



# City of Deltona

2345 Providence Blvd.  
Deltona, FL 32725

## Agenda

### City Commission Workshop

*Mayor John C. Masiarczyk Sr.*  
*Vice Mayor Chris Nabicht*  
*Commissioner Heidi Herzberg*  
*Commissioner Gary Mitch Honaker*  
*Commissioner Nancy Schleicher*  
*Commissioner Diane J. Smith*  
*Commissioner Brian Soukup*

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Monday, May 23, 2016

5:30 PM

2nd Floor Conference Room

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**1. CALL TO ORDER:**

**2. ROLL CALL – CITY CLERK:**

**3. PLEDGE TO THE FLAG:**

**PUBLIC COMMENTS:** – Citizen comments limited to items not on the agenda and comments on items listed on the agenda will take place after discussion of each item.

**4. BUSINESS:**

**A. [Strategic Goals: Prioritization - Jane K. Shang, City Manager - \(386\) 878-8858.](#)**

[Strategic Goals Review - To provide guidance on areas of focus.](#)

**Background:**

An update/status report of the strategic goals will be presented. Afterwards, staff is requesting direction on which goals should be given priority. This item has been requested by Commissioner Smith.

**Attachments:**

[Highlights of Accomplishments for Strategic Goals](#)  
[Competing Projects](#)  
[Fund Balance Summary](#)

**B. [Creation of a One-Stop Shop Concept and Any Required Staff Training and Development - Chris Bowley, Planning and Development Services, \(386\) 878-8602.](#)**

[Strategic Goal: Economic Development: Promote Customer Service Environment.](#)

**Background:**

Coming from development, the true test of good development is construction and use of the land as designed. Within the City's early history, there was a focus on measures that were protracted, were not applicable, and/or were required in the Land Development Code (LDC), as such. This included an application of a PUD for a small office site, requiring Development Agreements for by-right zoning amendments, or allowing inconsistent and overlapping provisions to exist within the LDC that did not match the land use and platting pattern of the City. Examples include some entitlements being incomplete, subdivision of land not sequential in keeping with state law, and having multiple Development Review Committee (DRC) meetings that added time project schedules.

Since 2009, Planning staff has brought the Comp Plan into compliance with the State law, updated the LDC as a consistent user-friendly document, added a clear and predicable process through the use of checklists, zoning applications are applied properly, land subdivision is compliant with State law, and a streamlined process is in place with one DRC.

As a comparison, interviews were conducted with staffs from the cities of DeLand, New Smyrna Beach, Altamonte Springs, Winter Springs, and Oviedo. These cities are suburban with varying proportions in land use percentage. In summary, the City of Deltona compares well with other communities, in particular with the following:

1. Use of the DRC for pre-application conferences to reduce redundancy.
2. One, as opposed to many, DRCs.
3. Site plan review at the DRC level only.
4. No layered conceptual plan process through elimination of the Overall Development Plan, combining the Conceptual Site Plan with the Final Site Plan, and going straight to the Final Plat for one-phased projects.
5. No square footage threshold for site plan review.
6. Consolidating the site plan and plat process into checklists and in dedicated LDC chapters.
7. Support concurrent site plan and building plan review.
8. Created a Development Agreement template with the City Attorney.
9. Removed onerous requirements, such as oversized buffer widths and prohibitive Activity Center ordinances.
10. Made the development process in the Activity Center, the greatest assembled land area in the City, more accessible

with the removal of a development of regional impact.

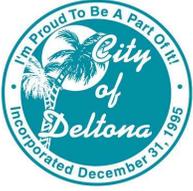
Going forward, the recommendation is to update the Comprehensive Plan, as required by the State, and to process ordinance amendments in the LDC to be consistent with it. The proposed amendments will require more utility provision to lots for them to be more development ready, bonuses and incentives for the provision of multi-modal transportation and maintained landscaping, and more reduction in landscape buffer widths with an emphasis on screening instead. Training for staff is recommended to be in the form of obtaining maintaining industry certifications as a goal and there are mechanisms to pay for training through application fees.

## **5. CITY MANAGER COMMENTS:**

## **6. ADJOURNMENT:**

*NOTE: If any person decides to appeal any decision made by the City Commission with respect to any matter considered at this meeting or hearing, he/she will need a record of the proceedings, and for such purpose he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based (F.S. 286.0105).*

*Individuals with disabilities needing assistance to participate in any of these proceedings should contact the City Clerk, Joyce Raftery 48 hours in advance of the meeting date and time at (386) 878-8500.*



## Agenda Memo

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**AGENDA ITEM:** A.

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**TO:** Mayor and Commission

**AGENDA DATE:** 5/23/2016

**FROM:** Jane K. Shang, City Manager

**AGENDA ITEM:** 4 - A

**SUBJECT:**

Strategic Goals: Prioritization - Jane K. Shang, City Manager - (386) 878-8858.

Strategic Goals Review - To provide guidance on areas of focus.

**LOCATION:**

N/A

**BACKGROUND:**

An update/status report of the strategic goals will be presented. Afterwards, staff is requesting direction on which goals should be given priority. This item has been requested by Commissioner Smith.

**COST:**

N/A

**SOURCE OF FUNDS:**

N/A

**ORIGINATING DEPARTMENT:**

Jane K. Shang, City Manager

**STAFF RECOMMENDATION PRESENTED BY:**

Jane K. Shang, City Manager: Staff is seeking direction from the City Commission

**POTENTIAL MOTION:**

N/A -For discussion and direction to staff as necessary

Highlight of Accomplishments for Strategic Goals  
May 23, 2016 Commission Workshop

1. Fiscal Issues
  - Grant writer hired
  - Reviewing grant opportunity for Community Center
  - Funding requests for Tivoli widening and Catalina intersection improvements submitted to TPO
  - Beautification grants: \$125K awarded for SR 472 from FDOT; verbal commitment for \$750K for I-4/SR 472
  
2. Economic Development
  - Phase III of Land Development Code adopted
  - Database of commercial properties created
  - Business niche identified
  - Focusing on Howland Blvd.: Community Center design underway, City Center concept under development
  - Sports niche: analysis underway by Tetra Tech (included is review of existing parks for best use)
  - Meetings have occurred with existing businesses
  - One stop planning and permitting concept developed: May 23, 2016 workshop
  - Events/Facilities Manager for Community Center: position to be included in FY 16/17 budget
  - CRA creation: scheduled for June 2, 2016 County Council meeting
  
