PORT ORANGE CITY COUNCIL

SPECIAL MEETING/WORKSHOP

Council Chambers, City Hall

1000 City Center Circle

Tuesday, July 14, 2015 @ 4:30 PM

SPECIAL MEETING AGENDA

Pursuant to Section 3.06 of the Charter of the City of Port Orange, the Mayor has called a **Special Meeting** 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 Approval of City Manager Contract

WORKSHOP AGENDA

1. Budget

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.

Budget Workshop
Drainage

July 14, 2015

Topics

- Drainage Basics
- Timeline for Adopting FY2015-16 Budget
- Current Year Forecast
- Budget Detail
    - Budgeted Needs
    - Unbudgeted Needs
- Fee Comparison

Drainage Basics

- Drainage is funded by a $99/year fee on each Equivalent Residential Unit (ERU) in the City.
- 1 ERU = 3,050 Sq. Ft. of impervious area or any part thereof
- Drainage is responsible for the maintenance of surface drainage, canals, underground pipe, inlets, outfalls, and retention ponds throughout the City.

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Budget Timeline

July 17th
Proposed changes to total parcels, number of units for each parcel.

July 21st
Property appraiser returns draft parcels and ERU's to City for review

July 23rd
City returns final parcel and ERU count to Property Appraiser

July 31st
Deadline to send proposed non-ad valorem rate to Property Appraiser

September 15th
Deadline to send final non-ad valorem rate to Property Appraiser

***Final rate cannot be higher than proposed rate**

Current Forecast

Fund 412 – Drainage Operating	
Revenue	**FY 2014-15 Forecast**
Special Assessments	3,799,800
Interest Earnings	26,700
Grants	1,279,500
Transfer from General Fund	847,500
Total Revenue	**5,971,500**
Expenses	**FY 2014-15 Forecast**
Personnel & Operating	2,155,405
Capital Outlay	2,356,082
Debt Service	1,522,401
Transfer Back to General Fund	63,649
Transfer in Lieu of Taxes	191,841
Encumbrances	852,170
Total Expenses	**7,141,548**
Revenues Over/(Under) Expenses	**(1,170,048)**
Beginning Available Funds	**1,541,617**
Ending Available Funds	**$371,569**

Assumptions

- Operating expenses based on straight-line forecast
- Transfers and debt service based on budgeted amounts

6-Year Forecast

Revenue	FY 16	FY 17	FY 18	FY 19	FY 20	FY 21
Special Assessments	$ 3,972,520	$ 4,012,245	$ 4,052,368	$ 4,092,891	$ 4,133,820	$ 4,175,158
Interest Earnings	26,700	26,700	26,700	26,700	26,700	26,700
Grants	750,000	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-	-
Total Revenue	**4,749,220**	**4,038,945**	**4,079,068**	**4,119,591**	**4,160,520**	**4,201,858**
Expenses	**FY 16**	**FY 17**	**FY 18**	**FY 19**	**FY 20**	**FY 21**
Personnel & Operating	1,947,221	1,983,582	1,989,746	1,968,242	1,960,083	1,948,344
Capital Outlay	1,261,000	220,000	345,000	395,000	1,090,000	1,175,000
Debt Service	1,579,683	1,548,839	1,560,075	1,565,841	893,650	893,650
Transfer to General Fund	-	-	-	-	-	-
Transfer in Lieu of Taxes	184,572	184,572	184,572	184,572	184,572	184,572
Encumbrances	-	-	-	-	-	-
Total Expenses	**4,972,476**	**3,936,993**	**4,079,393**	**4,113,655**	**4,128,305**	**4,201,566**
Revenues Over/(Under) Expenses	(223,256)	101,952	(325)	5,936	32,215	292
Beginning Available Funds	371,569	148,313	250,265	249,940	255,876	288,091
Ending Available Funds	**$148,313**	**$250,265**	**$249,940**	**$255,876**	**$288,091**	**$288,383**

Future Capital Needs

Projects	FY 17	FY 18	FY 19	FY 20	FY 21
Storm Sewer Construction	45,000	45,000	45,000	45,000	45,000
Ridgewood Corridor Drainage & Public Spaces	200,000	-	-	-	-
Storm Drain Pipe Lining	500,000	500,000	500,000	500,000	500,000
Halifax River Outfall Replacement	615,000	-	-	-	-
Southwinds Stormwater Pond Outfall Retrofit	-	-	-	45,000	1,250,000
Howes Street Stormwater Improvements	80,000	-	-	-	-
Pipe Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Expenses	**2,440,000**	**1,545,000**	**1,545,000**	**1,590,000**	**2,795,000**

