, Ms. Crotty asked if she should put down all *appropriate* annexations.

Mayor Kelley explained that some annexations were no-brainers and that some required study. He noted that the larger the community was, the more they could receive in state funding and that the larger communities carried more weight at the decision table due to their size.

Commissioner Boehm stated that the tax rate would always be an issue each year. He also noted that another issue was pension costs and joking that was Mayor Kelley's favorite issue; whereby, Mayor Kelley stated that pension costs were a problem because of the tax rate and the state regulations.

Commissioner Partington stated that park add-ons, for example bridge improvements such as allowing docking or having canoe and kayak rentals at the four corners, was a strategic issue and also requested to include Commissioner Boehm's West Ormond Beach Center proposal.

Commissioner Boehm stated that another issue was the redevelopment of the north US1 interchange.

Commissioner Partington stated that another issue was airport safety improvements and noise abatement procedures.

Ms. Crotty noted that the Commission should keep in mind what the citizens wanted to see.

Ms. Shanahan stated that a strategic issue would be the extension of Hand Avenue.

Commissioner Boehm stated that historic preservation was an issue, noting that there were citizens in attendance for that reason.

Ms. Shanahan noted that some other issues were staffing, technology, and cell tower connectivity.

Commissioner Stowers explained that the interconnectivity of the beachside area was an issue, particularly in the area of the beachside tennis courts, Vining Court, and the whole area of Halifax Drive south of Granada Boulevard.

Mayor Kelley stated that parking and connectivity to downtown were also issues along Lincoln Avenue and New Britain Avenue. He noted that 21 years ago the issue was looked into. He explained that the Anderson Price Building had parking issues, as well. He stated that they should work towards ways to solve that so that the historic building that the Historical Society owned could be better utilized.

Commissioner Kent stated that another issue was obtaining more resources for police department personnel.

Commissioner Boehm noted that while Ormond Beach did not deal with it as much, homelessness was a countywide issue that would affect the city.

Mr. Carolin stated that renewal and replacement (R&R) funds were an issue. He explained that there had to be continued maintenance on aging buildings, facilities, and equipment.

Ms. McGuire stated that the city needed an overall funding model to be established for all services. She also stated that employee health care costs were an issue.

Ms. Shanahan stated that another issue was street resurfacing.

Ms. Crotty told a story of one city where she facilitated their planning process that told her that they had no infrastructure problems.

Mayor Kelley stated that most of the city's streets were in good shape because of the resurfacing program that the city had in effect presently, but he noted that there was aging infrastructure on the county roads.

Ms. Shanahan stated that a related issue was median improvements on non-city roads that ran through the city.

Mr. Carolin stated that sidewalk improvements throughout the city was another issue. He noted that the city had a sidewalk replacement program, but he felt that it was not hitting some of the rural areas.

Mr. Gray stated that another issue was stormwater improvements.

Ms. Crotty noted that there had been a lot of conversation previously regarding intergovernmental relations. She asked what some of those issues were.

Mayor Kelley noted that intergovernmental relations were very important. He stated that Commissioner Partington was the President of the Volusia League of Cities (VLOC), that Commissioner Stowers served on the River to Sea Transportation Planning Organization (TPO) and that he served wherever he could. He explained that they served to build relations and that *"if you weren't at the table you were on the menu."* He stated that more could be done together as opposed to individually.

Ms. Shanahan stated that another issue was reuse water expansion.

Mayor Kelley noted that he believed that at some point the government was going to want reuse water recycled and made potable.

Ms. Shanahan stated that another issue was bicycle pathways, increased walk-ability and mobility; whereby, Mr. Carolin stated that the interconnectivity of bicycle paths was an issue as a lot of them presently lead to nowhere.

Ms. Shanahan encouraged staff and the Commission to "ring the bell" on any issues they wanted, as this was the opportunity for them to do so.

Commissioner Kent suggested off-beach parking; whereby, Commissioner Boehm and Mayor Kelley mentioned beach access.

