



City of Mount Dora  
510 North Baker Street  
Mount Dora, Florida 32757  
352-735-7126

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**Mount Dora City Council**  
**Mount Dora City Hall Board Room**  
**510 North Baker Street, Mount Dora, Florida 32757**  
**February 10, 2025, 5:30 p.m.**

**WORK SESSION AGENDA**

**CALL TO ORDER**

**MOMENT OF SILENCE AND PLEDGE OF ALLEGIANCE**

**ROLL CALL**

**DISCUSSION ITEM**

1. Strategic Plan Update

**UPCOMING MEETING DATES**

1. February 18, 2025, 6:00 p.m., Regular Session
2. March 4, 2025, 6:00 p.m., Regular Session
3. March 18, 2025, 6:00 p.m., Regular Session
4. April 1, 2025, 6:00 p.m., Regular Session

**ADJOURNMENT**

PURSUANT TO SECTION 286.0105, FLORIDA STATUTES, IF ANY PERSON DECIDES TO APPEAL ANY DECISION MADE AT THIS MEETING WITH RESPECT TO ANY MATTER CONSIDERED AT ANY MEETING OR HEARING, SUCH PERSON MAY NEED A RECORD OF THESE PROCEEDINGS. FOR SUCH PURPOSE, A PERSON 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. VERBATIM RECORD WILL NOT BE PROVIDED BY THE CITY OF MOUNT DORA.

NOTICE: IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, PERSONS NEEDING A SPECIAL ACCOMMODATION TO PARTICIPATE IN THIS PROCEEDING SHOULD CONTACT THE CITY CLERK AT LEAST 48 HOURS PRIOR TO THE PROCEEDINGS. TELEPHONE (352) 735-7126 FOR ASSISTANCE. IF HEARING IMPAIRED, TELEPHONE THE FLORIDA RELAY SERVICE NUMBERS, (800) 955-8771 (TDD) OR (800) 955-8770 (VOICE) FOR ASSISTANCE.



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Mount Dora, FL 32757  
352-735-7126

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**DATE:** February 10, 2025  
**TO:** Honorable Mayor and City Council Members  
**FROM:** Vince Sandersfeld, City Manager  
**SUBJECT:** Strategic Plan Update

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**Introduction:**

This is an opportunity for City Council to provide updates, revisions, and modifications to the Strategic Plan Goals and Objectives.

**Discussion:**

A strategic plan serves as a document that outlines a city's long-term vision, strategies, and goals, and for addressing key community priorities, such as economic development, infrastructure, public safety, fiscal responsibility, and fostering a vibrant and sustainable city. It acts as a roadmap to guide future decision-making and resource allocation.

The updates to the City's Strategic Plan will establish Strategic Initiatives and Goals for the next five years (FY2025-2030). The previously accepted Vision and Mission statements are as follows:

**Vision Statement**

*The long-range vision of the City of Mount Dora is to create a diverse, vibrant, and sustainable community featuring a thriving downtown in conjunction with a more accessible and inviting lakefront, while respecting its historic character and small town charm, and serving as a unique regional and local destination for both residents and visitors.*

**Mission Statement**

*Mount Dora provides a full range of high quality municipal services to all our stakeholders in a safe, clean, attractive environment while safeguarding our historical and natural resources and building a strong sense of community.*

Attached are the current policies and objectives of the City's Strategic Plan. This workshop is tailored to review, confirm, and/or revise the goals and objectives while establishing new priorities. The suggested format for the workshop includes the following:

1. Restructure the Strategic Plan outline from "Goals/Objectives" to the following:  
STRATEGIC INITIATIVE (I, II, III, etc.)  
Goals (1.1, 1.2, 1.3, etc)  
Objectives (1.1.1, 1.1.2, 1.1.3, etc.)
  