3. Economic Development
  - Team Volusia: provided guidance on Public Works relocation, highest and best use for Anderson property and existing Senior Center
  
4. Public Safety
  - Beautification program in place for landscaping, trash, litter, demolition program
  - Sign ordinance re-write: Final meeting with Deltona Business Alliance to be scheduled in early June
  
5. Public Safety
  - Medical transport agreement: to be submitted to Volusia County upon further review and given latest BLS protocol
  - Fire assessment fee: analysis provided
  
6. Internal and External Communication
  - Updated mailing lists completed and constantly under review
  - Update City website and Deltona TV outreach: occurred and ongoing
  - Mayor's Annual State of the City Address: 4<sup>th</sup> Annual State of the Region Address (John Knox Village) and State of the Cities (Lake Mary)

7. Internal and External Communication

- Partnered with FDOT: Bold Initiatives and I-4 improvements
- Beautify gateways and key locations: completed Howland Blvd., Saxon Blvd., City Hall, Fire Stations, Sherriff's Office, certain park entranceways. Saxon and Normandy under development (discuss potential to expand concept with permanent electronic signage - \$50K). Discuss permanent signage at Howland/415: \$50K)
- Partnership with Heritage Middle School for use of gym in exchange for support in the School's Anti-bullying campaign
- City slogan developed: Deltona...A City on the Move
- Social Services Summit: conducted and follow-up by AHAC

8. Infrastructure

- Parks Master Plan update: parks to be reviewed in Tetra Tech analysis
- Define sports facility niche/stadium: analysis to be completed by Tetra Tech
- Manny Rodriguez and Dwight Hawkins: lighting has been installed

9. Infrastructure:

- Master utility plan: underway based on guidance by Team Volusia regarding economic development corridors
- Preserve and increase the City's water supply (Leffler/Farmton): June 27 workshop
- Implement Phase I of Transportation CIP: see attached and schedule
- Obtain funding from TPO: Tivoli, Catalina and sidewalk projects submitted

\*\*\*Ongoing Projects:

- Granicus implementation: proceeding
- TNR program: in implementation
- Health Insurance alternatives: RFP to be issued
- Employee development/training: supervisory training occurred
- Balanced budget: achieved and continuing

# Streets Within 1 Mile of Elementary Schools

## Totaling \$1 Million

+ Dorset (Bluestone to Foxdale) Completed

↑ completed ↓

ELEMENTARY SCHOOL	DISTRICT	STREET	FROM	TO	SIDE	ESTIMATED FOOTAGE	Totals (See Notes)
1	Friendship	1	Chamberlain St.	Chastain Ave.	Laredo Dr.	Odd	1959 \$ 32,553.68
2	Friendship	1	Chastain Av.	Chamberlain St.	Kirkland St.	Odd	400 \$ 6,647.00
3	Friendship	1	Waterman St.	Chastain Ave.	Albury Av.	Even	590 \$ 9,804.33
4	Friendship	1	Kirkland St.	Chastain Ave.	Albury Ave.	Even	790 \$ 13,127.83
5	Friendship	1	Albury Av.	Elkcam Blvd.	Chamberlain St.	Odd	1087 \$ 18,063.22
6	Osteen	6	Bluestone Dr.	Courtland Blvd.	Foxdale Dr.	Odd	1890 \$ 31,407.08
7	Osteen	6	Dumont Ave.	Bluestone Dr.	Foxdale Dr.	Even	340 \$ 5,649.95
8	Osteen	6	Elkin Ave.	Bluestone Dr.	Foxdale Dr.	Odd	455 \$ 7,560.96
9	Osteen	6	Brierdale Dr.	Courtland Blvd.	Dumont Ave.	Odd	499 \$ 8,292.13
10	Osteen	6	Foxdale Dr.	Brierdale Dr.	End	Odd	1375 \$ 22,849.06
11	Pride	6	Norvell Ct	Bladon Av	Humphrey Blvd	Even	1701 \$ 28,266.37
12	Pride	6	Nadine Dr	Norvell Ct	Montoya Dr	Even	1941 \$ 32,254.57
13	Pride	6	Cloverdale St	Bladon Av	Dartmore Av	Odd	657 \$ 10,917.70
14	Pride	6	Keyport St	Bladon Av	Nadine Dr	Even	586 \$ 9,737.86
15	Pride	6	Bladon Av	Norvell Ct	Telford Ln	Odd	1482 \$ 24,627.14
<b>Subtotal:</b>						<b>15,752</b>	<b>\$ 261,758.86</b>
16	Spirit	4	Dunlap Dr	Providence Blvd	April St	Odd	1639 \$ 27,236.08
17	Spirit	4	Lavilla St	Deerfield Av	April St	Even	1064 \$ 17,681.02
18	Spirit	4	Enfield St	Darlington Av	April St	Odd	456 \$ 7,577.58
19	Spirit	4	Seahorse St	Ferendina Dr	April St	Even	553 \$ 9,189.48
20	Spirit	4	Laramore St	Ferendina Dr	April St	Odd	442 \$ 7,344.94
21	Sunrise	6	Mosquero Ave	Trade St	Phonetia dr	Even	585 \$ 9,721.24
22	Sunrise	6	Stallings Ave	Trade St	Tabb Dr	Odd	1935 \$ 32,154.86
23	Sunrise	6	Tabb Dr	Stallings Ave	Linwood Ct	Even	2039 \$ 33,883.08
24	Sunrise	6	Apple Orchard Dr	Stallings Ave	Ft. Smith Blvd	Odd	1686 \$ 28,017.11
25	Sunrise	6	Monument Dr	Pamona St	End	Even	2426 \$ 40,314.06
26	Timbercrest	2	Timber Lake Av	Catalina Blvd	Northvale St	Even	516 \$ 8,574.63
27	Timbercrest	2	Northvale St	Eustace Av	Sumitt Hill Dr	Even	378 \$ 6,281.42
28	Timbercrest	2	Voltaire St	Sumitt Hill Dr	Sedgefield Av	Even	1763 \$ 29,296.65
29	Timbercrest	2	Pine Grove Av	Catalina Blvd	Voltaire St	Even	240 \$ 3,988.20
30	Timbercrest	2	Leafyway Ln	Deep Creek Av	Catalina Blvd	Even	913 \$ 15,171.78
31	Forest Lake	4	W. Viscaya Cir	Snook Dr.	S. Lehigh Dr.	Odd	2065 \$ 34,315.14
32	Forest Lake	4	S. Lehigh Dr.	W. Kingway Dr.	E. Normandy Blvd.	Even	6291 \$ 104,540.69
33	Forest Lake	4	Coble Dr.	Saxon Blvd.	E. Lehigh Dr.	Even	1230 \$ 20,439.53
34	Forest Lake	4	Heley Ter.	N. Kingway Dr.	Coble Dr.	Even	600 \$ 9,970.50
35	Forest Lake	4	Carrin St.	Saxon Blvd.	E. Lehigh Dr.	Even	1207 \$ 20,057.32
36	Deltona Lakes	1	Alster Ln.	Candelwick St.	Fountain Rd.	Odd	341 \$ 5,666.57
37	Deltona Lakes	1	Fountain Rd.	Montecito Av.	Quintilis Ct	Even	811 \$ 13,476.79
38	Deltona Lakes	1	Amherst Av.	Elkcam Blvd.	Alton Rd.	Odd	1194 \$ 19,841.30
39	Deltona Lakes	1	Carson Ln.	Montecito Av.	Amherst Av.	Odd	449 \$ 7,461.26
40	Deltona Lakes	1	Henry Ln.	Montecito Av.	Amherst Av.	Even	510 \$ 8,474.93
41	Discovery	3	Buttercup Ter	Providence Blvd	Clayton Dr	Odd	468 \$ 7,776.99
42	Discovery	3	Bluefield Ter	Providence Blvd	Clayton Dr	Odd	425 \$ 7,062.44
43	Discovery	3	Addison St	Hemingway Dr	Providence Blvd	Even	1355 \$ 22,516.71
44	Discovery	3	Section Line Tr	Hemingway Dr	Providence Blvd	Odd	1849 \$ 30,725.76
45	Discovery	3	Landover Ave	Section Line Tr	Saxon Blvd	Odd	505 \$ 8,391.84
46	Friendship	1	Academy Av.	Elkcam Blvd.	Chamberlain St.	Even	1503 \$ 24,976.10
47	Friendship	1	Ainsworth Av.	Elkcam Blvd.	Chamberlain St.	Odd	1260 \$ 20,938.05
48	Friendship	1	Moonstone Av.	Laredo Dr.	Chamberlain St.	Even	625 \$ 10,385.94
49	Friendship	1	Laredo Dr.	Courtland Blvd.	Sky St.	Even	6155 \$ 102,280.71
<b>Subtotal:</b>						<b>45,478</b>	<b>\$ 755,730.67</b>
<b>Total:</b>						<b>61,230</b>	<b>\$1,017,489.53</b>

