

**City of DeBary**  
**CITY COUNCIL WORKSHOP MINUTES**  
**Wednesday, May 1, 2019 – 5:30 PM**  
City Council Chambers  
16 Colomba Road, DeBary, Florida 32713

- I. **CALL TO ORDER:** The meeting was called to order at 5:31 p.m.
  - 1. Invocation
  - 2. Flag Salute
  
- II. **ROLL CALL:** Mayor Chasez, Vice-Mayor Benfield, Council Members Bacon, Butlien and Stevenson are present.

Others present: Carmen Rosamonda, City Manager; Elizabeth Bauer, Finance Director; Matt Boerger, Growth Management Director; John Fletcher, Parks & Recreation Director; Eric Frankton, IT Director; David Hamstra, Stormwater Engineer; Kevin Hare, Construction Engineer; Linda Kent, HR Director; Roger Van Auker, TOD Director; Alan Williamson, Public Works Director; and, Annette Hatch, City Clerk.

- III. **WORKSHOP DISCUSSION:** Mr. Rosamonda briefly explained the format for staff’s strategic initiatives presentation. Mr. Rosamonda and staff each presented their 5-year strategic initiatives; a copy of which is attached to these minutes.
  
- IV. **ADJOURNMENT:** The meeting was adjourned at 5:57 p.m.

**CITY COUNCIL**  
**CITY OF DEBARY, FLORIDA**

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**Karen Chasez, Mayor**

**ATTEST:**

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**Annette Hatch, City Clerk**



# Strategic Plan

“a Five Year Vision”

Draft Version: May 1, 2019



## City of DeBary 5 Year Strategic Initiatives

Sector: Executive/Administrative/Clerk/Law

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Public Information Officer/Grant Administrator Position <i>Acquire Public Information Officer</i>	Improve Community Communications; Improve Quality of Communications; Intake/Process Owner for Public Record Requests; Increase Revenues thru a consistent, more assertive grant writing process.	I					
Complete 2 <sup>nd</sup> Floor Build-out of City Hall	Dedicated Funds in Facility Fund; Storage of Records are threat to 2 <sup>nd</sup> Floor Structure (see Imaging Strategy); Expansion/Re-Organize of Employee Offices;	I					
Seal & Restripe City Hall Parking Lot	Maintenance of Parking Lot	I					
Establish Policies and Procedures for timely update of Ordinance Codification into Municode.	Eliminate Codification Backlog; Continuously Stay Current; Improve Accuracy	I					
Establish Internal Online Management System for Contracts, Resolutions and other Documents	Develop Online Indexing System; Develop Policies and Procedures	I					
Review Newsletter Process	Streamline Development Reduce Costs						
Develop a Social Media Policy <i>Improve Social Media (Emails)</i>							
<i>Update Ordinances</i>							
<i>Citizens Academy</i>							
<i>Budget Support Funds – 2020 Charter Review</i>							
<i>Citizen Committees</i>	<i>Community Outreach Committee; Utilize Citizen Committees – Specific Projects, Tasks and Deadlines; Streetscape Committee for 17-92 Corridor Get Community Organizations Involved with City</i>						

I=Internal; C=Community





## City of DeBary 5 Year Strategic Initiatives

Sector: Finance

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Adopt Revised Purchasing Ordinance <i>Review and Improve Purchasing Ordinances</i>	Last Revision – 1994 Update Antiquated Authorizations; Reduce Administrative & Labor Costs	I					
Establish Purchasing Procedures <i>Update Employee Policies with Sign-Offs</i>	Develop detailed purchasing procedures; Provide Consistency	I					
Develop business case for expanding use of credit cards as a payment option for citizens	Determine best option based on cost and efficiency with accounting system; Expand to Growth Management	I					
Develop business case to eliminate cash as a payment option for citizens	Develop Action, Timeline, Transition and Communication Plan; Reduce Cost of Administration	I					
Expand financial reporting by moving from current audit report to a Comprehensive Annual Financial Report (CAFR)	Audit Standard Used by Most Cities; Detailed Reporting Requirements; Additional cost to develop first year plus additional annual audit cost	I					

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector: Human Resources

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Update & Finalize Employee Handbook	Last Update: 2002 Updated Draft is Complete; Benchmarking currently Underway;	I					
Conduct a Compensation & Classification Study	Verification of Pay & Classification Structure Remain Competitive in Job Market; Succession Planning;	I					
Build Proficiency by Establishing a Comprehensive Training for all Departments	All employees; Job specific duties (How-to); Supervisors; Certifications.	I					
Establish a Comprehensive Job Classification & Position Description System.	Develop a consistent classification structure with titles; Develop pay grades of positions that accurately describe work performed; Develop minimum qualifications and educational requirements; Provide for Upward Mobility Opportunities; Promote consistent treatment of personnel;	I					
Develop an Employee Recognition Program	Recognize employees for their dedication/tenure to the City.	I					