Future Capital Ability to Fund

Projects	FY 17	FY 18	FY 19	FY 20	FY 21
Storm Sewer Construction	$45,000	$45,000	$45,000	$45,000	$45,000
Ridgewood Corridor Drainage & Public Spaces	-	-	-	-	-
Storm Drain Pipe Lining	95,000	-	150,000	-	-
Halifax River Outfall Replacement	-	-	-	615,000	-
Southwinds Stormwater Pond Outfall Retrofit	-	-	-	45,000	630,000
Howes Street Stormwater Improvements	80,000	-	-	-	-
Pipe Replacement	-	300,000	200,000	385,000	500,000
Total Expenses	**$220,000**	**$345,000**	**$395,000**	**$1,090,000**	**$1,175,000**

Future Capital

$6,690,000

Difference between Ability to fund and 5-year Capital Needs

New Items Funded In Budget

Item/Project	Cost	Goal	Objective
Partial Cody Study Implementation	$25,000	6 – Org. Excellence	1 – Implement Compensation study
Heavy Equipment Operator	$43,941	1 – Infrastructure Preservation	4 – Enhance Maintenance
Drainage Fee Study	$70,000	1 – Infrastructure Preservation	4 – Enhance Maintenance
New or replacement fountains	$20,000	1 – Infrastructure Preservation	4 – Enhance Maintenance
Asset Management System	$20,000	1 – Infrastructure Preservation; 6 – Org. Excellence	4 – Enhance Maintenance; 8 – Contract Mgmt. Capabilities
Pre-formed catch basins and inlets	$10,000	1 – Infrastructure Preservation	4 – Enhance Maintenance

New Items Funded In Budget

Item/Project	Cost	Goal	Objective
Gradall 3100 4X4	$340,000	1 – Infrastructure Preservation	4 – Infrastructure Maint.
GPS Elevation and slope survey equipment (2)	$25,000	1 – Infrastructure Preservation	4 – Infrastructure Maint.
White Acres Drainage Improvements	$831,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.
Virginia Ave Easement Acquisition	$20,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.
Total New Items Funded	$1,404,941		

Requested Items NOT Funded In Budget

Item/Project	Cost	Goal	Objective
Stormwater Engineer	$78,128	1 – Infrastructure Preservation; 6 – Org. Excellence	4 – Enhance Maintenance; 8 – Contract Mgmt. Capabilities
2 Maintenance Workers	$70,892	1 – Infrastructure Preservation	4 – Enhance Maintenance
Pipe Lining	$842,000	1 – Infrastructure Preservation	4 – Infrastructure Maint.
Tumblebrook Stormwater Improvements	$131,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.

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Requested Items NOT Funded In Budget

Item/Project	Cost	Goal	Objective
Howes Street Stormwater Improvement	$50,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.
Halifax River Outfall Replacements	$60,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.
Ryanwood Culvert Replacement	$79,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.
White Place & Riverside Drainage Improvements	$80,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 4 – Infrastructure Maint.
Inventory Condition assessment & Survey of Drainage System	$500,000	1 – Infrastructure Preservation	1 – Shovel Ready Projects; 2 – Master Plans; 4 – Infrastructure Maint.
Total Needs NOT Funded	$1,891,020		

New Requests Totals

Total Requests	Cost
Items Funded	$1,404,941
Items **NOT FUNDED**	$1,891,020
Total Requests	**$3,295,961**

All Projects are related to adopted City Council Goals.
Goal 1 – Infrastructure Preservation
Goal 6 – Organizational Excellence

FY2015-16 Proposed Budget (Baseline)