**Notes:**

1. Totals include \$14.45 per ft. & an additional 15% to cover miscellaneous surveying, ADA Mats, tree removal and/or sign relocation charges that may apply.
2. All existing sidewalk currently in the right of way will be incorporated into the new installation.
3. Schools are rotated after sidewalk installations are completed on 5 streets.

**Criteria for sidewalk work within 1 mile of Elementary Schools**

1. Streets within 1 mile of elementary schools
2. Streets without reasonable connectivity to the schools were removed from this list
3. Reported Areas

# Collector Roads Totalling \$1 Million

Street	District	From	To	Side	Estimated Footage	Totals (See Notes)
1 Elkcam Blvd	1	Howland Blvd	Courtland Blvd	Even	350	\$ 5,816.13
2 Courtland Blvd	5	Howland Blvd	Wavcrest St	Even	1257	\$ 20,888.20
3 Courtland Blvd	1	Elkcam Blvd	Beckwith St	Odd	4599	\$ 76,423.88
4 Montecito	5	Roseway Ave	Timbercrest Dr	Odd	1252	\$ 20,805.11
5 Haulover Blvd	1	Lake Helen Osteen Rd	Courtland Blvd	Even	2172	\$ 36,093.21
6 Anderson Dr.	3	Cloverleaf Blvd	Providence Blvd	Even	4217	\$ 70,076.00
<b>Subtotal:</b>					<b>13,847</b>	<b>\$ 230,102.52</b>
7 Elkcam Blvd	2	N. Normandy Blvd	Providence Blvd	Odd	3963	\$ 65,855.15
8 Courtland Blvd	1 & 5	Elkcam Blvd	Puerto Rico Dr	Odd	2654	\$ 44,102.85
9 Newmark Dr.	5	Howland Blvd	Ft. Smith Blvd	Even	3189	\$ 52,993.21
10 E. Normandy Blvd	3 & 4	Providence Blvd	Deltona Blvd	Odd	1149	\$ 19,093.51
11 N. Normandy Blvd	3	Deltona Blvd	Saxon Blvd	Even	1347	\$ 22,383.77
12 Captain Dr.	1	Lake Helen Osteen Rd	Courtland Blvd	Odd	6632	\$ 110,207.26
13 Cloverleaf Blvd	3	Deltona Blvd	Anderson Dr	Odd	4717	\$ 78,384.75
14 Elkcam Blvd	1 & 5	Providence Blvd	Howland Blvd	Even	6546	\$ 108,778.16
15 India Blvd	6	Courtland Blvd	Ft. Smith Blvd	Even	5815	\$ 96,630.76
16 Ft. Smith Blvd	4	Providence Blvd	Elkcam Blvd	Odd	3973	\$ 66,021.33
17 Tivoli Dr.	4	E. Normandy Blvd	Providence Blvd	Odd	5619	\$ 93,373.73
<b>Subtotal:</b>					<b>45,604</b>	<b>\$ 757,824.47</b>
<b>Total:</b>					<b>59,451</b>	<b>\$ 987,926.99</b>

completed

+ keepville Ave (Carter Dr. to Howland Blvd) completed

**Notes:**

- Totals include \$14.45 per ft. & an additional 15% to cover miscellaneous surveying, ADA Mats, tree removal and/or sign relocation charges that may apply.
- All existing sidewalk currently in the right of way will be incorporated into the new installation.