Ms. Crotty noted that there were a lot of issues suggested.

VI. ESTABLISH GOALS

Ms. Crotty explained that now some of the suggestions would be grouped into different broader categories. She noted that this would be the information used for the remainder of the workshop. She explained that as she facilitated these sessions around the state she found that sometimes individuals had different definitions of strategic planning terms, such as goals and objectives, because of other experiences they had had and sometimes they thought that they would be writing full blown mission statements and organizational values. She clarified that they would not be doing that this evening and would instead be focusing on setting goals. She explained that a goal was a broad directional statement of emphasis or intention to accomplish something in the future. She further explained that a goal was global, timeless, and did not detail what would be done but instead addressed a need.

Ms. Crotty stated that she made up a goal statement as an example and had looked at Mayor Kelley's State of the City on the city's website for inspiration. She provided her example goal as "Meet infrastructure needs of the City of Ormond Beach now and in the future." She noted that her statement did not provide specifics. She stated that goals frequently did not change. She explained that occasionally there would be a very specific goal that could be accomplished to finality, but generally most of the goals would be timeless and continue on. She stated that the objectives would have more detail for the strategic plan and state specific desirable outputs or results, which could be measured in a timetable for accountability. She provided as an example objective "the Public Works Director will implement phase two of the watermain upgrade project by the end of fiscal year 2015-16." She noted that the director would have a lot of strategies and action steps in order to accomplish that but they would not be part of the objective and would instead be the responsibility of staff and professionals.

Ms. Crotty stated that no organization needed more than five to seven goals. She noted that she once worked with a county government that named three goals, which she felt was small for a county, and that everything imaginable was being put under the category of "quality of life." She explained that their citizens were not understanding of their goals. She stated that another small city she worked with had already undertaken a strategic plan process in the prior year and she had asked their City Manager how many objectives they had in place. She stated that the manager responded that they had 130. She explained that they had set no priorities among those 130 objectives and noted that 130 goals for a small staff caused a lot of a little bit being done and nothing being done well or truly being accomplished. She stated that she got them to come down to five to seven goals with a few objectives under each goal and to prioritize the objectives. She explained that the task was to move the strategic issues mentioned into goals areas to identify what needed to be focused upon. She asked for suggestions on overarching topics for goal category areas and noted that several issues should be able to fit into those categories once they were determined.

Commissioner Stowers suggested "infrastructure" as one of the goal categories.

Ms. Crotty noted that there would be some objectives that could overlap into multiple categories. She explained that it was up to the City Commission to determine under which goal category to put the objective.

Mayor Kelley suggested “economic development” as one of the goal categories.

Mr. Goss suggested “quality of life” as one of the goal categories.

Ms. Crotty stated that “technology” could be its own goal category, if desired, or made a part of the “infrastructure” category; whereby, Commissioner Partington and Ms. Shanahan agreed that “technology” should be its own goal category.

Ms. Crotty suggested “human resources” as one of the goal categories, noting that issues such as staffing, police resources and employee health care had previously been mentioned as issues. She noted that there had been some discussion regarding some of the strategic issues that were fiscal in nature and suggested “fiscal issues” as a goal category. She noted that “intergovernmental relations” had also been discussed and suggested that it be added as a goal category.

The goal categories determined were as follows:

- Economic Development
- Fiscal Issues
- Human Resources
- Infrastructure
- Intergovernmental Relations
- Quality of Life
- Technology

VII. DETERMINE OBJECTIVES

Ms. Crotty explained that next objectives would be identified by the Commission for each goal area. She noted that they may or may not be items that already appeared on the previous lists. She further explained that for the purpose of the workshop, they would be using shorthand goal category titles such as “human resources,” but for the strategic plan there needed to be goal statements written out for each of those categories. She noted that talented staff members could write the goal statements. She explained that the City Commission would be the ones to decide the objectives for the goals and staff members’ suggestions would only be added to the list if they were also approved by a member of the City Commission.

