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

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.
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.

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.

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
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