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector TOD / Economic Development

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Develop an Ecotourism Marketing Strategy	Promote trails, river and outdoor recreation	I					
Create a Marketing Plan for New Business Opportunities in the TOD & Existing Commercial	Incentivize TOD commercial development and redevelopment of city commercial district	I					
Partner with Volusia County to develop/enhance an Economic Development Incentive Program	Share tax abatement program Direct Marketing for Target Businesses	I					
Develop a more Comprehensive Business Expansion/Retention and Services Program	Partner with Chamber and other organizations to champion business friendly environment	I					
Activate existing industrial zoned lands owned by Duke Energy and others	Creating jobs for the City	C					
Designation of Trail Town Regionally Promote Trails/Parks Secure Trail Town Designation for City	Application Submitted	I					
Advocate Recognition for DeBary – Safe City							
Welcome Map at Train Station							
Economic Development for Specific Business Types	Manufacturer and Bank						
Welcome Sign – Orange City and 17-92							

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector: Fire Services

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Add Fire Station west of Railroad Tracks <i>Purchase Land West of RR Tracks for Future Fire Station</i>	In-Process	C					
Develop Business Case/Action Plan to Approve and Build New Fire Station Building		I					
Add 4 Firefighters to new station		I					
Provide for additional equipment		I					
Revise Vendor Contract for additional services		I					
Explore Feasibility to joint venture for on-site Fire Training Facility at new location.		I					
<i>Develop Business Case for Own Fire Dept.</i>							
<i>Council to Communicate/Negotiate with Fire Chief during Budget Process</i>							

I=Internal; C=Community





## City of DeBary 5 Year Strategic Initiatives

Sector: Law Enforcement

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Improve Technology to Enhance Enforcement	Tag Reading Cameras (2)	I					
Provide Continual Growth Analysis to Assure Proper Coverage for Additional Deputies	Monitor Crime Rates; Growth in Population	I					
Improve Eating Area in Police Station to support officers during Natural Disasters	Add Stove or other cooking appliance.	I					
Develop Business Case for Own Police Dept.							
Council to Communicate/Negotiate with Sheriff During Budget Process							

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## City of DeBary 5 Year Strategic Initiatives

Sector: Information Technology

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Improve and Implement Records Management Plan (Scanning /storage/ Dispose of records)	Imaging of Existing Records to eliminate Storage; Image New Documents (also see Growth Management); Develop Policy and Procedures for consistent and timely Disposal of Records.	I					
PDF conversion software - ADA compliancy	Stay compliant with ADA	I					
ADA site compliancy testing	Stay compliant with ADA	I					
Increase Cyber Security for Network to help protect City server, data and records;	Improving Software; Training of Employees	I					
Purchase Camera & Other Equipment for Enhanced Chamber & Remote Live Streaming	Add Remote Locations to streaming (Parades, Events, Overflow Meetings); Better Live Streaming Coverage during Council Meetings, Town Halls, etc.;	I					
Replace old sound system in chambers	Increase audio quality of sound system	I					
Upgrade video/monitor system in chambers	Increase digital resolution; Reduce flicker on screens	I					
Install and Upgrade Building security - access control/alarm systems	Upgrade Security Increase Security other City Buildings	I					
Integrate Technology into Emergency Preparedness/COOP Plans.	Set plan of action during emergency	I					
Develop Business Plan to upgrade and expand Server system.	Records Management; Software and Hardware upgrades	I					
Install Fiber Lines from City Hall to Fire Station and Florence K. Little Center	Improve network reliability for better communication and performance.	I					
<b>Website Cleanup and Upkeep</b>							