Forecasted# of ERUs = 40,126

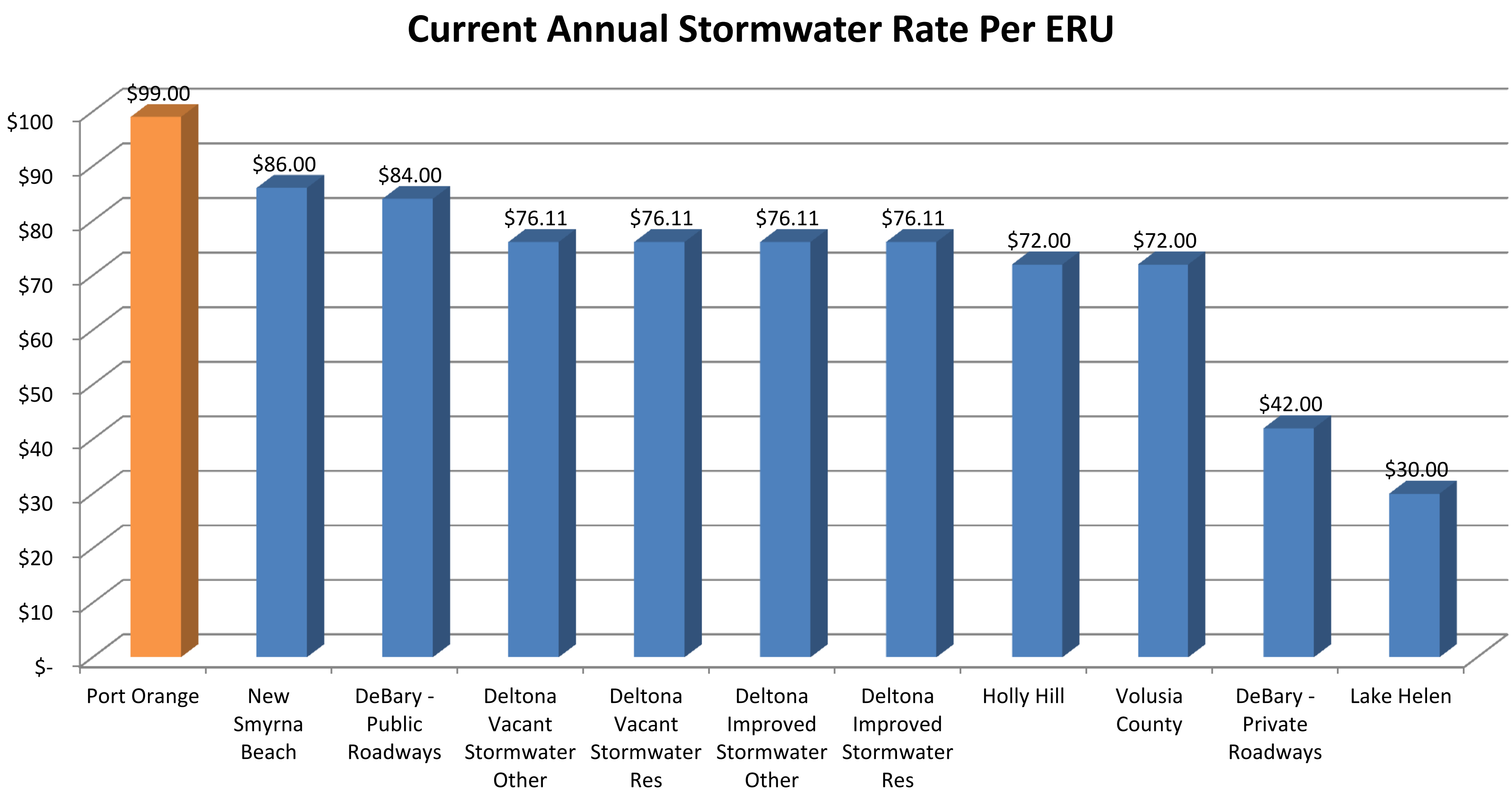
For Each $1 increase, total revenue should increase by slightly less than $40,126

Fee	$99 (Current)	$110	$125	$146
ERUs	40,126	40,126	40,126	40,126
Revenue	$ 3,972,474	$ 4,413,860	$ 5,015,750	$ 5,858,396
Difference From Current Fee	$ -	$ 441,386	$ 1,043,276	$ 1,885,922

$1,891,020

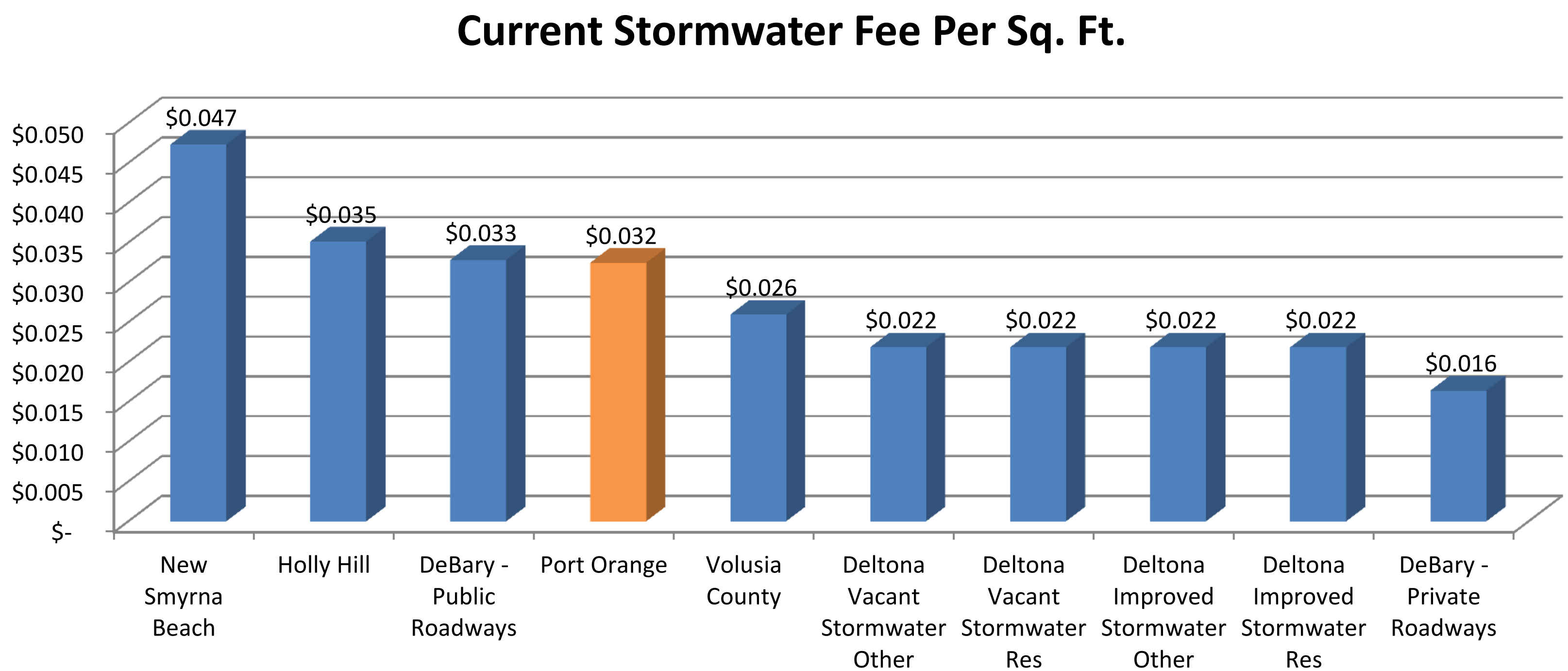
Amount Need to Fund all requests in FY 2015-16

