



PORT ORANGE CITY COUNCIL WORKSHOP

Council Chambers

Tuesday, January 24, 2017 @ 6:30 PM

WORKSHOP AGENDA

Pursuant to Section 3.06 of the Charter of the City of Port Orange, the Mayor has called a **Workshop** of the City Council to be held for the following purposes:

OPENING

1. Pledge of Allegiance
2. Silent Invocation
3. Roll Call

DISCUSSION ITEMS

4. Discussion and Update on Strategic Planning Project Items
5. Update on Enterprise Resource Planning (ERP) Project

ADJOURNMENT

ANY PERSON WHO DECIDES TO APPEAL ANY DECISION MADE BY THE CITY COUNCIL WILL NEED A RECORD OF THE PROCEEDINGS, AND FOR SUCH PURPOSE HE OR SHE MAY NEED TO ENSURE AT HIS OR HER OWN EXPENSE FOR THE TAKING AND PREPARATION OF A VERBATIM RECORD OF ALL TESTIMONY AND EVIDENCE OF THE PROCEEDINGS UPON WHICH THE APPEAL IS TO BE BASED.

NOTE: IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS ANY ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, TO THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE CITY CLERK FOR THE CITY OF PORT ORANGE, 1000 CITY CENTER CIRCLE, PORT ORANGE, FLORIDA 32129, TELEPHONE NUMBER 386-506-5563, WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS NOTICE OR 5 DAYS PRIOR TO THE MEETING DATE; IF YOU ARE HEARING OR VOICE IMPAIRED, CONTACT THE RELAY OPERATOR AT 1-800-955-8771.

ANY INVOCATION THAT IS OFFERED BEFORE THE OFFICIAL START OF THE CITY COUNCIL MEETING SHALL BE THE VOLUNTARY OFFERING OF A PRIVATE PERSON, TO AND FOR THE BENEFIT OF THE CITY COUNCIL. THE VIEWS OR BELIEFS EXPRESSED BY THE INVOCATION SPEAKER HAVE NOT BEEN PREVIOUSLY REVIEWED OR APPROVED BY THE CITY COUNCIL OR THE CITY STAFF, AND THE CITY IS NOT ALLOWED BY LAW TO ENDORSE THE RELIGIOUS BELIEFS OR VIEWS OF THIS, OR ANY OTHER SPEAKER. PERSONS IN ATTENDANCE AT THE CITY COUNCIL MEETING ARE INVITED TO STAND DURING THE OPENING INVOCATION AND PLEDGE OF ALLEGIANCE. HOWEVER, SUCH INVITATION SHALL NOT BE CONSTRUED AS A DEMAND, ORDER, OR ANY OTHER TYPE OF COMMAND. NO PERSON IN ATTENDANCE AT THE MEETING SHALL BE REQUIRED TO PARTICIPATE IN ANY OPENING INVOCATION THAT IS OFFERED. A PERSON MAY EXIT THE CITY COUNCIL CHAMBERS AND RETURN UPON COMPLETION OF THE OPENING INVOCATION IF A PERSON DOES NOT WISH TO PARTICIPATE IN OR WITNESS THE OPENING INVOCATION.



CITY COUNCIL AGENDA ITEM

REQUESTED COUNCIL MEETING DATE 01/24/2017

Consent item: No

SUBJECT: (4) Discussion and Update on Strategic Planning Project Items

DEPARTMENT: City Manager

GOAL: 1 - ALL

RECOMMENDED MOTION:

SUMMARY: The City Council Adopted the City's 5-Year Strategic Plan on July 19, 2016. While the majority of the strategic plan provides long range direction for ongoing operations, there was also a component of projects listed in Attachment A.

During the Council meeting on December 13, 2016, City Council expressed an interest in reviewing the project list in Attachment A. This presentation will cover the projects mentioned in the strategic plan along with a funding and status update.

Staff will receive comments and general recommendation from Council.

Project No.: Funding Account No.:

ATTACHMENTS:

1.	Strategic Plan	Strategic Plan Working Version.docx.pdf
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Robin Fenwick
Alan Rosen
Jake Johansson
Robin Fenwick

Created/Initiated - 11/22/2016
Approved - 01/11/2017
Approved - 01/11/2017
Final Approval - 01/14/2017

City of Port Orange, Florida Strategic Plan

FY2017 to FY2022

Includes

Vision

Mission

Goals

Objectives

Performance Indicators



Prepared for the City of Port Orange, Florida by Management Partners



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Approach



In 1867, Port Orange was established and in 1925, it became a city.

The City of Port Orange strategic plan includes goals that are important to residents and City leaders and are attainable. It also includes objectives identified by the public and City Council. Consensus was developed for a vision and mission that is supported by six goals and objectives representing projects and initiatives that provide City staff details about expectations for the future.

In collaboration with the City's strategic planning team, Management Partners performed the following activities.