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector: Stormwater

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Woodbound Lake Flood Protection - Phase 1 Improvements	Design and Construct Underground Force Main	C					
Woodbound Lake Flood Protection - Phase 2 Improvements	Design and Construct Stormwater Pump Station	C					
273-284 Valencia Road Drainage Improvements	Design and Construct Drainage Improvements	C					
Planation Road and Grande Vista Street Drainage Improvements	Design and Construct Drainage Improvements	C					
220 Acacia Road Drainage Improvements	Design and Construct Drainage Improvements	C					
Small Scale Stormwater Projects	Update and Prioritize Next Round of Stormwater Projects	C					
Gemini Springs Septic Tank Program Budget for 2020 Funding Search for Septic to Sewer – First 5 Years	Conduct a Series of Public Workshops	C					
Emergency Flood Response Inventory (Public Works)	Upgrade Stormwater Pipes, Intake Lines, and Discharge Hoses	C					
Glen Abbey and Summerhaven Drainage Maintenance Repairs	Conduct CCTV Inspections to Identify Deficiencies	C					
West Side Emergency Flood Management System – Phase 7	Design and Construct Overflow System for Borrow Pit	C					
Tropic Lagoon Outfall	Upgrade Palm Drive Culvert and Dredge Canal	C					
Stormwater Design Criteria	Update Land Development Code (Growth Management)	I					
Lake Charles Pump Station	Rehabilitate Existing Pump Station and Generator	C					

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## City of DeBary 5 Year Strategic Initiatives

Sector: Stormwater #2

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Saxon Woods Subdivision - Pond RA7	Implement Outfall and Berm Improvements	C					
Lake Monitoring Program	Expand the Water Quality Program	I					
Rear Yard Swale Program	Educate and Implement to Improve Lake Water Quality	C					
Stormwater Infrastructure Maps	Update based upon Development and Drainage Projects	I					
Drainage Easement Research	Identify Existing Pipes and Ditches without Easements	I					
FEMA Letter of Map Revision (LOMR)	Revise Zone "A" Floodplains to Zone "AE" Floodplans	I					
Develop Drainage Plan for Ft. Florida Rd	Improve Ditch Drainage System	C					
Develop Drainage Plan for West Highbanks Rd from CSX RR to Ft. Florida Road	Improve Ditch Drainage System	C					
Complete Emergency Outfall of Westside Emergency Flood Management System (WSEFMS) to St. Johns River	Preliminary Design; Coordinate with FDOT/CSX	C					
Accelerate Stormwater Project Completion Expedite Stormwater Program – Reduce Stormwater Fees							
Plan Public Fertilizer Education for Credit under Gemini BMAP							

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## City of DeBary 5 Year Strategic Initiatives

Sector: Growth Management

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Update Land Development Code (LDC) Budget 2 <sup>nd</sup> Year Complete Rewrite LDC	RFP for vendor to Update Code; Finalize TOD Regulating Plan to present to Council for review/revision and adoption	I					
Improve and Streamline Development Review Process	Update/Review Checklist for Better Proactive Communication; Reduce development review costs; Review Planning Department staffing for quicker turn-around time; Establishing Budget for General Consulting Services	I					
Improve Development Review Technology	Conversion to Paperless Environment by Imaging Existing Records; Provide for Storage; Software for Imaging New Records  Establishing an on-line GIS Mapping Service	I					
Improve Code Enforcement Proactive Code Enforcement Additional Code Enforcement Officer	Establish a Proactive Educational Program; Develop a Level of Assertiveness Policy;	I					
RFP for Shell Road Property (Lake Villa)							
Implement Façade Grant Program – City Core							
Facelift, Remodel, Update Florence K Little							

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## City of DeBary 5 Year Strategic Initiatives

Sector: Transportation

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Improve DeBary Elementary Traffic Patterns <b>Elementary School Traffic Relief</b> <b>Work with School Board for Improved Ingress/Egress at DeBary Elementary</b>	School Turn Lanes; Roundabout Donald Smith/Highbanks	C					
Concurrency Maintaining Level of Service	Identify transportation capacity projects for city roadways and intersection; Tentative ½ Cent project list	C					
Non-Concurrency Improvements	Identify safety related transportation improvements; Tentative ½ Cent Project List	C					
Enhance Sidewalk Program <b>School Sidewalk Gaps</b>	Identify safety related pedestrian improvements; Tentative ½ Cent Project List	C					
Bicycle/Pedestrian Trail System	Improve and expand the trail network in coordination with Volusia County and the State; Improve/Expand Community Trails; Tentative ½ Cent Project List	C					
Adopt Five-year Capital Improvements Project (CIP)	Add all identified transportation needs to the City's 5-Year CIP (state law)	C					
Finalize Mobility Plan	Present final draft to City Council for review/revision and adoption	C					
Implement Landscape Grant Planning and Design	Secure necessary consultant contracts for planning and design work prior to grant implementation	C					
Partner with Volusia County to widen Dirksen Rd. to better serve TOD/Growth <b>Improve Dirksen w/ Underground Drainage and Sidewalks</b>	Conduct Traffic Study (In-Process); Dedication of Impact Fees from DeBary Projects; Tentative ½ Cent Project List	C					

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## City of DeBary 5 Year Strategic Initiatives