**Scoring criteria for ranking sidewalk work on Collector Roads**

- Commercial areas were awarded 5 pts
- Sidewalk needed to complete 1 side of a road was awarded 3 pts and 1 pt if for 2nd side
- Small gaps needed to connect large existing sections (scored 1, 3, or 5 pts by length required with high
- Reported area (scored 1, 3, or 5 pts by number of reports)
- Part of future road project was scored -5 pts

# Roadway Resurfacing Program

## Collector Roadways for FY 15/16 - FY 16/17

Street Name	From	To	Status
Normandy Blvd.	Providence Blvd.	Farrington Dr.	Complete
Cloverleaf Blvd	Deltona Blvd.	Alexander Ave.	Complete
Courtland Blvd.	Howland Blvd.	Wavecrest St.	Complete
Deltona Blvd.	CR 4162	Enterprise Rd.	Complete
Deltona Blvd.	Enterprise Rd.	Cloverleaf Blvd.	Complete
Deltona Blvd.	Cloverleaf Blvd.	Normandy Blvd.	Complete
Courtland Blvd.	Elkcam Blvd.	Beckwith St.	Next FY
Haulover Blvd.	Lake Helen Osteen Rd.	Courtland Blvd.	Next FY
Normandy Blvd.	Howland Blvd.	Firwood Dr.	Future

## Critical Roadways for FY 15/16 - FY 16/17

Street Name	From	To	Status
Derby Dr.	Begin Road	Cottondale Dr.	Starts August
Tara St.	Bonview Ave.	Courtland Blvd.	Starts August
Avila Ave.	Ferendina Dr.	End Maintenance	Future
5th Ave.	Westline Ave.	End	Future
Tudor St.	Slater Dr.	End	Future
Ludlow St.	Snow Dr.	Waco Dr.	Starts August
Amy Cir.	Humphrey Blvd.	Humphrey Blvd.	Starts August
Lamson Ter.	Fort Smith Blvd.	Welton Cir.	Future
English Dr.	Canal St.	Canal St.	Starts August
Tipton Dr.	Tradewinds Dr.	Sheffield Dr.	Starts August
Webster Ct.	Begin Cul-de-sac	Radford Dr.	Future

# Roadway Resurfacing Program

## Other Roadways for FY 15/16

Street Name	From	To	Status
Antelope Dr.	Galveston Ave.	Gallagher Ave.	Complete
Eustace Ave.	Catalina Blvd.	Seagate Dr.	Complete
11th Ave.	SR 415	EWRF Entrance Rd.	Starts August

**A List of Targeted  
Objectives to Achieve  
within 5-Years**

**City of Deltona  
Strategic Plan**



*Chris Bowley, AICP, Planning Director*

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## I. Introduction

The City of Deltona (City) is a relatively young community, historically speaking, having been established as an incorporated community in 1995. Although it has physically been a community since the early 1960s, it has grown into the largest city in Volusia County, with a population of over 87,000 residents in a short period of time. This rapid growth has led to the need to identify community goals that galvanize and focus City efforts for both short-range and long-range planning horizons.

The purpose of this Strategic Plan is to identify targeted achievable goals for a short-range planning horizon (no greater than 5 years). The City employed the assistance of Ms. Marilyn Crotty of the Florida Institute of Government at the University of Central Florida to facilitate a community vision to create common goals and objectives to place into this Strategic Plan. The Strategic Plan will also be used to create an Economic Development Element within the City's Comprehensive Plan to expand the short-range planning horizon into a longer-range version.

Two Community Visioning and Strategic Planning Workshops were conducted, one on October 17<sup>th</sup> and one on November 7<sup>th</sup>, 2015. The first meeting on October 17<sup>th</sup> was with residents and interested members of the community to create the topics to present to the City Commission for further focus. The second meeting on November 7<sup>th</sup> was with the City Commission and representatives of each City department to review the information provided from the community and to narrow it into a short list of priority objectives, to achieve within five years, as follows:

### Strategic Issues

1. **Economic Development:** Provide a strategic focused effort towards economic development throughout the City to enhance existing businesses and attract new businesses.
2. **Fiscal Issues:** Maintain current fiscal stability, maximize alternative funding sources, and promote an effective system of checks and balances.
3. **Infrastructure:** Focus on the expansion of park facilities, commercial utilities, technology, roadways and trails to make Deltona a more sustainable community.
4. **Internal and External Communication:** Provide consistent and effective communication that promotes economic development, civic pride and service delivery.
5. **Public Safety:** To provide quality high-level public safety services to the community through consistent regulations within a coordinated management plan process.
6. **Social Services:** Continue to foster a wide variety of effective and targeted social services for City residents. *Note: no priority objectives were listed for this issue.*



The names of the department per task are listed next to each objective, with a projected time period to complete, if not an on-going or already completed effort.

## II. Priority Objectives

From the above listed strategic issues, the following ranked priority objectives were created (*with the number of City Commissioner preferences listed in parentheses, where listed*):

1. **Fiscal Issues** – create a grants management program: find and write grants, administer grants, and provide quarterly updates and pursue new/alternate revenue sources (6) – a grant writer was selected and will begin to assist on the following tasks: *Status: Brought on the City's Grant Writer through the City's procurement process and working with her to have and maintain a focus and ranked priority on projects.*
  - New Senior Community Center – *Planning & Development Services; contact person Chris Bowley. Two year project completing in 2017. Status: Underway with design, permitting in mid-2016, contractor selection late 2016, and construction completion in late 2017.*
  - Improvements to the existing Community Center – *Parks & Recreation Department; contact person Steve Moore. Status: Two year project following the new Senior Center.*
  - Transportation/CIP (i.e. Tivoli Dr. expansion, Normandy Blvd. construction, Howland Blvd./Catalina Dr. intersection, TPO listed roads, sidewalks, trails/bike lanes) – *Public Works Department; contact person Gerald Chancellor. Start Normandy Blvd. and Tivoli Dr. in 2016. Status: Normandy from Providence to Farrington is completed. Tivoli is being engineered and multiple sidewalks projects were undertaken and completed; with others on-going.*
  - Thornby Park HERE Project – *City Manager's Office; contact persons Jerry Mayes and Lee Lopez. Project based on available funding with decision in 2016. Status: The proposed project was scaled down and dialog with Volusia County staff resulted in verbal support for the project.*
  - Veteran's Museum – *Parks & Recreation Department; contact person Steve Moore. Status: Pursuing a metal storage building option.*
  - Overall beautification grants – *Varies by department. Underway and on-going effort. Status: Wrote the FDOT Bold Initiative Grant with an update, received \$125,000 for SR 472 (double the original grant award), received \$750,000 (verbally) for Interstate 4 at SR 472, and modified the 100% construction plans for the Saxon Blvd. interchange.*
  - Other grants as approved by the City Commission – *Varies by department. On-going per grant opportunities, as they are available. Status: Working with City staff in other departments to have their issues addressed through grant searches by the Grant Writer. Cost sharing options have been submitted to the St. Johns River Water Management District for Deltona Water projects.*
  
