

# **CITY OF OCALA 2020 ANNUAL UPDATE**



## EXECUTIVE SUMMARY

The City of Ocala conducted an annual update work session on February 19, 2020 for the purpose of reviewing and updating the City's Strategic Plan. The update was performed at City Council's direction and for the purpose of confirming that the objectives are still valid and adjusting strategies in response to or anticipation of changes in economic, social, and environmental conditions. Also included in the work session were updates on key capital improvement projects, key public safety initiatives, the defined contribution variable benefit plan, redevelopment of the former Pine Oaks Golf Course, and the strategic plan key performance measures, year to date through January 31, 2020.

The annual update work session was open to the public. Primary participants included the Mayor and City Council, the City's Executive Team and members of the City's Senior Leadership Team.

Each of the 11 strategic initiative team updates was presented by its executive champion. The Council confirmed that the eleven strategic initiatives shall be carried forward, suggested combining two similar initiatives, discussed adjustments to the verbiage of corresponding strategies, and revised the relative priority of initiatives.

The resulting ten strategic initiatives, in their revised order of priority, are as follows:

- 1) Reducing the impact of drug abuse, focusing on a method for achieving a leveling off of opioid-related drug abuse cases within the next three years.
- 2) Aligning the City's approach to law enforcement and providing social services so that enforcement actions don't erode the homeless community's trust in the City or negate the City's efforts and ability to assist such persons.
- 3) Addressing unemployment and workforce preparedness deficiencies in targeted city neighborhoods.
- 4) Providing residential fiber optic connectivity to targeted neighborhoods, based on the previously-approved ten-year business plan. Continue to grow the system as funding allows.
- 5) Supporting diversification of the City's economic base, so that the City is not overly dependent on any one or two industries, to facilitate sustainable growth.
- 6) Adopting a proactive approach to infrastructure that will enable the City to maintain a high level of service for its residents as the City grows, and reduce adverse economic, social, and environmental impacts of severe weather events.
- 7) Foreclosing on vacant properties where the owner owes the City money so those lots can be redeveloped to improve economic conditions of the subject areas and once again contribute to the City's tax base.

- 8) Working with the Midtown Salvation Army facility to better align its deployment of services with the Midtown Master Plan.
- 9) Creating the concept of One City and focusing on inclusive approaches that broadly benefit the City's residents.
- 10) Capitalizing on additional funding sources available only to municipalities that have shovel ready projects; and tapping into private funding opportunities.

Updates on the following key capital improvement projects were presented by the city engineer and interim electric utility director:

- General Aviation Terminal at the Ocala International Airport
- SW 49<sup>th</sup> to SW 40<sup>th</sup> sewer and water expansion
- Southwood Villas sewer package
- Lower Floridan Aquifer Wells Water Treatment Plant #2
- MLK First Responder Campus
- Suntree/Oldcastle Filtration Boxes
- Wetlands Groundwater Recharge Park
- Old City Yard stormwater pump station
- Signalization of SR 492 at NE 30th Avenue
- Osceola Trak
- Drainage Rehabilitation and Improvement Program (DRIP) - SE Eighth Street & SE First Avenue
- Transportation Rehabilitation and Improvement Program (TRIP) – NE First Avenue
- South Magnolia water main replacement
- North Magnolia water main replacement
- NE Ninth Street pedestrian improvements
- NE 36<sup>th</sup> Avenue railroad overpass
- White Substation upgrade phase 1
- Shaw Substation transformer purchase
- County lighting phase 3 – along SW Seventh Avenue
- Richmond Substation wall
- Ocala Skatepark lighting

Public safety updates were presented on the following by the Police and Fire Chiefs:

- 9-1-1 Fire Rescue dispatch transition from the county is on track for a soft transition April 1 and a hard transition July 1.
- Violent Crimes Task Force currently consists of two squads. Since its inception in December, no one has been shot.
- Community Paramedicine Program is a partnership with Advent Health Ocala and Fire Rescue that will provide a list of patients to be followed up with following an emergency room visit, in order to help prevent a future 911 call. Marion County Hospital District worked with Advent Health Ocala to donate \$97,000, and Marion County Health Department has also acquired a \$250,000 grant. The Narcan Leave Behind, Hepatitis A, and Pulse Point programs will be under this program.

The Human Resources and Risk Management Director shared that an actuarial evaluation of the Defined Benefit Variable Hybrid plan is currently being conducted.

The Planning and Zoning Manager provided an update on the Pine Oaks redevelopment project. Results of environmental testing should be received the week of May 18, 2020. The City and Siemens Group are working with an affordable housing developer and together filed for low-income housing tax credits for two sites. Siemens Group is also working with Tillman Engineering to plan the property as a planned development, which will allow City Council a chance to see what is going to be on the property before Council assigns the zoning. The land use and zoning contingency deadline is May 28, 2020. Construction may start at the north and south ends of the property and move inward.

The session concluded with a Councilmember Roundtable discussion of the following:

- City attorney efficiencies
- Downtown parking
- Current community sponsorship process
- Support of Fort King Historic Landmark

Following is a list of attendees and presenters:

- Mayor Kent Guinn
- Council President Jay Musleh
- Council President Pro-Tem Justin Grabelle
- Councilman Matthew Wardell
- Councilman Brent Malever
- Interim City Manager Sandra Wilson
- Assistant City Manager Bill Kauffman
- Assistant City Manager Ken Whitehead
- Police Chief Greg Graham
- Fire Chief Shane Alexander
- Strategic & Legislative Affairs Administrator Jeannine Robbins
- Engineering & Water Resources Director/City Engineer Sean Lanier
- Recreation & Parks Director Kathy Crile
- Ocala Fiber Network Director Mel Poole
- Human Resources & Risk Management Director Jared Sorensen
- Planning Director Peter Lee
- Interim Electric Utility Director Eric Weaver
- Planning & Zoning Manager David Boston
- Assistant City Attorney Rob Batsel
- City Clerk Angel Jacobs
- Internal Auditor Randall Bridgeman
- Assistant City Clerk Roseann Fusco
- Deputy Chief of Police Mike Balken
- Marketing & Communication Manager Ashley Dobbs
- Multimedia & Communication Coordinator Danielle Dyals
- Airport Director Matthew Grow
- Senior Planner/GIS Analyst Aubrey Hale
- Budget Director Tammi Haslam

- Contracting Officer Tiffany Kimball
- Community Engagement Coordinator Ramona Williams