Current Comparison To Others



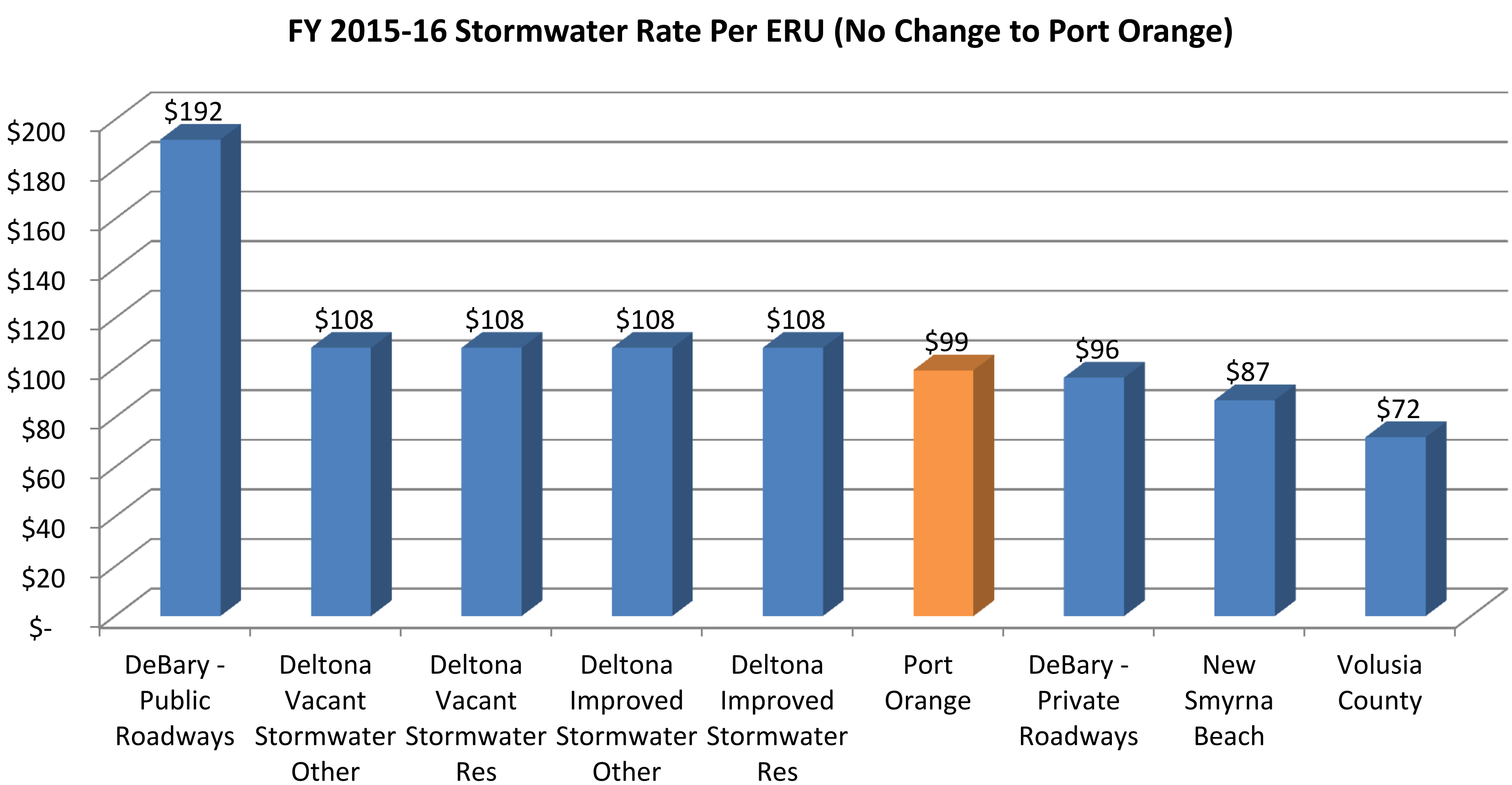
Information provided by Volusia County Property Appraiser