- Conducted individual interviews with City Council members, the city manager and assistant city manager.
- Held a focus group with senior staff.
- Conducted a community engagement session to hear residents' ideas about the future of Port Orange. Growth, management, safety, transparency, and traffic were subjects important to the participants.
- Developed an environmental scan to assess current conditions, trends and projections.
- Reviewed results of the City's annual citizen survey.
- Conducted a workshop with Council members and the City's management team to assess current conditions, review the mission and vision statements and develop goals and objectives for the future.

The strategic plan reports the priorities that will guide budgeting and resource allocation for the next several years.

The 2015 estimated population of Port Orange was 58,656; a 4.7% increase since the 2010 census

Port Orange encompasses approximately 28.8 square miles of land area

The 2016 Citizen Survey included 1,878 responses, a 62% increase over the number of responses in 2015



Vision and Mission



The vision and mission represent the long-term aspirations for where the City is headed and the ongoing commitment of Council and the leadership team to quality municipal services.

Vision

A vibrant, prosperous, attractive and economically ageless community where the natural environment, culture and quality of life today meet the continuing opportunities for fun, success and security in the future. This makes Port Orange a great place to live work and play.

Mission

Port Orange provides a full range of high quality municipal services to all our stakeholders in a safe, clean, attractive environment while safeguarding our natural resources and building a strong sense of community.



Goal 1: Public Safety



To provide excellent public safety services for the residents, businesses and visitors of Port Orange by maintaining preparedness for emergency and routine events within our public safety infrastructure.

Performance Indicators

Percent of respondents rating police response time as satisfactory or higher

Percent of fire emergency response times that meet or exceed the National Fire Protection Association (NFPA) standard

Percent of respondents rating Community Policing initiatives as effective

Objectives

- 1: Educate the public on all aspects of public safety including emergency management
- 2: Provide public safety services that meet or exceed national standards
- 3: Use intelligence-based policing to allocate resources
- 4: Increase and enhance community policing initiatives
- 5: Establish an effective comprehensive emergency management plan
- 6: Investigate Emergency Medical Services transport



Goal 2: Infrastructure



To preserve and develop city infrastructure and assets through careful planning, construction and maintenance of transportation, drainage, utilities and facilities in order to ensure the safety and viability of Port Orange for its residents, businesses and visitors.

Performance Indicators

Compliance rates with FDEP permit requirements as reported in Discharge Monitoring Reports (DMRs)

Percent of funded projects completed on time

Percent of asset inventory assessments performed

Percent of planned CIP projects funded

Objectives

- 1: Keep low quality water from entering creeks and rivers.
- 2: Link and prioritize funding to achieve the desired infrastructure outcomes.
- 3: Perform a condition assessment and inventory assets.
- 4: Develop an integrated master plan to maintain current and new infrastructure and facilities.



Goal 3: Quality of Life



To enhance the quality of life by creating an aesthetically pleasing environment, ample park spaces and a multitude of community events so that residents and visitors can enjoy the natural and planned setting without having to leave Port Orange.

Performance Indicators

Park acreage per thousand population

Recreation facility square feet per thousand population

Percent change in traffic volumes on

- *Primary arterials*
- *Secondary arterial*

Percent of Riverwalk Park phases completed as scheduled

Percent change in satisfaction with the appearance of city streets and major corridors

Objectives

- 1: Increase the capacity of parks and recreation facilities to meet City demand.
- 2: Plan, fund and build paths and trails that connect people to parks and places.
- 3: Plan, fund and complete the Riverwalk Park.
- 4: Improve and maintain the visual aesthetics of the City.
- 5: Improve traffic flow in the City by working with Federal, State and County governments.
- 6: Provide recreation opportunities and programs for youth and adults.
- 7: Provide additional cultural and community events.
- 8: Establish a historic preservation plan.



Goal 4: Economic Development



To increase economic opportunities consistent with the community vision by developing and marketing city assets in order to invest in the local economy for the benefit of Port Orange residents and businesses.

Performance Indicators

Percent change in property values

Percent change in average value of commercial permits

Percent change in number of jobs supplied by Port Orange businesses

Objectives

- 1: Increase property value through redevelopment and revitalization concentrating on areas East of Spruce Creek Road.
- 2: Brand and market Port Orange more aggressively for competitive high quality development.
- 3: Pursue additional annexation and incentives, where feasible.
- 4: Develop additional incentives to attract jobs.
- 5: Promote development that supports mixed-use venues and events.
- 6: Explore alternatives for fiber optic connectivity in business hubs.
- 7: Explore innovative incubator opportunities.



Goal 5: Fiscal Sustainability



To enhance the fiscal sustainability of the City through both technology and sound financial decision-making to ensure the organizational viability needed to serve the residents and businesses of Port Orange.