Infrastructure Objectives

Ms. Crotty noted that the first goal category was “infrastructure” and asked for objectives suggestions. She stated that several of the infrastructure items would be large and lengthy projects. She asked the elected officials which they would most like to see be focused on in the next few years. She referenced the strategic issues identified previously.

Mayor Kelley noted that he did not believe that Ms. Crotty wished for them to expound on the steps that had to be taken for each project and as an example he explained that the Hand Avenue extension had to be presented to TPO and placed in their long-term plans.

Ms. Crotty stated that the strategic plan was in addition to the city’s CIP. She explained that there would be more objectives named than they could feasibly accomplish so they would have to narrow down what was most important. She stated that staff would

determine how long the objectives would take and what was involved in accomplishing them.

Mayor Kelley noted that Ms. Crotty had mentioned thinking about what they wanted to focus on in the “next few years.” He asked for clarification. He noted that several of the projects that had been discussed had a lot of steps involved to even get them started.

Ms. Crotty explained that the logistics should be left up to staff to figure out. She stated that if it became a priority staff would come back to the Commission with a timeline and action steps for approval.

Mayor Kelley cited Ormond Crossings as an example that would be an economic development objective but explained that it could not start progressing until it received the necessary infrastructure. He noted that it was important to have as an objective.

Ms. Shanahan stated that facilitating the infrastructure at Ormond Crossings could be the priority objective under the economic development goal category. She stated that staff would then come up with a work plan associated with that. She explained that she believed it was fair to say that there would be a three to five year window in order to get the infrastructure projects started but noting that they would not necessarily be completed in that timeframe.

Ms. Crotty stated that some of the infrastructure projects would be exploratory, some would be implemented, and some would be ongoing. She stated that some projects could be accomplished more quickly than others.

Commissioner Boehm noted that there were a number of strategic issues mentioned that were already being worked on, such as street resurfacing and median improvements. He referenced the Utility Master Plan, which was in the process of being updated, and contained a lot of expensive infrastructure projects in it including ones that were short term and long term goals. He noted that while expensive, some of those items were necessary. He stated that street resurfacing was in the budget every year as part of a plan. He stated that the maintenance R&R budget was something that had to be maintained and not created. He noted that a number of items discussed were already parts of ongoing programs that the city already had in place which may need to be tweaked. He stated that the Utility Master Plan contained millions of dollars in stormwater projects and that stormwater was one of the most important infrastructure objectives.

Ms. Crotty asked what it would mean to staff if an item was not in the strategic plan. She stated that by putting an item in the strategic plan, it told staff that there was an emphasis on that item and the continued need to budget for it.

Commissioner Boehm stated that nothing got residents excited faster than inadequate stormwater. He noted that he had read about Daytona Beach and Port Orange’s flooding issues recently. He stated that stormwater issues directly and adversely affected citizens immediately when they happened and explained that adequate stormwater was a constant long-term goal.

Ms. Crotty asked if an objective should be to continue to implement a stormwater master plan.

Mayor Kelley stated that he was unclear about what they were trying to accomplish.

Ms. Shanahan explained that they were defining broad overarching goals for the city in order to establish accountability and budgeting priorities. She further explained that accountability was needed for the budget process and that planned objectives would provide reasoning for projects and help them get accomplished.

Ms. Crotty stated that the strategic plan would allow citizens to see what the city was doing, where they were heading, and what was important. She explained that it would send a clear message about how the city functioned and it would hopefully discipline elected officials on their agreed goals and objectives to allow them to focus and not put off objectives because of a small interest group trying to push a different agenda. She noted that type of scenario happened in some other cities.

Mayor Kelley stated that the squeaky wheel got the grease.

Ms. Crotty stated that the Commission could say “no” to such groups if the resources to address their issue were not in the strategic plan.