Current Comparison to Others



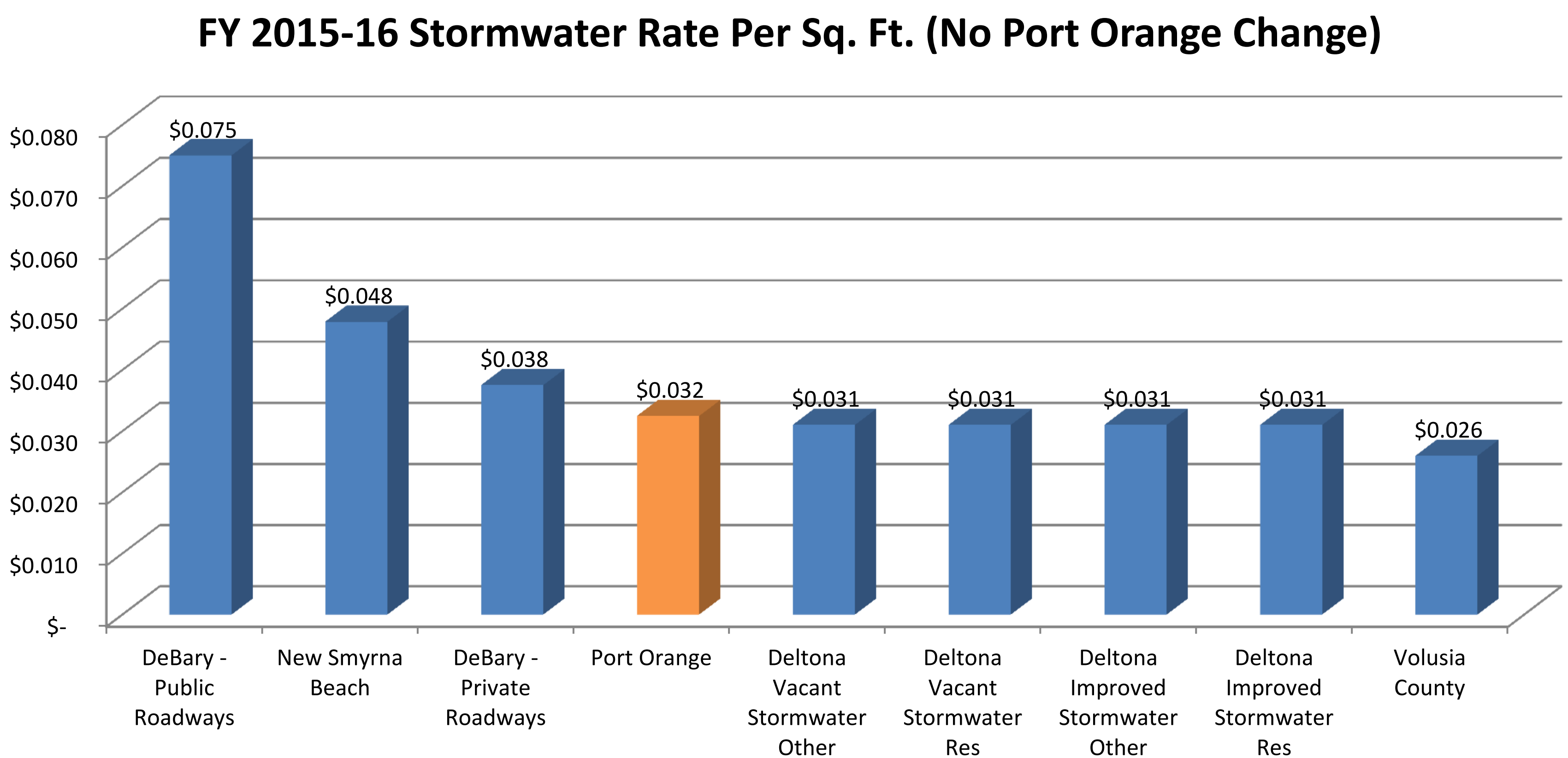
Information provided by Volusia County Property Appraiser