Sector: Transportation 2

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Sidewalk Improvements – Summerhaven	Preliminary Design; Improve Current Standards	C					
Partner with Volusia County to Extend Saxon Blvd	Dedication of Impact Fees from DeBary Projects; Tentative ½ Cent Project List	C					
Develop a Road Maintenance Rating System	Better for Developing Priorities; Establish Long Range Road Program	I					
Pedestrian Bridge/DeBary Road Sign Combination for 17-92 Corridor							
Design & Implement Ft. Florida Road Emergency Road Exit							

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector: Parks & Recreation

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Keller Tennis Court Re-construction <b>Remove/Rebuild Tennis and Basketball Courts – Keller Park</b>	Liability Exposure	C					
Memorial Park sub surface investigation	Liability Exposure; Possible Asset Loss	I					
Keller Basketball Court re-surfacing	General Maintenance	I					
Keller Pickle Ball Court Resurfacing	General Maintenance						
Sullivan Park Fencing	Liability Exposure	I					
River City Nature Park Restrooms	Implementation of Master Plan	C					
Rob Sullivan Park Operations Center <b>Budget Funds – Receive Grants for Operations Center at Sullivan</b>	Last Year of ECHO Grant	C					
Rob Sullivan 1&3 base grade & laser level	General Maintenance	I					
Replacement of 2009 E-350 Van	Fleet Maintenance	I					
Replacement of Toro Z Master (Sullivan)	Replacement Mower	I					
*Trail Takeover Employee & Equipment	City Assume Maintenance of Trail	I					
*UHS Gym Employee and Equipment	Facility Swap with UHS	C					
*= If City brokers agreement and takes responsibility							

I=Internal; C=Community





## City of DeBary 5 Year Strategic Initiatives

Sector: Parks & Recreation 2

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections					
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	
Sullivan Soccer Bleacher Pad Replacement	General Maintenance	C		X				
ADA Mulch for Playgrounds	General Maintenance	C		X				
Sullivan Trash Cans & Benches (new parking)	Park Amenities	C		X				
Keller Ballfield Fencing Replacement	General Maintenance	C		X				
Replace Toro Sand Pro (Keller)	Capital Replacement	C		X				
River City Nature Park Treehouse & Boardwalk; Riverside Boardwalk at River City Nature Park; Possible Expansion of River City Nature Park with County River City Park/Treehouse/Boardwalk	Implementation of Master Plan	C			X			
Replace Park Entrance Signs	General Maintenance	C			X			
Replace Maintenance Vehicles and Equipment	Various Replacement Items	C			X			

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector: Parks & Recreation 3

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Develop Concrete Slab at Old Firehouse Old Firehouse Property for Recreation							
5,000 Seat Amphitheater							
Location for Possible Indoor Gym							
Nature Park Bathing/Swimming – St. Johns							
Improve Holiday Decorations							
Community Garden on Donated Land							
Remove Parks Department from Gateway Park Expand Parking at Gateway							
Storyteller’s Cove Event							
Pavilion for Bandstand and Dance Arena							
Basketball Court & Track at Alexander Woods							
Cornerstone City Event for History of DeBary							
Lake Mullet Sculling and Kayak Club							

I=Internal; C=Community



## City of DeBary 5 Year Strategic Initiatives

Sector: **Public Works**

Version: May 1, 2019

Initiative	Action Description	I/C	Funding Projections				
			FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Replace Quail Lake Pump Station Generator	Stormwater	C					
Infrastructure repairs at Jasmine/Larkspur, Glen Abbey, Summerhaven	Stormwater	C					
Upgrade 800 MHz radios	Emergency Preparedness	I					
Purchase critical vacant property (Highbanks)	Stormwater	C					
Capital Equipment Plan	Replace vehicle/equipment	I					
Create Right-of-Way Trimming Crew	Additional Staff	I					
Update Debris Management Plan	Emergency Preparedness	I					
Develop a Continuity of Operation Plan (COOP)	Emergency Preparedness	I					
Develop Business Case for Underground Utilities: Power lines Improve Utilities (Underground 17-92 Corridor) Explore Options for Underground Utilities 17-92/City Core	Infrastructure & Emergency Preparedness	C					
Partner with County to add Water/Sewer Lines in Priority Focus Areas	Water Quality	C					
LED Conversion of Lamp Posts							
Brick Median/Medium Stamping							
Develop Mandatory Cleanup of Abandoned Property							
Lining 17-92 with Orchid Trees							
Recycle Education Program							
Finalize Demolition of Homes for Retention Ponds							

I=Internal; C=Community