Mayor Kelley stated that the Commission reviewed all that was brought to them and that there had to be flexibility; whereby, Ms. Crotty agreed that the plan would not be set in stone and could be deviated from but noted that it would not be preferable to be constantly deviating from the plan.

Mayor Kelley stated that the city had not been operating in the manner that Ms. Crotty described; whereby, Commissioner Kent noted that he could not recall one time that scenario had happened.

Ms. Shanahan noted that Ms. Crotty was not saying that they had been operating that way but was just providing framework.

Commissioner Stowers stated that he was also a little lost himself. He noted that he was not sure if he was repeating it but stated that the Hand Avenue overpass was a priority. He noted that it was far more than a road, as it was also a pressure release valve.

Ms. Shanahan suggested that the objective be to fund, design, and construct the extension of Hand Avenue.

Commissioner Stowers stated that accessibility on the beachside was another issue. He stated that pedestrian crosswalk improvements, roundabouts, and consistency in blinking lights needed to be looked into. He noted that TPO was looking at it, but it also needed to be on the city’s radar.

Commissioner Boehm asked if that was something that the city would fund or if it was something that would be brought up to other governments to try and get them to fund it; whereby, Mayor Kelley noted that A1A was a state road and that the city had little to do with its improvements.

Ms. Shanahan noted that it had to be a priority; whereby, Commissioner Stowers agreed and stated that if it was not it would just be an issue they would assume someone else would address.

Commissioner Boehm stated that it should tie in with beach access and off-beach parking, as well. He stated that the whole idea of pedestrian accessibility was to get pedestrians from the west side of A1A to the east side.

Ms. Crotty stated that beach access was a quality of life issue and suggested that this topic be put under that category, as well.

Commissioner Partington stated that continuing to expand the maintenance R&R funding was an objective. He noted that there was an amount in place, but it was probably not adequate.

Commissioner Boehm stated that a schedule needed to be developed to demonstrate when things became obsolete and needed to be replaced.

Ms. Crotty noted some of the other infrastructure issues mentioned included street resurfacing, sidewalks, and medians.

Commissioner Kent noted that a plan was already in place for those.

Ms. Shanahan stated that an objective that would encompass those areas could be called "continuing existing capital plans."

Commissioner Boehm stated that the city was in the midst of replacing all of its water piping which was a long-term project that would have to continue.

Ms. Shanahan suggested that the objective be to continue the implementation of the Utilities Master Plan, which contained stormwater, reuse water, and wastewater projects.

Economic Development Objectives

Mr. Mannarino stated that the City Commission had approved a Strategic Economic Development Plan which included Ormond Crossings but also the expansion and retention of businesses in the city. He suggested that an objective could be to continue to implement that plan which would be updated in 2016.

Ms. Crotty suggested putting Ormond Crossings as a separate objective to provide more emphasis to it.

Mr. Mannarino noted that there may be some alternatives to discuss with the City Commission in regards to Ormond Crossings.

Ms. Shanahan stated that she noted two previous items mentioned that should have special consideration and emphasis as separate objectives, which were transportation infrastructure for Ormond Crossings and airport safety and noise abatement improvements.

Commissioner Stowers asked if the Community Redevelopment Agency (CRA) that was just extended was precisely for the spine road for Ormond Crossings. He noted that was the very thing they had been discussing.

Mr. Mannarino explained that to get funds the CRA had to borrow from Tomoka Holdings and that Tomoka Holdings would not lend it because there was no repayment mechanism. He explained that valuation in the project had to be built up in order to pay

back the bond. He stated that they were not willing to trigger that presently but there might be other things they would be able to do.

Commissioner Boehm stated that implementation of the updated Airport Master Plan should be an objective, and he noted that plan was being put together presently.

Ms. Crotty asked if redevelopment on US1 should be included, noting that it was mentioned previously. She asked if it was part of the Economic Development Strategic Plan.