2. **Economic Development** – update the economic development plan (including the Land Development Code) (5) – underway with real estate analysis with TVEDC and Phase III of the LDC to be adopted in 2016. *Status: Phase III of the Land Development Code amendments was brought to the City Commission and adopted as Ordinance No. 04-2016. Planning staff worked with Team Volusia staff to complete the highest and best use analysis that was presented to the City Commission at the May 9<sup>th</sup> workshop.*



**CITY OF DELTONA STRATEGIC PLAN**  
Strategic Goals for FY 15/16 - FY 16/17  
Revised May 11, 2016

- Team Volusia coordination and creation of a database of commercial properties on the Team Volusia website and City website (market analysis of available properties) – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016. Status: See above pertaining to working with Team Volusia.*
  - Determine the business niche for the City to target/pursue (i.e. medical campus/offices/business park) – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016. Status: See above pertaining to working with Team Volusia.*
  - Focus on Howland Boulevard as the gateway for commercial growth (create a City Center and pursue acquisition of Casey property) – *Planning & Development Services; contact person Chris Bowley. On-going until all parcels are developed. Status: The focus on Howland Blvd. as the gateway is being done in conjunction with the Parks Department and the consultant team to determine a sports niche, as well as through the product of Team Volusia.*
  - Work with existing businesses to expand/grow, including a questionnaire and one-on-one site visits – *City Manager's Office; contact person Jerry Mayes. Questionnaire to be completed in 2016 and site visits on-going. Status: Have been meeting with local businesses on business retention, job creation, and potential expansion for more than one location within Deltona.*
  - Promote customer service environment, including creation of a one-stop shop concept and any required staff development/training to achieve it – *City Manager's Office; contact person Chris Bowley and Steve Roland. Underway with completion in 2016. Status: Presentation to the City Commission on May 23<sup>rd</sup>.*
  - Construct a Senior Community Center and prepare a business pro forma, including the need for an events manager – *Planning & Development Services; contact person Chris Bowley. Two year project completing in 2017. Status: The design team, including the project engineer, has been selected and is underway with design. The development program has been finalized without a gymnasium and with an expanded assembly room. The Final Site Plan and Construction Plans are being worked on. An events manager position is to be included in the FY 16/17 budget within the Parks Department budget and that person will work on a business pro-forma.*
  - Pursue the creation of CRA for Deltona Boulevard – *Planning & Development Services; contact person Ron Paradise. CRA submitted and obtain CRA authority/set-up within 2016. Status: The Southwest Deltona CRA requests for additional information were submitted to Volusia County and there is an anticipated County Council awarding of the CRA on June 2<sup>nd</sup>.*
  - Create more diversified and high-quality housing opportunities to provide for all market demands – *Planning & Development Services; contact person Chris Bowley. Underway and on-going. Status: The City approved Phase V of Arbor Ridge and Lake Baton Estates master planned communities. Both offer a variety of housing types to meet a broad spectrum of the real estate market. The Arbor Ridge project offers a more urban neighborhood with smaller lots on a central sewer system. The homes are conveniently located to schools. Lake Baton Estates, also on central sewer, offers a much larger home and is adjacent to Spirit Elementary.*
3. **Economic Development** – analyze City-owned properties and determine their highest and best use, need for land acquisition/disposition, etc. (4) – underway with three efforts for real



- estate, parks, and utility master planning. *Status: Planning staff worked with Team Volusia staff to complete the highest and best use analysis that was presented to the City Commission at the May 9<sup>th</sup> workshop.*
- Obtain master planning services, once the niche is determined – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016. Status: Planning staff worked with Team Volusia staff to complete the highest and best use analysis that was presented to the City Commission at the May 9<sup>th</sup> workshop.*
  - Review relocation of existing facilities (i.e. Public Works) – *Public Works Department; contact person Gerald Chancellor. Analyze properties in 2016, with funding, relocation within two years from funding date. Status: A relocation site has been located on the ±122-acre tract that is owned by the City.*
4. **Public Safety** – strengthen code enforcement (abandoned properties, rental properties) (5) – underway with actions taken to notify residents of trash pick-up timing and letters sent to property owners to take action on sites in disrepair. *Status: On-going until June 1<sup>st</sup>.*
- Focus on the City's beautification program (landscaping, trash removal, seasonal/holiday themes at the gateways, and major intersections) – *Enforcement Services; contact person Dale Baker. Status: Underway and on-going.*
  - Fund and implement a demolition program for homes in disrepair. *Enforcement Services; contact person Dale Baker. Status: Underway and on-going; 4 houses taken down to date.*
  - Review the need for additional staff – *Enforcement Services; contact person Dale Baker. Status: Underway and to be completed in 2016. Part of the budget process.*
  - Sign ordinance amendment/rewrite the sign code – *Planning & Development Services; contact person Chris Bowley. Underway with completion in 2016. Status: Sign Code draft was written and distributed to City staff, special interest groups, and sign contractors with a deadline of April 1<sup>st</sup>. Deltona Business Alliance members met with staff on May 10<sup>th</sup> to provide their comments and requested a second meeting in early June 2016. Once they provide their written comments, a second meeting will be scheduled. The draft code will be attached to a draft ordinance with comments received and brought to the City Commission at a workshop.*
5. **Public Safety** – pursue the ability of the City to be able to provide medical transport (4). *Status: The city continues to move forward with the contingency PLUS initiative. Several meetings have been held with the CM and final language is ready to be presented to Volusia County Staff, upon acknowledgement by the Fire Fighter's Union.*
- Prepare a fire assessment fee cost-benefit analysis – *Finance Department; contact person Bob Clinger. Underway with completion in 2016. Status: An analysis was provided to the City Commission.*
  - Begin dialogue with Volusia County officials/staff – *Fire Department; contact person Chief Bill Snyder. Underway and on-going. Status: No change. Open dialog with Volusia County officials on all aspects of emergency services has never stopped. We maintain a consistent and cooperative relationship.*
  - Review the need for additional staff – *Fire Department; contact person Chief Bill Snyder. Underway and to be completed in 2016. Status: Review of department staffing needs continue, Personnel service requests are coming due in preparation for FY 16-17. Chief Snyder is involved and will review and approve proposed staffing requests.*



