

**CITY OF OCALA STRATEGIC PLAN
FY 2022-2023
ANNUAL UPDATE**



EXECUTIVE SUMMARY

The City of Ocala conducted an annual strategic plan update work session March 22, 2022 for the purpose of reviewing and updating the City's Annual 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 results from the 2021 citywide team engagement survey, the status of city finances, key capital improvement projects, key public safety initiatives, key development and redevelopment projects and strategic plan key performance measures, year to date through January 31, 2022.

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

Results of the citywide team engagement survey were presented. The confidential survey, based upon the Gallup Corporation's Q12 survey questions, was conducted in the first quarter of fiscal year 2021. The city's survey contained 18 questions. Overall employee satisfaction was 89.18%. Overall employee engagement was 46.19%.

Each of the nine strategic initiative updates was presented. The Council confirmed that the nine strategic initiatives shall be carried forward, suggested combining two similar initiatives, and discussed adjustments to the verbiage of corresponding strategies.

The resulting eight strategic initiatives, are as follows:

- 1) Reducing the impacts of drug abuse.
- 2) Better aligning approaches to homelessness.
- 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) Maintaining a proactive approach to infrastructure and capitalizing on additional infrastructure funding sources.
- 7) Foreclosing on vacant properties for redevelopment.
- 8) Creating One City.

The status of the city's finances was reviewed, including fiscal year 2021-22 successes and fiscal year 2022-23 budget considerations.

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

- Paddock Substation
- Ocala Palms Substation
- Baseline Substation
- NW 44th Avenue engineering and construction of electric lines
- SW 44th Avenue engineering and construction of electric lines
- Expansion of 69kV transmission lines
- Construction of main overhead feeder lines at Ocala Palms Substation
- Fairfield Village
- Suntree/Oldcastle Filtration Boxes
- Lift Station 91
- Ocala Wetland Recharge Park
- Mary Sue Rich Community Center at Reed Place
- Transportation Rehabilitation and Improvement Program (TRIP) – South Magnolia Avenue
- FEMA drainage retention area projects
- Manhole lid and seal replacements; generators

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

Fire Chief discussed fire rescue updates:

- Operations
- Training
- Prevention
- Community Paramedicine
- Emergency Management
- Mentorship Program

Police Chief discussed police-related public safety updates:

- Comparative policing data
- Comparative staffing data
- Department response times
- Challenges for 2022-23
- Goals for 2022-23

Updates on key development and redevelopment projects were provided by the city's chief development official:

- Future, approved and in-review development sites
- Three-year trend for permit processed and site development permits
- Airport logistics
- Peak Logistics
- Goldman Building
- Reilly Arts Center
- Lamplight Legacy apartments
- Watula South
- Brick City Lofts
- Brewery in Midtown
- Watula South
- West Oak
- Heath Preserve
- UF Health

Council was presented with the option of adding a fifth strategic priority, workforce engagement, to the existing four strategic priorities. An overview of the city's key performance indicators, year to date through January 31, 2022, was presented.

The session concluded with a Councilmember Roundtable discussion.

Following is a list of attendees and presenters:

- Mayor Kent Guinn
- Council President Ire Bethea
- Council President Pro-Tem James Hilty
- Councilmember Jay Musleh
- Councilmember Kristen Dreyer
- Councilmember Barry Mansfield
- City Manager Sandra Wilson
- Assistant City Manager Bill Kauffman
- Assistant City Manager Ken Whitehead
- Assistant City Manager Peter Lee
- City Clerk Angel Jacobs
- Internal Auditor Randall Bridgeman
- Police Chief Mike Balken

- Fire Chief Clint Welborn
- Strategic & Legislative Affairs Administrator Jeannine Robbins
- Engineering & Water Resources Director/City Engineer Sean Lanier
- Ocala Electric Utility Director Doug Peebles
- Ocala Fiber Network Director Mel Poole
- Fleet & Facilities Management Director John King
- Budget Director Tammi Haslam
- Finance & Customer Service Office Director Emory Roberts
- Information Technology Director Winsome Jacobs
- Community Development Services Director James Haynes
- Ocala Airport Director, Matt Grow
- Public Works Director Darren Park
- Recreation & Parks Director Preston Pooser
- City Attorney Rob Batsel