Mayor Kelley stated that it probably should be added as it was fairly new and there had been some long range discussions about the area with private groups, the county, and the city.

Ms. Shanahan stated that a standalone objective under the economic development category should be to continue north US1 redevelopment efforts.

Commissioner Boehm mentioned improving the walk-ability of downtown and parking.

Mayor Kelley stated that recently he was made aware of some parking issues and the lack of parking in some areas. He explained that he looked at expanding and creating parking areas for local businesses. He noted that there were now businesses in the downtown area that did not have parking. He stated that the Anderson Price Building had parking issues, as well. He noted that there could be some fairly simple solutions to improvement parking availability for the Anderson Price Building, as well as the Yacht Club. He stated that these were all drivers for economic development, quality of life, and the redevelopment of downtown.

Ms. Crotty asked Mayor Kelley if he wanted an objective to be to provide parking for Lincoln Avenue and New Britain Avenue.

Mayor Kelley confirmed that he did. He stated that he was working with the Historical Society to help alleviate the parking issue and also with some of the local businesses. He explained that it could be tied together. He noted that the church located there did not allow parking, and as a result the Anderson Price Building was not able to be utilized.

Technology Objectives

Ms. Crotty asked if there was a master plan for IT; whereby, Mr. Huhta replied that there was not.

Ms. Shanahan suggested that creating a technology master plan for IT should be an objective; whereby, Commissioner Kent stated that it was absolutely needed.

Ms. Shanahan suggested that improving cell tower connectivity could be an objective.

Mayor Kelley stated that four to five years prior the city had looked at the feasibility of citywide Wifi service but it would not work. He noted that Bright House Networks was creating more and more Wifi availability locations as was AT&T.

Ms. Shanahan suggested that continuing the expansion of the fiber optic network should be an objective.

Mayor Kelley stated that maintaining the website was another objective and continuing with transparency.

Mr. Goss suggested finalizing the enterprise software solution as an objective; whereby, Ms. Shanahan replied that would be part of the IT master plan; whereby, Mr. Huhta stated that it would be a large part of it.

Mayor Kelley noted that he liked the city's new water bills; whereby, Ms. McGuire replied that the city had changed providers.

Mr. Huhta suggested that updating the SCADA system, which controlled utilities functions, should be an objective.

Human Resources

Ms. Shanahan suggested that additional resources for police personnel should be an objective, as previously mentioned; whereby, Ms. Crotty asked if the objective should be specific to police or if overall staffing needed assessment.

Commissioner Kent explained that he had not felt the need to assess overall staffing, but he had felt that the police department needed additional resources so that thugs did not come into the city and then get away with stolen property. He stated that the objective should be to provide and fund staffing needs for the police department. He asked how long it had been since additional police officers were added; whereby, Chief Osterkamp stated that it had been about seven to eight years.

Ms. Shanahan stated that when capital projects were developed, appropriate staffing models should also be provided and considered at that time. She explained that when Andy Romano Beachfront Park and the Environmental Learning Center were developed, there was no consideration for the staffing of those facilities or for such other facility enhancements projects, such as the Doug Wigley fields. She noted that in that instance there had been four new fields and no additional staff to mow them.

Commissioner Kent stated that he agreed with Ms. Shanahan's suggestion to address staffing needs related to capital projects. He noted that the fields might not be the best example but that Andy Romano Beachfront Park and the Environmental Learning Center were good examples of doing more with less and perhaps pushing staffing too thin.

Ms. Crotty asked if employee healthcare should be an added objective.

Ms. Whitley stated that the issue with employee healthcare was balancing between the plan design and the cost. She noted that she did not know the City Commission's opinion on the matter. She explained that the city had to identify what would be coming up in subsequent renewals and also identify costs.

Ms. Shanahan suggested that an objective be to provide employee healthcare that balanced cost with effectiveness.

Commissioner Boehm asked if all employee benefits should be included in that objective; whereby, Ms. Shanahan noted that those benefits had to be bargained with the unions.

