

**CITY OF OCALA STRATEGIC PLAN
FY 2021-2022
ANNUAL UPDATE**



EXECUTIVE SUMMARY

The City of Ocala conducted an annual strategic plan update work session March 10, 2021 for the purpose of reviewing and updating the City's Three-Year 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 the status of city finances, key capital improvement projects, key public safety initiatives, key development and redevelopment projects, public art, ADA compliance implementation and strategic plan key performance measures, year to date through January 31, 2021.

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.

City Council reviewed and confirmed the City's vision and mission statements, along with the City's four strategic priorities:

Vision: Make Ocala a great place to live, play and prosper.

Mission: The City of Ocala provides fiscally responsible services consistent with the community's current and future expectations.

Strategic Priority 1: Economic Hub
Strategic Priority 2: Fiscally Sustainable
Strategic Priority 3: Operational Excellence
Strategic Priority 4: Quality of Place

Each of the 10 strategic initiative updates was presented by its team champion. The Council confirmed that the ten 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 nine 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 with the Salvation Army to better support the objectives of the Midtown Master Plan.
- 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) Creating the concept of One City and focusing on inclusive approaches that broadly benefit the City's residents.
- 9) 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 electric utility director:

- Fairfield Village sewer connection
- Saddle Oak sewer connection
- SE Watula Avenue resurfacing
- Lower Floridan Aquifer Wells Water Treatment Plant #2
- Suntree/Oldcastle Filtration Boxes
- Lake Wyomina Retention Area Retrofit
- Ocala Wetland Recharge Park
- Mary Sue Rich Community Center at Reed Place
- Transportation Rehabilitation and Improvement Program (TRIP) – South Magnolia Avenue
- Transportation Rehabilitation and Improvement Program (TRIP) – SE First Avenue
- Elevation 89 Restaurant at the Ocala International Airport
- NE 36th Avenue Railroad Overpass
- Paddock Substation Transformer Upgrade
- Shaw Substation Transformer Replacement
- Ocala Palms Substation Transformer Upgrade

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

Police Chief discussed police-related public safety updates:

- Violent Crimes Task Force results
- 2020 violent crime trends
- Community engagement
- Grant received
- Challenges for 2021

Fire Chief discussed fire rescue updates:

- Operations
- Training

- Prevention
- EMS programs
- Community Paramedicine
- Community partners
- Mentorship Program
- Emergency Management

Updates on key development and redevelopment projects were provided by the city growth management director:

- Old Fire Station #1/Brewery in Midtown
- Watula South
- Tusawilla Artpartments
- Reilly Arts Center expansion
- West Oak
- Tucker Hill Project
- Goldman Building - Mellow Mushroom
- Lamplighter Legacy Apartments
- Second Parking Garage

A comprehensive presentation on the city's current, in progress and future public art installations was provided by the city's cultural arts & sciences division head.

An update on the city's Americans with Disabilities Act (ADA) compliance implementation plan was provided by the city's fleet & facilities management director.

A presentation on the city's key performance measures, year to date through January 31, 2021 was provided by the city's strategic & legislative affairs administrator.

A discussion regarding proposed changes to the City Charter was facilitated by the city attorney.

The session concluded with a Councilmember Roundtable discussion.

Following is a list of attendees and presenters:

- Mayor Kent Guinn
- Council President Justin Grabelle
- Council President Pro-Tem Brent Malever
- Councilmember Jay Musleh
- Councilmember Matt Wardell
- Councilmember Ire Bethea
- City Manager Sandra Wilson
- Assistant City Manager Bill Kauffman
- Assistant City Manager Ken Whitehead
- City Clerk Angel Jacobs

- Internal Auditor Randall Bridgeman
- Police Chief Mike Balken
- Fire Chief Shane Alexander
- Strategic & Legislative Affairs Administrator Jeannine Robbins
- Engineering & Water Resources Director/City Engineer Sean Lanier
- Ocala Fiber Network Director Mel Poole
- Human Resources & Risk Management Director Jared Sorensen
- Growth Management Director Tye Chighizola
- Community Development Services Director Melanie Gaboardi
- Fleet & Facilities Management Director John King
- Electrical Engineering Supervisor Randy Hahn
- Finance & Customer Service Office Director Emory Roberts
- Cultural Arts & Sciences Division Head Laura Walker
- Recreation & Parks Director Preston Pouser
- Assistant Finance Director Peter Brill
- City Attorney Rob Batsel
- Budget Director Tammi Haslam