Performance Indicators

Percent change in unfunded pension liability

Percent change in General Fund revenue from non-traditional sources

Percent of respondents who agree that financial transparency has improved

Percent change in number of significant deficiencies in audits

Objectives

- 1: Explore all options to reduce unfunded pension liabilities in a responsible manner.
- 2: Develop a funding strategy including aggressively searching for alternative funding sources to support City projects, operations and programs.
- 3: Develop a policy for the consistent application of fees and charges.
- 4: Increase financial transparency.
- 5: Increase financial controls and capabilities.



Goal 6: Organizational Excellence



To enhance organizational efficiency and effectiveness through a highly motivated, committed and stable workforce that continuously improves services and positive communication in order to better serve internal and external stakeholders.

Performance Indicators

Percent change in the average number of days to fill a position vacancy

Percent change in staff turnover

Percent of departmental succession plans completed

Percent change in the average number of professional development training hours completed

- *Per department*
- *Per position*

Percent of policies reviewed annually

Objectives

- 1: Continue to recruit high quality personnel in a timely manner
- 2: Leverage current and future technology (connectivity, IT, ERP, website, social media platforms, City services mobile platforms and e-newsletter)
- 3: Provide a competitive compensation package to attract and retain high quality staff
- 4: Provide training for proper professional development
- 5: Create a succession plan and knowledge transfer protocols for each department
- 6: Routinely review and update policies and train staff to ensure uniform compliance and application
- 7: Continue to establish a positive working relationship with bargaining units



*Percent of survey respondents
rating overall communication
by the City as good or
excellent*

8: Improve internal and external communication including the City image



Conclusion



This Strategic Plan includes six goals that address infrastructure, quality of life, economic development, fiscal sustainability, public safety and organizational excellence. Attachment A provides project ideas generated during the strategic planning workshop.

An Implementation Action Plan will accompany this document. It describes and sequences the actions required to implement each of the strategies to accomplish the goals of the Strategic Plan. The Implementation Action Plan is provided as a separate document.

Port Orange leaders and staff are committed to excellence in public service and continuous improvement. This Strategic Plan demonstrates that commitment.

City of Port Orange Council

Allen Green
Mayor

Drew Bastian
Vice Mayor/ District 3

Bob Ford
District 1

Donald Burnette
District 2

Scott Stiltner
District 4



Attachment A

Many project-related ideas were discussed during the strategic planning workshop. These items are listed below.

Projects List

Infrastructure

- Virginia Avenue drainage
- Ruth/Dunlawton drainage
- Sleepy Hollow drainage
- East Side/River drainage
- Pineland Bridge road repair
- Ryanwood Bridge road repair
- Yorktowne road repair
- Dunlawton traffic light synchronization
- Cross bridge over Dunlawton and Halifax road repair
- Town West beautification
- Kayak Dock at Spruce Creek
- Bruner Road sidewalk
- Police building/facility improvement and renovation
- Extend Madeline Avenue westward across I-95 to an extended LPGA Boulevard
- Expand Willow Run to four lanes with traffic signals and stop signs
- Add additional right turn lanes on thoroughfares (westbound lanes of Dunlawton to City Center Parkway)

Economic Development

- Plan for an industrial and commercial development area west of Tomoka Farms Road

Public Safety

- Purchase of a fire quint and staffing changes could result in an improved ISO fire rating





CITY COUNCIL AGENDA ITEM

REQUESTED COUNCIL MEETING DATE 01/24/2017

Consent item: No

SUBJECT: (5) Update on Enterprise Resource Planning (ERP) Project

DEPARTMENT: City Manager

GOAL: 5 - Fiscal Sustainability

RECOMMENDED MOTION:

SUMMARY:

The purposes of this presentation is to provide Council with an update on the Enterprise Resource Planning (ERP) project. ERP systems are hardware and software that make up the backbone of many government operations and can include modules that aid processes in finance, human resources, purchasing, budgeting, land management and many others. Our current ERP system is SunGard HTE, which the City purchased 28 years ago. The average useful life of an ERP system is currently about 10 - 14 years.

The presentation will:

- Provide a refresher on ERP systems
- Explore the potential benefits of ERP systems
- Discuss why Port Orange is considering a new system
- Assess other options
- Review literature about ERP conversions
- Provide a "Best Case" timeline with past, current and future steps
- Provide a protracted timeline
- Discuss the pros and cons of piggyback versus RFP process

One of the critical success factors in an ERP implementation is Change Management, but it is also one of the most ignored steps. Change management includes periodic updates to stakeholders, setting expectations and providing sufficient training to users.

This presentation is part of change management. It has been prepared with Prezi online software and can be found by following this link. http://prezi.com/gug-y0atnkrq/?utm_campaign=share&utm_medium=copy

Project No.: Funding Account No.:

ATTACHMENTS:

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Robin Fenwick

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Approved - 01/10/2017
Final Approval - 01/14/2017