Ms. Crotty asked if succession planning was an issue as she noted that it had been discussed prior that the workforce was "seasoned" and aging.

Ms. Crotty adjourned the workshop at 7:59 p.m. for a short break and reconvened the workshop at 8:05 p.m.

Fiscal Issues Objectives

Mayor Kelley stated that operating within the budget was a fiscal objective.

Ms. Shanahan suggested that developing a funding methodology be an objective, like Ms. McGuire had mentioned. She stated that in the past the goal had been to maintain the same tax rate, but it was becoming increasingly more difficult to do so. She explained that the financial trends indicated that the city would either have to find new revenue sources or cut funding.

Mayor Kelley stated that Ms. Shanahan was correct and that the city was at a point where they had an inability to control their financial income. He noted that some ideas would have to be evaluated on the basis of whether or not the city could afford them.

Ms. Crotty noted that all other goals depended on finances.

Mayor Kelley stated that the Commission had taken the stance to operate with the funds that the city had.

Ms. Crotty asked if they were looking into alternative funding sources outside of the tax rate.

Mayor Kelley explained that revenue was continually being cut by the state and continually taxed by both the county and state.

Ms. Crotty stated that fees and grants could be sources of revenue; whereby, Mayor Kelley noted that grants were not new funding sources and Ms. Shanahan noted that grants did not pay for operating costs.

Ms. Crotty asked if an objective should be to develop a funding model to meet the city's needs.

Commissioner Kent replied that it should absolutely be the objective. He noted that at election time it was nice to tout that the city had the second or third lowest tax rate in the area. He stated that when it came to employees, the city did not want them to be paid the lowest wages or the highest wages in the area but wanted them to be mid-range. He explained that was acceptable for employee compensation but not for the millage rate as there was an emphasis on keeping the millage rate one of the lowest in the area. He stated that within a year the city would be in financial trouble if they did not make any changes. He explained that they either had to cut back expenses or increase the millage rate, as uncomfortable as that was. He noted that during the last election cycle the city had to legally advertise a tax increase, and he had no problem explaining why he had voted for it.

Ms. Crotty asked if exploring appropriate annexations should be added, noting that it was mentioned previously.

Mayor Kelley noted there were recent and upcoming annexations on US1 and stated that he felt that annexing Ormond-by-the-Sea still needed to be explored, even with the dire septic tank issue. He stated that he also wanted to explore annexing Plantation Bay and Halifax Plantation. He noted that there were areas between the city limits and Halifax Plantation that would come into the city and tie Ormond Beach to that area. He stated that the county was still willing to talk to the city about it. He explained that bringing those areas in would expand the need for police and fire personnel but provide other benefits.

Ms. Crotty asked if pensions needed to be an objective as that was mentioned earlier.

Commissioner Partington stated that continuing a multipronged strategy to reduce pensions should be an objective.

Quality of Life Objectives

Mayor Kelley stated that park add-ons should be an objective. He stated that he would be willing to explore the idea of a western civic center; whereby, Commissioner Boehm explained that all he wanted was for it to be explored.

Ms. Crotty noted that she would add exploring the feasibility of a West Ormond Beach Civic Center.

Commissioner Kent stated that he would want the city to control that center but have the school district help pay for it. He noted that was the problem he had with the recreation area at Osceola Elementary and explained that the school board kept the property locked up so it could not be utilized by residents.

Mayor Kelley stated that park add-ons could go into an overall visioning.

Ms. Shanahan stated that staff was looking into additional things which were fundraising and economic development.

Commissioner Stowers stated that new projects were approved and did not incorporate the ongoing annual staffing costs into them as Ms. Shanahan mentioned earlier. He stated that the add-ons would potentially be a way to eat into some of that.

Mr. Carolin suggested updating the Parks and Recreation Master Plan, which had last been updated in 2004.