Proposed Comparison To Others



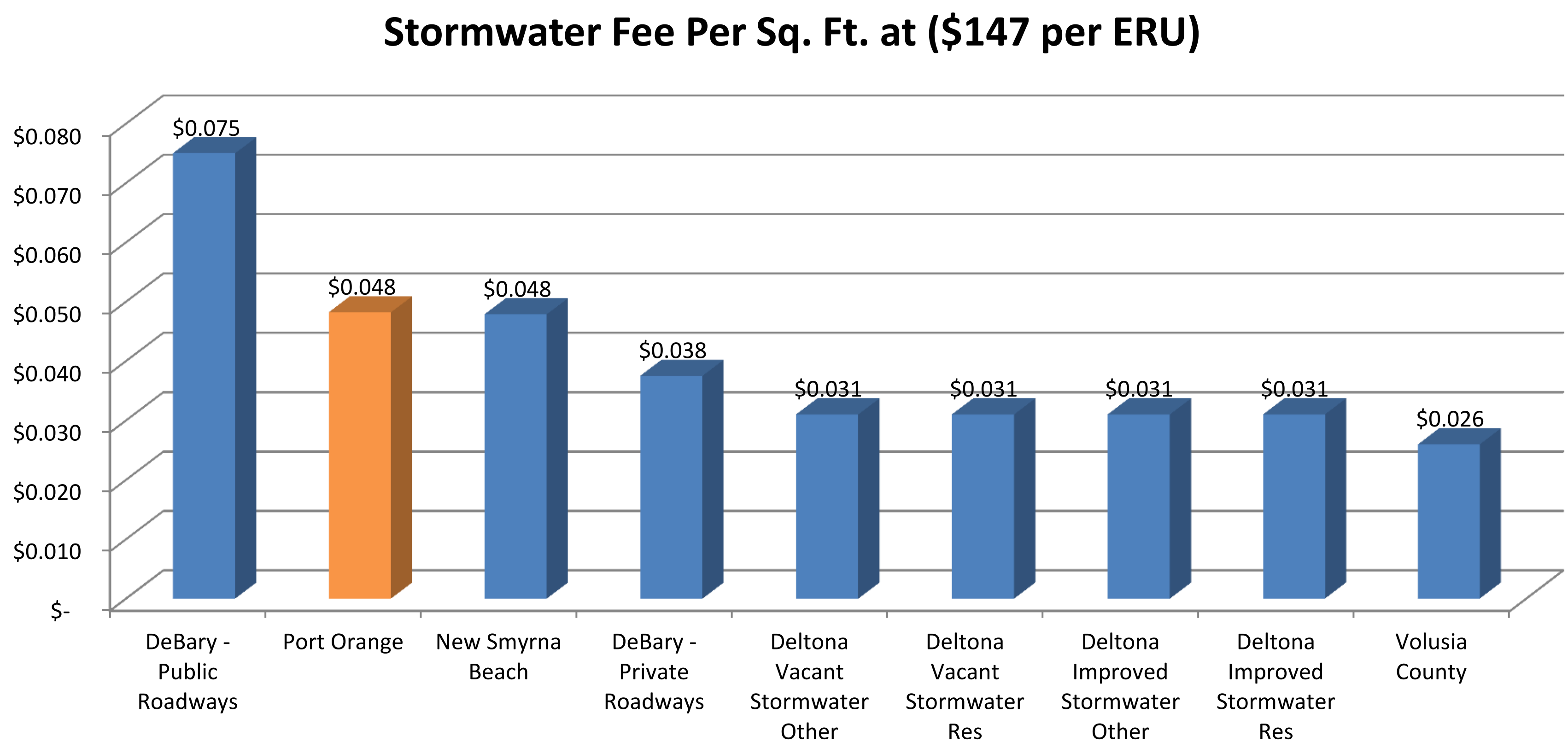
Information provided by Volusia County Property Appraiser

Proposed Comparison to Others



Information provided by Volusia County Property Appraiser

Proposed Comparison to Others



Information provided by Volusia County Property Appraiser

STRATEGIC PLANNING REPORT
CITY OF PORT ORANGE

MARCH 18 & 20, 2015

Facilitated by:
Marilyn E. Crotty
Florida Institute of Government
University of Central Florida

INTRODUCTION

The Port Orange City Council held two strategic planning workshops on March 18 and March 20, 2015 to develop a vision, organizational values, a mission statement, and to identify goals, objectives, and priorities for implementation in the next few years. Ms. Marilyn Crotty, director of the John Scott Dailey Florida Institute of Government at the University of Central Florida facilitated both sessions.

The Mayor, Council Members, interim city manager, interim assistant city manager, and the city attorney participated in the workshops, which were noticed and open to the public.

This report is a summary of the outcomes of the workshops.

The workshop began with self-introductions by the participants and an overview of the agenda by the facilitator. There was an opportunity for citizen comment at the beginning of the session with only one citizen attending and commenting on the current lack of clear policies. He suggested that the city needs to adopt good policies.

VISION FOR THE CITY 2035

Ms. Crotty asked the Council Members to imagine that it is 2035 and that the City of Port Orange has prospered over the past 20 years. She asked them to describe their ideal image of the city at that time. The following comments were made:

- There is a thriving economy with high end growth and good jobs
- Young people stay in the city and come to Port Orange
- The demographics of the city include all ages
- It is a family oriented community
- Responsible renovation, and revitalization have reinvigorated and reinvented the city
- The Ridgewood corridor is vibrant
- There is an abundance of natural resources with clean air and water
- There are lots of opportunities for growth of both businesses and individuals
- There is a diversity of jobs available
- Port Orange is a welcoming place for senior citizens
- It is a safe city
- There are plenty of “open spaces”
- We have many recreational facilities
- Port Orange is a place for culture
- The city is “in balance”
- This is a close knit city with a sense of community
- We are neighborhood-based
- Port Orange is an active community
- The city is aesthetically pleasing – is clean, looks good, and there is lots of vegetation
- The community is well connected – physically, socially, and technologically
- Port Orange is economically ageless

Based on these qualities and characteristics, the group crafted the following statement as a vision for the city:

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

ORGANIZATIONAL VALUES

The facilitator asked the group to identify values or guiding principles they felt were important for the city to use in its decision-making and to follow in its actions. The following were listed with the values at the top of the list receiving the most support. Statements were written for each of these six values.