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- Prepare a medical transport cost-benefit analysis – *Fire Department; contact person Chief Bill Snyder. To be completed in 2016. Status: No changes.*
- 6. **Internal and External Communication** – improve intergovernmental coordination (advocacy, proper courthouse annex location) (4) – always a top priority and on-going effort.
  - Proactively contact agencies and review mailing lists (especially for invitations to special events) – *City Manager's Office; contact person Jerry Mayes. Underway and on-going. Status: The mailings lists have been updated as exemplified by the MSgt. Brown street dedication.*
  - Conduct partnering sessions with County staff and State Legislature, with trips to Tallahassee, and review of lobbyist contract – *City Manager's Office; contact person Jane Shang. Underway and on-going. Status: Meetings with Volusia County staff are occurring and working relationships are being developed. The lobbyist contract is to be discussed during the FY 16/17 budget process.*
  - Update the City's media (City website) and broaden Deltona TV outreach – *City Manager's Office; contact person Lee Lopez. Status: The working design for the D-TV video webpage is in place, eight (8) PSAs being uploaded to the topic 19 categories with the related full-length programs also uploaded to the title specific categories for the Video On-Demand function. There are 84 completed video files in upload form, 39 video files Pending Production, 84 complete video files (21 are PSAs), in upload form to the website. Contacted internet creative services company for advertising/promotional plan for Deltona video webpage. Will launch initial phase of advertising plan on the internet.*
  - Mayor's Annual State of the City Address – *City Manager's Office; contact person Jane Shang. Underway and on-going. Status: Deltona participated in it. In March 2016, Deltona participated in the fourth annual State of the Region Address at John Know Village and the State of the Cities Address in Heathrow.*
- 7. **Internal and External Communication** – develop a Deltona brand and improve image (4) – efforts underway since 2007 with request to update that information.
  - Continue the partnership with FDOT for I-4 expansion and City beautification – *Planning & Development Services; contact person Chris Bowley. On-going with Bold Initiative Grant awarded in 2015. Status: The Bold Initiative Grant previously awarded by FDOT was doubled from \$63,000 to \$125,000 and the planting area expanded to between Interstate 4 and Graves Ave. The FDOT is also considering adding \$750,000 in landscaping to the I-4/SR 472 interchange within the travel lane area.*
  - Beautify gateways and key locations – *Howland Blvd./Graves Ave., Normandy Blvd./Saxon Blvd., Saxon Blvd./I-4, DeBary Ave./Deltona Blvd., City Hall, and City facilities (including lift stations, stormwater ponds, park entrances, etc.) – Parks & Recreation Department; contact person Steve Moore. Underway and on-going. Status: Staff has completed the Spring Planting for both gateway signs, City Hall landscape, and several Park entrances on major corridors, such as the Normandy/Saxon site is in design phase.*
  - Solicit partnerships with businesses, schools, hospitals, and residents for information dissemination – *City Manager's Office; contact person Jerry Mayes. Underway and on-going. Status: The City is partnering with Heritage Middle School for use of their gym for expanded programs.*



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- Create a new branding slogan and implement a new marketing campaign – *City Manager's Office; contact persons Jerry Mayes and Lee Lopez. Underway with completion in 2016. Status: "Deltona, A City on the Move" is accepted as the new branding slogan.*
  - Conduct a needs assessment for social services and communicate resources for public benefit – *Planning & Development Services; contact person Chris Bowley. Two social services summits held with the third to be in February 2016. Coordination for expanded 211/HMIS. Status: The three initial Social Services Summits were conducted and achieved the mission to gather as many local human service agencies together that serve Deltona residents and to disseminate information in the most broad and accessible means possible. The two sources identified were the United Way 211 for access and the HMIS for a tracking database. The United Way staff began working directly with the local agencies. The AHAC is focused on future summits, continued 211 use, and use of the HMIS.*
8. **Infrastructure** – update the Parks and Recreation Master Plan (4) – combining efforts for parks and utility master plan for efficient land use planning.
- Engage a consultant for parks master planning – *Parks & Recreation Department; contact person Steve Moore. Underway and will be completed in 2016. Status: TetraTech has been selected to review the City's parks system as a land use analysis.*
  - Determine a sports facility niche for the City (define the 'stadium' concept) – *Parks & Recreation Department; contact person Steve Moore. Included in parks master planning in 2016. Status: TetraTech has been selected to review the City's parks system as a land use analysis.*
  - Expand existing park facilities (including lighting at Dwight Hawkins and Manny Rodriguez Parks) – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016. Status: Both Dwight Hawkins and Manny Rodriguez Park facilities have begun the process of adding Sports Field Lighting, which was installed in March 2016, purchase orders for field fencing, field construction, and turf have been initiated, staff is completing an irrigation overhaul on both Parks, once completed construction will begin. This will be a work in progress.*
  - Work with schools, YMCA, and Council on Aging to develop recreational programs in partnership at Volusia County middle school sites utilizing existing infrastructure – *Parks & Recreation; contact person Steve Moore. Included in parks master planning in 2016. Status: An Initial meeting with Volusia County School Board officials has taken place, met with two school Principals; staff is working out the arrangements to form a partnership for facility usage at Heritage Middle School.*
  - Review the amphitheater agreement for Lyonia Library – *City Attorney's Office; contact person Becky Vose. To be completed in 2016. Status: Currently under legal review.*
9. **Infrastructure** – create a utility master plan consistent with zoning (water, sewer, natural gas, information technology, etc.) (4) – to be worked jointly with the parks and real estate master planning for greatest efficiency in long-range planning. *Status: Will commence upon receipt of City master development plan from TVEDC.*
- Create a map that identifies existing infrastructure – *Planning & Development Services; contact person Chris Bowley. Underway and to be completed in 2016. Status: See the above concerning the Homeland Security Act. The City has the GIS layers and attribute tables for this information in its system.*



