

City of DeBary
STRATEGIC PLANNING / GOAL SETTING
CITY COUNCIL WORKSHOP

Saturday
September 13, 2014
9 AM

City Council Chambers
16 Colomba Road
DeBary, Florida 32713

MINUTES

Interim Mayor Carson called the workshop to order at 9:05 a.m.

Welcome and Introductions

Members Present: Interim Mayor Chris Carson, Vice Mayor Dan Hunt, Council Member Rick Dwyer, and Council Member Lita Handy-Peters

Members Absent: Council Member Sid Vihlen, Jr.

Others Present: Mayor-Elect Clint Johnson, City Manager Dan Parrott, Assistant City Manager Cassandra Blissett, City Clerk Stacy Tebo, Finance Director Liz Bauer, Planning Administrator Rebecca Hammock, Public Works & Safety Coordinator Alan Williamson, Parks and Recreation Director John Fletcher, Fire Chief Chris Johnson, Captain Ray Almodovar, and Marilyn Crotty with the Institute of Government

Review Community Visioning Report

EXTERNAL TRENDS AND ISSUES

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

Oil and gas prices decreases currently, but increases in the future

Transportation

 High speed rail

 Ultimate I-4

Florida legislature

 Diminishment of home rule

 Budget limits

 Unfunded mandates – at state and federal levels

Healthcare delivery change

 Not as much choice

 Reign in costs

 Clinics instead of hospitals

Public school system
Lack of funding
Programs
Athletics

Terrorism – targets
Power plant, rail station

Water – quality, quantity
Springs, rivers
Individual septic tanks

Funding for conservation of land and water

Climate change
Increase in insurance rates

Obesity epidemic
Children –partially due to use of technology
Impact health and insurance

Federal funding
More communities needing funding
Less funds available

Federal Reserve
Interest rates will go up
Housing starts may go down

Gap between haves and have-nots widening
Children in poverty
Homelessness

Legalization of marijuana
Unequal criminal justice system

Aging population – Baby Boomers retiring

Coming out of recession

Technology
Negatives – too much communication
Positives – easier, faster communication
Transparency
3D printing
Driverless cars

INTERNAL TRENDS AND ISSUES

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

- Potential for new school(s)
- Stormwater
- Maintaining infrastructure
- Development around train station
- Changing demographics
 - Becoming younger – more families
- Population – some growth
- Housing – older part of city not in compliance with codes
- Not pedestrian friendly (17-92) - walkability
- Services need to keep up with growth in South end
- Lack of services and goods – residents have to go outside city for many
- Business friendly environment needed
- Expectations of people vs reality
- Losing small “Mom & Pop” businesses
- Need for indoor gym
 - Difficulty with joint use agreements
- Citizen engagement –
 - Use of social media
 - Newsletter
 - 2 way communication
 - Volunteers
 - Voting turnout good
- Use of technology – Apps
 - Cost connected
 - Grant communication tool – low cost
 - Paperless
 - Community expects
 - Need IT staff
 - Financial software
- Emergency management
 - All issues become more problematic

S.W.O.T. Analysis (strengths, weaknesses, opportunities, threats)

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

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff (5) – have vested interest in city; quality staff and passionate residents; knowledgeable in various areas (wearing multiple hats) – doing a lot with limited resources: good city staff; strong/quality city staff and administration.	Staff (3) – no staff engineer; limited staff to do more; sometimes staff can be seen as obstructionists – tend to think “it was always done this way”	Transit Oriented Development (TOD) (6) –area; overlay; develop area in a green way and promote conservation efforts, will reduce costs for the future; virgin ground and Ft Florida; area a blank canvas for development	Natural disasters (2) – not being prepared
Citizens (3) – involved citizens; active and positive citizen engagement; working families, folks that want progress	Tax Base(3) – lack of commercial developed property to increase tax revenue; lack of significant tax base; tax base will not keep up with wish list	SunRail (7) - development opportunity in surrounding area; train station; future growth around; develop modern beautiful area around	Funding/finance (3) – residents expect more with less; no funding for projects; lack of financial planning for future reserves for replacements
Public Safety/emergency services (3) – even though our public safety is contracted, it is as if we have our own chiefs who provide exceptional service to the community; responsiveness, flexibility	Small (2) – small city budget; small town (needs to stand up in Volusia County to be a leader)	Tax base (2) - great potential tax base; leverage tax base for income (i.e. vacant land currently agriculture exempt)	Tax (2) – unsustainable tax rate (will not be able to maintain an acceptable level of service in future); tax increases from unsustainable spending strategies - outlook
Location (3) – proximity to transportation, highway, rail, air; access to I-4, US Hwy 17-92 and rail; proximity to river	IT (2) - We are deficient in terms of IT. Need much better software which costs a lot; no internal IT expertise	Ability to develop around riverfront to promote economic development such as marina	Council worried about minority naysayers