Mr. Goss suggested creating a citywide Bicycle Path and Pedestrian Master Plan separate from the Parks and Recreation Master Plan. He noted that staff was working on it presently, but it would not be completed for another year; whereby, Mayor Kelley stated that such a plan would have to tie into the county and state's plans, which already existed. Mr. Goss stated that there was a lot in between that was not on either the county or state plan. Ms. Shanahan and Mr. Goss named various connection locations such as Central Park, Tomoka State Park, Sanchez Park, and the Greenway Trail.

Ms. Crotty asked if the city needed their own plan to fill in gaps in the state and county plans; whereby, Mr. Goss replied that they did.

Mayor Kelley stated that Mr. Goss could present the plan to the TPO to see if funding could be obtained; whereby, Mr. Goss stated that it would help for funding purposes to have a master plan that was consistent with the county and state plans.

Commissioner Boehm noted that there were citizens in attendance who had sat through the previous five hours of the workshop waiting to hear about historical preservation.

Mayor Kelley stated that historical properties needed to be evaluated to see what could be done to preserve them. He noted that there had been citizen input from those desiring to preserve such sites, but the question was how to pay for that preservation and for what use would they be preserved.

Ms. Crotty suggested adding evaluating, preserving, and promoting historical sites as an objective; whereby, Mayor Kelley stated that evaluating the preservation of historical sites should be the objective.

Ms. Shanahan asked if that included all sites; whereby, Commissioner Partington replied that it should be all sites and mentioned the Three Chimneys, and Commissioner Boehm noted the problems with the Anderson Price Building.

Mayor Kelley stated that those sites were historical as was the Ames House. He suggested that the Historical Society could possibly pay the \$380,000 that the city paid for the MacDonald House in 1979 and the \$250,000 that had been spent on the building, or the city could possibly give them the building and then they could take care of it.

Mr. Goss suggested developing a historic preservation plan which would assess the historical resources, their conditions, eligibility for historical designations, and place them on the state inventory plan.

Commissioner Kent asked why this was so hard; whereby, Ms. Shanahan stated that the subject was being danced around.

Commissioner Stowers stated that he agreed with Mr. Goss' suggestion. He stated that he had heard over the years that the city was missing out on some value by not having an integrated network of its historic places for visitors to the community. He stated that a historic preservation plan would at least start that process and then fiscal discussions could be had based on its findings. He noted that the city had many sites with a rich history and that a lot of them were not publicized.

Ms. Crotty stated that citizens at the Community Conversation Workshops had mentioned that their fear was losing some of the city's historic properties, like some other historical properties that had already been lost.

Mayor Kelley asked what was lost; whereby, Ms. Crotty replied that the Ormond Hotel was referenced. Mayor Kelley explained that termites had finished that hotel. He stated that if that had not been removed and the Ormond Heritage Condominiums not developed, then Granada Boulevard would not be what it was as it funded the CRA. He stated that the Commission did not want to be guilty of demolition by neglect.

Ms. Crotty noted that homelessness was mentioned previously as a countywide issue and noted that the city's role was still somewhat unknown.

Mr. Mannarino suggested that it be put under the category of intergovernmental relations.

Mayor Kelley explained that there presently was a plan for 2016-17. He noted that three of the communities would not buy into it.

Mr. Mannarino stated that they had discussed encouraging greater beach access and eastside parking as an objective.

Ms. Crotty confirmed that the county was in charge of the beaches; whereby, Mayor Kelley explained that all the city could do was try to work with them and make beach access a focal point.

Intergovernmental Relations Objectives

Ms. Shanahan suggested that to continue to actively participate in Volusia Safe Harbor should be an objective, explaining that was the proposed homeless solution.

Ms. Crotty explained that intergovernmental relations involved the state, local, and federal governments and taking on a potential advocacy role to make their voices heard and keep open the channels of communications so that they could work together.

Mayor Kelley stated that a mission statement was developed 21 years ago; whereby, Ms. Crotty explained that a mission statement was the business the city was in and that a vision was a dream for the future.