- Upon completion of a master development plan for the City, identify areas for utility expansion – *Public Works; contact person Gerald Chancellor. Underway and to be completed in 2016. Status: Will commence upon receipt of City master development plan from TVEDC.*
- Preserve and increase the City's water supply (Farnton/SJRWMD/Deltona North) – *Public Works Department; contact person Gerald Chancellor. Status: Underway and on-going.*
- Include requirements for utilities when reviewing site plans for permitting – *Public Works Department; contact person Gerald Chancellor. Status: Underway and on-going.*
- Implement Phase I of the Transportation CIP program and develop Phase II of the Transportation CIP program for roads and sidewalks – *Public Works Department; contact person Gerald Chancellor. Status: See attachment for Phase I.*
- Support a ½-cent to 1 cent sales tax for transportation projects, upon agreement of a methodology for distribution and eligible projects within the TPO – *Planning & Development Services; contact person Ron Paradise. Begin dialogue with the TPO in 2016. Status: Attendance at the TPOs meetings has been consistent and three projects were added to the TPOs call for projects list. The LRTP includes City projects and the ranking methodology was changed to award more points per a ±32.5% match. Awaiting the results for the TPO Call for Project list.*

### III. On-going Projects & Other Priority Objectives Identified

#### On-going Projects

- Granicus implementation – *City Clerk; contact person Joyce Rafferty. Status: The implementation and training of the Granicus system which is "cloud" hosted has been completed and it is being utilized across all platforms.*
- TNR program – *Enforcement Services; contact person Dale Baker. Status: Program extended for an additional three (3) years.*
- Health insurance alternative access (2) – *Human Resources; contact person Rich Adams. Status: Presented various options to the Commission at a workshop on April 25th. Direction was to go to RFP this year for fully insured health care plan and to explore options such as plan design and contribution methods as ways to help reduce employee and City cost. We will continue to enhance the Wellness Program to help lower insurance claims by prevention. The Employee Health Insurance Committee will meet to review information and make recommendations.*

#### Other Priority Objectives Identified

- City engagement and two-way communication (social media, advisory boards) (3) – *City Manager's Office; contact person Wendi Jackson. Status: Staff is looking at ways to improve communication above the various methods already provided.*
- Employee development and training (2); education and bonuses – *Human Resources; contact person Rich Adams. Status: Employee Supervisory Training was completed in April. Staff continues to explore options for an employee incentive program and education incentive.*
- Explore multi-modal transportation opportunities with other government entities (2) – *Planning & Development Services; contact person Chris Bowley. Status: Planning staff is a member of the Volusia Transit Connector Study Project Advisory Group and has been making recommendations for increased ridership and multi-modal potential. The*



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- transportation consultant for Volusia County has ranked the SR 472 at I-4 interchange as an optimal location for a multi-modal station.*
- Community services summit for the provision of social services (2) and a needs assessment (1) – *Planning & Development Services; contact person Chris Bowley. Status: The three initial Social Services Summits were conducted and achieved the mission to gather as many local human service agencies together that serve Deltona residents and to disseminate information in the most broad and accessible means possible. The two sources identified were the United Way 211 for access and the HMIS for a tracking database. The United Way staff began working directly with the local agencies. The AHAC is focused on future summits, continued 211 use, and use of the HMIS.*
  - Maintain a balanced budget, reserves, and investments (1) – *Finance; contact person Bob Clinger. Status: The reserves projection for end of FY 15/16 is \$10 million.*
  - Expand special events (1) – *Parks & Recreation; contact person Steve Moore. Status: Staff has had several meeting with the City Manager and have discussed alternatives that appear to present some great ideas that will be incorporated into the Special Event process.*
  - Review the City's annexation policy (1) – *City Attorney's Office; contact person Becky Vose. Status: Currently under legal review.*
  - Support an Emergency Management Plan (1) – *Fire Department; contact person Chief Bill Snyder. Status: May 1<sup>st</sup> all departments will be notified to update their respective Emergency Management Plans. As part of the Cities CEMP, Training and annual reviews are required. The City's CEMP was updated in 2013 in conjunction with Davis and Davis Consulting.*
  - Continue to support the public safety education program/plan – *Fire Department; contact person Chief Bill Snyder. Status: Currently in progress reviewing current activities and working towards formal adoption Life Safety Education Program.*

# COMPETING PROJECTS:

- **City Center Land Purchase:**  
MLK Quadrant: \$3.5M
- **Stadium/Sports facility:**  
TBD based on sports niche analysis
- **Relocation of Public Works:**  
to Anderson site: \$1.5M
- **Saxon Blvd. Sewer:** \$1.2M
- **Grant matches:** \$500K set aside
- **CRA:** \$1M (from Economic Development Fund)
- **Rehab of existing Senior Center:**  
(link to River to Sea Trail/Green Spring, Lakeshore Loop, Senior Center, Thornby Park): \$1M
- **Thornby Park:** \$500K
- **Veteran's Park museum:**  
\$100K for storage facility
- **Certain economic incentives:**  
\$1.8M set aside
- **Concrete Plant:**  
\$2M to purchase
- **Deltona Plaza:**  
incentives for job creation
- **Storage facility:**  
\$150K on Anderson property
- **EVAC/Medical Transport:**  
unknown
- **Deltona North/Stone Island:**  
\$20M - \$25M