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Council (2) – receptive council and management to new ideas;	Council meetings do not have representation of citizens from all parts of DeBary	Large of areas of commercial space for employment opportunities	Pot dispensaries on 17-92; new ordinance put them in industrial??
Power plants	Overhead power lines	Pedestrian cross-overs for connectivity	Sometimes we only think in the present without vision of future and how to get there (happy for this exercise)
City parks	Inappropriate prioritization	Rob Sullivan Park expansion	Sewer system implications
City government dedication to meet needs	Equipment replacement protocol	2 Power plants, perfect scenario for public/private mutual benefit	Deltona – don't want to turn into annex of or allow creeping growth of
Volunteer involvement	Infrastructure upkeep	Embrace a theme and ensure unique future growth	More bad press, poor public perception
Nice caring, kind, friendly, community and city council (care about the community – wants to improve)	Lack of resources for maintenance of infrastructure	Public perspective is becoming more forward thinking	Global unrest in the Middle East and other countries will affect our local economy
Have and maintain exceptional working relationships with outside agencies (local-county-state-federal)	Lack of resources to meet expectations of public	Utilize technology to engage more of our citizens to make more of our citizens to make them aware of our realities	Potential environmental regulations may limit use of TOD
St. Johns River	Lack of in house staff creates expensive development process		Lack of adequate infrastructure
SunRail	City has blighted commercial areas		Youth leaves city for more progressive alternatives
	Dwindling revenue to meet demands of citizens		Split city of districts
	Economic development administrator		Sprawl and reckless growth
	Internal communication sometimes lacking		Water
			Lack of political representation on County Council - focus on East side.

STRATEGIC ISSUES

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

Infrastructure.

Maintenance of stormwater facilities
Replacement of assets
Football/municipal stadium
Connectivity (pedestrian, trails – Volusia County)
Technology

Development of Transit Oriented Development

Public Safety

Police, fire, emergency management

Financial Health

Revenues and expenditures)
SunRail – ability to fund

City Services

Recreation – facilities and programs
Staff turnover (entry level)

Economic Development

Vision, business friendly

The Council confirmed that the six strategic issues listed above were appropriate goals for the city. The Council then identified objectives under each goal. They then selected priorities. Any objective that received three or more “dots” (number of dots identified by number in () in front of each objective) is considered a priority. The rest of the objectives are listed as other. There is no significance to the order in which the goals and objectives are listed.

GOALS AND OBJECTIVES

GOAL – INFRASTRUCTURE

Priority Objectives

(4) Identify all assets due for replacement – useful remaining life-develop plan for replacement (4)

Assessment of current and future IT needs

(3) Develop plan for ongoing maintenance of storm water facilities

(3) Plan for pedestrian facilities including connected trails, pedestrian overpass, etc. to encourage walkability in the city

Other Objectives

(2) Explore potential for development of municipal sports complex

(1) Conduct analysis of cost and schedule to extend water/sewer throughout the city

GOAL - DEVELOPMENT OF TRANSIT ORIENTED DEVELOPMENT

Priority Objectives

(5) Develop master plan for infrastructure and land use in TOD

(3) Hire TOD Development Director to market the TOD

Other Objectives

(2) Explore potential of public/private ventures to enhance SunRail station

(2) Apply for federal grant to fund pedestrian overpass

(2) Review by council of existing studies related to TOD

GOAL - PUBLIC SAFETY

Priority Objective

- (3) Update risk mitigation plan

Other Objectives

- (1) Develop plan for replacement of Fire Station 33
- (0) Evaluate equipment needs (light towers, message boards, etc.)
- (0) Review levels of service (response time) for police and fire to determine sufficiency
- (0) Provide study of the feasibility of creating city police and fire departments

GOAL - FINANCIAL HEALTH

Priority Objective

- (3) Identify city's responsibility for financially supporting SunRail in the future

Other Objectives

- (2) Identification of appropriate levels of reserves and replenishment program
- (1) Financial plan for replacing needed assets
- (1) Cost/benefit analysis of bringing contracted services in-house (other than police/fire)
- (0) Review and update procurement policy
- (0) Create a plan for increasing advocacy role of city and council at county, state, and federal levels

GOAL - CITY SERVICES

Priority Objective

- (3) Review and revise as needed development review process and fees

Other Objectives

- (1) Evaluate necessary level of service for cost effective recreational programs
- (1) Implement proactive code enforcement as appropriate
- (0) Explore potential for increased use of credit/debit cards for city services

GOAL - ECONOMIC DEVELOPMENT

Other Objectives

- (1) Review and revise practices/regulations to create business friendly environment (include business survey)
- (1) Determine parameters for improving appearance and structures in commercial areas – assistance or mechanisms the city can use to improve
- (1) Develop plan for retaining existing businesses

PRIORITY OBJECTIVES

- (5) Develop master plan for infrastructure and land use in TOD
- (4) Identify all assets due for replacement – useful remaining life-develop plan for replacement (4)
Assessment of current and future IT needs
- (3) Develop plan for ongoing maintenance of storm water facilities
- (3) Plan for pedestrian facilities including connected trails, pedestrian overpass, etc. to encourage walkability in the city
- (3) Hire TOD Development Director to market the TOD
- (3) Update risk mitigation plan
- (3) Identify city's responsibility for financially supporting SunRail in the future
- (3) Review and revise as needed development review process and fees

The workshop adjourned at 4:07 p.m.

**APPROVED
CITY OF DeBARY
CITY COUNCIL**

Chris Carson, Interim Mayor

ATTEST:

Stacy Tebo, City Clerk