Ethical Behavior	**6**
Loyalty	**5**
Innovation	**4**
Respect	**4**
Stewardship	**3**
Trust	**3**
Civility	**2**
Accountability	**2**
Honesty	**2**
Responsibility	**2**
Openness	**1**
Honoring Commitments	**1**
Friendly	**1**
Proactive	**1**

City of Port Orange Organizational Values

The City of Port Orange is a community where our residents, city council, and city staff work together to assure a high quality of life for all. To that end, we dedicate ourselves to the following organizational values:

Ethical Behavior: As an organization we are honest and truthful in all situations. We keep our commitments and strive to perform our responsibilities at the highest level.

Loyalty: The citizens and public employees uphold an unwavering allegiance to the city and each other, fostering a strong sense of community and a united municipality.

Innovation: We believe it is essential to nurture and support creativity and the development of new ideas within our organization. Innovation is a vital element to sustaining a vibrant, prosperous and economically ageless community.

Respect: We are an organization that values mutual respect for our residents and public servants. Civility fosters effective interactions for the benefit of the community.

Stewardship: We are careful stewards of our fiscal resources, human capital, infrastructure and the natural environment of the city; managing them with complete transparency and full accountability.

Trust: Trust forms the foundation for all the city's relationships and builds the community's confidence. Mutual trust among citizens, the City Council, and city staff fosters accurate communication and superior performance.

MISSION

In order to develop a mission statement, Ms. Crotty began by posing a series of questions to the participants. The responses led to the creation of the statement below.

- What do you (the city) do?
    - Provide services for the public
      A leader – trend setter
    - Provide recreation services (Parks, etc.)
    - Ensure public safety
    - Development and oversight of the community – responsible growth and redevelopment
    - Regulate - Pass laws, public conduct
    - Levy taxes and fees
    - Protect the environment
    - Coordinate with other governments
    - Ensure financial stability
    - Build a sense of community
    - Serve as a sounding board
    - Maintain city appearance
    - Guardian of history – preservation
    - Educate

- Who do you do this for? Who do you serve?
    - Residents
    - Business owners
    - Visitors
    - Neighboring jurisdictions
    - Statewide and regional agencies
    - Mutual Aid – in and out of state
    - Media
    - Employees
    - Civic organizations/ Non-profits
    - Neighborhoods/- Home Owners Associations
    - School district
    - Hospital district

- What are you known for?
    - Low crime rate
    - Leaders
    - Innovative
    - High quality first responders
    - Drinking water – high quality
    - Low Taxes – low millage rate
    - Trend setters
    - Water independent – own well fields
    - Reclaimed water – early adopters
    - World class schools
    - Parks and recreation programs
    - Economic opportunities
    - Dunlawton corridor – environmental preservation
    - Progressive
    - Family friendly
    - The pavilion
    - Environmentally conscientious
    - Safe, clean, family – nice place to live

MISSION STATEMENT

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

After staff provided a brief update of progress that had been made in the city during the last year, Ms. Crotty asked the group to list things they think are working well in the city and areas that need improvement. The following were listed:

WHAT'S WORKING? / WHAT NEEDS WORK?

- **What's Working Well?**
  - Police, consistent management, good core of employees
  - Fire, starting to stabilize, good core
  - Parks and Recreation, consistent management
  - Community Development, consistent management; code enforcement improved
  - Public Utilities – some really good staff and new manager potential
  - IT
  - HR is working better
  - Hiring of permanent executive staff – new ideas, open to change
  - Citizen Connection
  - Interim City Manager
  - Staff open to change
  - Council gets along and functions well
    - Civil council meetings at council level
    - Diversity of ideas and opinions
  - High reserves
  - Clerk's Office
  - Purchasing
  - Code enforcement special magistrate
  - Police volunteers

- **What's Needs Work?**
  - Stabilization of department heads, city manager, assistant city manager
  - Succession planning
  - Length of time it takes to implement projects
  - Communication with Council
  - Process improvement
  - Empowerment – decision making at appropriate level
  - Disconnect with citizens – method of dealing with upset constituents; training issue – "caring city"
  - Rebuilding trust with staff; confidence in information provided
  - Culture change – failure, appropriate risk taking is OK
  - Getting clear direction from Council
  - Implementation of compensation study – become competitive
  - Contract administration - Training in project management; tracking software
  - Streamlining financial system
  - Clear policies and procedures – best practices, training, updated
  - Team approach – interdepartmental cooperation and coordination
  - Planning, scheduling and timing for projects/contracts