## STAFF RECOMMENDATIONS ON PRIORITY PROJECTS UTILIZING TEAMVOLUSIA GENERAL RECOMMENDATIONS AS GUIDANCE

- City Center land acquisition: \$3.35M est. (commercial gateway goal)
- Utility infrastructure improvements (proper infrastructure goal)
  - Saxon Blvd. Sewer Line: \$1.6M, Phase II: water line, \$750K; Phase III: sewer line to Fisher, \$4.0M (tied to CRA corridor)
  - Deltona Blvd.: water and sewer lines, \$2.75M (tied to CRA corridor)
  - Doyle from Courtland to 415 (lift station and sewer line): \$2.25M
  - Doyle from Courtland to Saxon (lift station and sewer line): \$1.75M
- Rehab. of Existing Senior Center: (link to River to Sea trail, Green Spring, Lakeshore Loop project, Senior Center and Thornby Project) \$1.5M est. (quality of life goal)
  - Thornby improvements: (outdoor classroom and trail restoration)
- Relocation of Public Works to Anderson Property: \$1.5M (commercial gateway goal)
- Veterans Museum storage facility: \$100K (quality of life goal)
- EVAC/Medical Transport: cost TBD (quality of life goal)

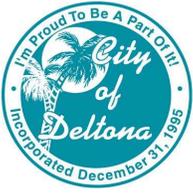
## OTHER STAFF RECOMMENDATIONS

- Focus on new/alternate funding sources (grant writer, and partnerships with businesses, FDOT, hospitals, non-profit organizations, schools, State, TPO and Volusia County)
- Continue to update the Land Development Code and Sign Ordinance
- Continue marketing efforts with Team Volusia
- Create and implement CRA
- Work with existing businesses for expansion
- Develop Community Center business pro forma
- Continue City Center, sports facility and recreational use analysis and business pro forma: awaiting report
- Continue beautification program (branding, code enforcement, demolition program, landscaping, litter, sign ordinance, trash rules)
- Develop medical transport cost-benefit analysis
- Address future water and transportation needs (Transportation CIP)
- Develop succession plan and staff development
- Maintain fiscal stability

**City of Deltona Florida**  
**Fund Balance Summary**  
**Selected Funds**

**As of September 30, 2015**

Category	General Fund	Transportation	Stormwater	Municipal Complex	Tree Replacement
Natural disaster reserve	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -
60 day operating reserve	5,400,000	-	-	-	-
Economic development	1,800,000	-	-	-	-
Grant match reserve	500,000	-	-	-	-
Capital outlay/projects/misc	2,400,000	-	-	-	-
Roads & Streets	-	2,900,000	-	-	-
Stormwater	-	-	2,000,000	-	-
Environmental	-	-	-	-	450,000
Total earmarked/set aside	16,100,000	2,900,000	2,000,000	-	450,000
Unassigned/unreserved	9,000,000	\$ -	\$ -	1,700,000	\$ -
Balance @ 09/30/2015	\$ 25,100,000	\$ 2,900,000	\$ 2,000,000	\$ 1,700,000	\$ 450,000
Estimated results - FY 2015/2016	1,000,000	(1,480,000)	(571,000)	(369,000)	(359,000)
Projected balance @ 09/30/2016	\$ 26,100,000	\$ 1,420,000	\$ 1,429,000	\$ 1,331,000	\$ 91,000



## Agenda Memo

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**AGENDA ITEM: B.**

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**TO:** Mayor and Commission

**AGENDA DATE:** 5/23/2016

**FROM:** Jane K. Shang, City Manager

**AGENDA ITEM:** 4 - B

**SUBJECT:**

Creation of a One-Stop Shop Concept and Any Required Staff Training and Development - Chris Bowley, Planning and Development Services, (386) 878-8602.

Strategic Goal: Economic Development: Promote Customer Service Environment.

**LOCATION:**

City-wide.

**BACKGROUND:**

Coming from development, the true test of good development is construction and use of the land as designed. Within the City's early history, there was a focus on measures that were protracted, were not applicable, and/or were required in the Land Development Code (LDC), as such. This included an application of a PUD for a small office site, requiring Development Agreements for by-right zoning amendments, or allowing inconsistent and overlapping provisions to exist within the LDC that did not match the land use and platting pattern of the City. Examples include some entitlements being incomplete, subdivision of land not sequential in keeping with state law, and having multiple Development Review Committee (DRC) meetings that added time project schedules.

Since 2009, Planning staff has brought the Comp Plan into compliance with the State law, updated the LDC as a consistent user-friendly document, added a clear and predicable process through the use of checklists, zoning applications are applied properly, land subdivision is compliant with State law, and a streamlined process is in place with one DRC.

As a comparison, interviews were conducted with staffs from the cities of DeLand, New Smyrna Beach, Altamonte Springs, Winter Springs, and Oviedo. These cities are suburban with varying proportions in land use percentage. In summary, the City of Deltona compares well with other communities, in particular with the following:

1. Use of the DRC for pre-application conferences to reduce redundancy.
2. One, as opposed to many, DRCs.
3. Site plan review at the DRC level only.
4. No layered conceptual plan process through elimination of the Overall Development Plan, combining the Conceptual Site Plan with the Final Site Plan, and going straight to the Final

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**AGENDA ITEM: B.**

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Plat for one-phased projects.

5. No square footage threshold for site plan review.
6. Consolidating the site plan and plat process into checklists and in dedicated LDC chapters.
7. Support concurrent site plan and building plan review.
8. Created a Development Agreement template with the City Attorney.
9. Removed onerous requirements, such as oversized buffer widths and prohibitive Activity Center ordinances.
10. Made the development process in the Activity Center, the greatest assembled land area in the City, more accessible with the removal of a development of regional impact.

Going forward, the recommendation is to update the Comprehensive Plan, as required by the State, and to process ordinance amendments in the LDC to be consistent with it. The proposed amendments will require more utility provision to lots for them to be more development ready, bonuses and incentives for the provision of multi-modal transportation and maintained landscaping, and more reduction in landscape buffer widths with an emphasis on screening instead. Training for staff is recommended to be in the form of obtaining maintaining industry certifications as a goal and there are mechanisms to pay for training through application fees.

**COST:**

N/A

**SOURCE OF FUNDS:**

N/A

**ORIGINATING DEPARTMENT:**

Planning and Development Services

**STAFF RECOMMENDATION PRESENTED BY:**

Chris Bowley, AICP, Director, Planning and Development Services - N/A.

**POTENTIAL MOTION:**

N/A