Commissioner Partington stated that continuing to participate and serve on boards, as well as advocates, at the local, state, and federal level was an objective.

Commissioner Stowers stated that zone boundaries needed to be focused on. He stated that Ormond Beach was sliced up in redistricting efforts so that any candidate would not have Ormond Beach as their focus.

Ms. Shanahan asked how that could be addressed; whereby, Commissioner Stowers noted that the city hired a lobbyist each year and they could pay attention to when the opportunity to address that arose.

Ms. Shanahan stated that the city felt disenfranchised when the state and federal districts split up the city so that it had no single elected person to represent their interests; whereby, Commissioner Stowers noted that they were fortunate in their representation in some areas but not in others.

Ms. Crotty noted that there had been a citizens' initiative to address that, but it did not help. She suggested that promoting efforts to redistrict for equitable representation of the city be the objective. She noted that it would have to be worked on well in advance.

Mayor Kelley stated that this time it worked better on the state level as it eliminated two splits.

VIII. SET PRIORITIES

Ms. Crotty distributed nine dot stickers to each member of the Commission. She instructed them to place them next to their priorities among the objectives listed. She

noted that they each received dots of the same color and could initial and mark them if they desired so that they did not put a dot down twice on the same objective unintentionally. She explained that they could only put one dot sticker on each objective they chose. She relayed a story of one elected official at a workshop she facilitated that would not participate because he wanted to put all of his dots on the same item.

The City Commission placed their dot stickers next to their individual priorities among the listed objectives.

Ms. Crotty noted that there was tremendous consensus among the distribution of the dot stickers, which was reflective of how cohesive the Commission was. She noted that the items with three or more dot stickers constituted priorities. She listed them as follows:

- 5 dots – Continue to expand maintenance R&R
- 5 dots – Develop funding model
- 5 dots – Develop IT Master Plan
- 3 dots – Continue Strategic Economic Development Plan
- 3 dots – Provide parking at Lincoln Avenue and New Britain Avenue
- 3 dots – Update Parks and Recreation Master Plan
- 3 dots – Develop Historical Preservation Plan

Ms. Crotty noted that the other items listed could still be objectives, if desired, but that those she just named were the ones that had been designated as priorities. She explained that the Commission should expect to see action primarily on the priorities and that the other objectives would depend on if staff had the time and money to work on those. She noted that the objective was to focus the resources on the priorities. She explained that usually the City Manager could appoint a champion to oversee each of the priority objectives. She stated that a goal statement needed to be written for all seven goal categories. She noted that she could review the statements, critique them, and send them back, if that was the desire.

Ms. Crotty stated that this session had been a workshop with no formal decisions made and that a strategic plan would be created by Ms. Shanahan and staff to be brought back to the Commission for their review. She stated that the strategic plan would detail what staff envisioned for the priorities. She explained that the priorities would need to be funded at some level during the budget process. She explained that the Commission could expect regular reports from Ms. Shanahan regarding the strategic plan. She noted that the plan would have measurable objectives and timeframes. She suggested quarterly reports be given, which was up to the Commission and Ms. Shanahan

IX. Adjournment

Ms. Crotty stated that the Commission and staff did a great job participating and she thanked them, as well as the members of the public who stayed for the duration of the workshop. She noted that it was not easy to get through the workshop. She stated that Ormond Beach was a great city and their goals and objectives would continue that.

Commissioner Partington thanked Ms. Crotty and joked that working with the Commission could be like herding cats or butterflies. He noted that he had attended a detailed meeting earlier in the day that Ms. Crotty facilitated, and he did not know how she was still standing. He stated that at times he was not sure where the workshop was

going, but he was pleased with the outcome and that the Commission bit the bullet even though it constituted a lot of time and effort to do so.

Mayor Kelley adjourned the workshop at 8:49 p.m.

Transcribed by: Colby Cilento