STRATEGIC ISSUES

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

- **Infrastructure**
  - Continue to fix drainage issues
  - Complete reclaimed water project
  - Comprehensive utilities R&R plan
  - Infrastructure – utilities, drainage, roads, sidewalks
  - Addressing conversion of septic tanks to sewer
- **Public Safety**
  - Improve Traffic on Dunlawton and Yorktown
  - Rebuilding the command structure of the police department
- **Fiscal**
  - Simplification of financial structure and reporting
  - Strategies to reduce unfunded pension liabilities
  - Equitable distribution of gas tax
  - Annexation opportunities
- **Human Capital**
  - Employee compensation
- **Economic Development**
  - Redevelopment of US1 (Ridgewood)
  - Continuing implementation of Riverwalk Park
  - Regulatory incentive program
- **Quality of life**
  - Long term provision of athletic fields, recreation
  - Riverside Urban trail
  - Beautification – grounds maintenance, aesthetics
- **Organizational Excellence**
  - Address internal and external communication issues
  - Continuous improvement process for development of policies and procedures

Upon reviewing these issues, the Council determined that the human capital issues could be addressed under the Organizational Excellence category. They then confirmed that the remaining six strategic issues listed above were appropriate goals for the city. The Council then identified objectives under each goal and selected priorities. Any objective that received support from three or more Council Members (identified by the number in parentheses in front of each objective) is considered a "priority". The rest of the objectives are listed as "other". Goals are listed in order of the total number of votes (most to least) received by related objectives within each goal.

GOALS AND OBJECTIVES

GOAL 1 – INFRASTRUCTURE PRESERVATION

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

Priority Objectives

Objective 1 – Develop shovel ready projects in preparation for funding opportunities (5)

Objective 2 – Develop infrastructure master plans including drainage, transportation and utilities to provide clear infrastructure needs (4)

Objective 3 – Finish reclaimed lakes in order to increase capacity for water filtration and disposal (3)

Other Objectives

Objective 4 – Enhance the infrastructure maintenance programs in order to extend the life of capital investments (1)

Objective 5 – Conduct a septic tank study in order to determine the full needs and impact of moving property to sewer service (0)

GOAL 2 - 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.

Priority Objectives

Objective 1 – Maintain existing beautification efforts and implement phases not yet complete (4)

Objective 2 – Plan and develop riverside urban trail (3)

Objective 3 – Increase the number of events and festivals at Riverwalk and city center complex (3)

Other Objectives

Objective 4 – Update and adopt a Parks and Recreation master plan including land acquisition needs for a major sports/athletic complex (2)

Objective 5 – Enhance code enforcement visibility and technology in order to increase effectiveness and efficiency (1)

GOAL 3 - ECONOMIC DEVELOPMENT

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

Priority Objectives

Objective 1 – Continue the implementation of Riverwalk (4)

Other Objectives

Objective 2 – Develop strategy for use of appropriate incentives for desirable development (2)

Objective 3 – Continue land acquisition program along US1 (2)

Objective 4 – Establish a pricing and marketing program for City land in Eastport and other areas (2)

Objective 5 – Explore economic development through competitive sports tournaments (0)

GOAL 4 – FISCAL SUSTAINABILITY

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

Priority Objectives

Objective 1 – Acquire appropriate software for efficient/effective finance reporting and management (3)
Objective 2 – Explore annexation opportunities (3)

Other Objectives

Objective 3 – Continue to simplify financial structure and reporting (2)
Objective 4 – Decrease unfunded pension liability (1)
Objective 5 – Review and revise fees and charges if needed (0)
Objective 6 – Explore internal auditing needs and capabilities (0)
Objective 7 – Plan for equitable distribution of county gas tax (0)

GOAL 5 - 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.

Other Objectives

Objective 1 – Enhance paramedic services and capacity (2)
Objective 2 – Address traffic management and safety issues (1)
Objective 3 – Rebuild command structure of the police department – operations/zones (1)
Objective 4 – Review, update and drill emergency management protocols and training (1)

GOAL 6 - ORGANIZATIONAL EXCELLENCE

To enhance organizational efficiency and effectiveness through a highly motivated and stable workforce that continuously improves services and positive communication in order to better serve internal agencies and the public.

Other Objectives

Objective 1 – Implement compensation study (2)
Objective 2 – Create a program for recruitment, retention and development of employees (1)
Objective 3 – Develop a public relations plan/program to enhance city image (1)
Objective 4 – Increase 2-way communication with citizens (1)
Objective 5 – Implement a continuous process improvement program to enhance policies and procedures (0)
Objective 6 – Enhance Human Resources capabilities including labor relations and collective bargaining agreement administration (0)
Objective 7 – Improve internal communication through a team approach (0)
Objective 8 – Enhance contract management capabilities (0)