2. Review the three goals (now called "Strategic Initiatives"):
  - Economic Development;
  - Infrastructure / Public Safety; and
  - Fiscal Resources / Human Resources
  
3. Review each objective (now called goals) to confirm, remove (if it is no longer a priority or has been completed), or propose new ones.
  
3. Review the proposed updated project list.

**Budget Impact:**

The strategic plan establishes priorities that will shape budgeting decisions and guide resource allocations for the coming years.

**Strategic Impact:**

The strategic plan outlines key priorities that serve as a framework for future budgeting and resource allocation decisions.

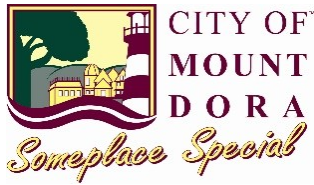
**Recommendation:**

City Council to provide updates, revisions, and modifications to the Strategic Plan Goals and Objectives, as well as review and confirm the proposed project list.

**Attachment(s):**

1. Strategic Plan Goals and Objectives
2. 3-19-2019 Work Session Strategic Plan Document
3. Updated & Future Projects List

Prepared by:	Jeanann Hand, City Clerk	
Reviewed by:	Misty Sommer, Director of Economic Development & Public Information	Approved - 1/30/2025
	Steve Langley, Assistant City Manager-Electric Utility Director	Approved - 2/3/2025
	Jeanann Hand, City Clerk	Approved - 2/3/2025
	Vince Sandersfeld, City Manager	Final Approval - 2/3/2025



# Strategic Plan Summary

Goals, Strategies & City Council  
Ranking 4/8/2021

## **GOAL 1: ECONOMIC DEVELOPMENT**

Objective 1.1. Develop Wolf Branch Innovation District (WBID)

- 1.1.1. Continue implementing Wolf Branch Master Plan
- 1.1.2. Incorporate brand marketing/promote “gateway”

Objective 1.2. Enhance mobility, connectivity, and expand trail network

- 1.2.1. Implementation of the transportation master plan
- 1.2.2. Seek funding sources to pay for trail improvements and future maintenance/include partnerships to establish trailheads and associated amenities

Objective 1.3. Attract new commercial businesses/residential development

- 1.3.1. Promote waterfront development
- 1.3.2. Promote residential development and redevelopment within the Northeast CRA (including mixed-use development of the Grandview Commercial District)
- 1.3.3. Promote Work Force Housing and Attainable Housing
- 1.3.4. Promote energy-conserving construction and practices

## Objective 1.4. Promote tourism by Enhancing Mount Dora as a Destination

- 1.4.1. Advertise the trails, downtown Wi-Fi, waterfront, and other city amenities that draw tourists and visitors
- 1.4.2. Develop a standard brand image/Wayfinding signage
- 1.4.3. Re-evaluate special events throughout the year

## **GOAL 2: INFRASTRUCTURE / PUBLIC SAFETY**

### Objective 2.1. Improve parking capacity/Identify final location

### Objective 2.2. Enhance pedestrian safety-crosswalk & traffic calming solutions

### Objective 2.3. Develop a parks and recreation system guided by the principles of the Parks and Recreation Master Plan

- 2.3.1. Enhance connectivity and accessibility
- 2.3.2. Increase engagement and collaboration with residents
- 2.3.3. Support Special Events and dedicated open space
- 2.3.4. Invest in an equitable Parks system
- 2.3.5. Advertise recreational activities for all ages and abilities

### Objective 2.4. Sustain City Infrastructure

- 2.4.1. Strengthen city cyber-security
- 2.4.2. Identify alternate, sustainable water supply sources

## **GOAL 3: FISCAL RESOURCES / HUMAN RESOURCES**

Objective 3.1. Identify and seek funding sources

3.1.1. Pursue federal, state, and local grants to fund city department

technology, studies, and projects

3.1.2. Seek to create public and private partnerships to conserve government

funds and resources for priority projects

Objective 3.2. Attract and maintain city human resources through competitive

compensation and benefits

3.2.1. Conduct a salary survey

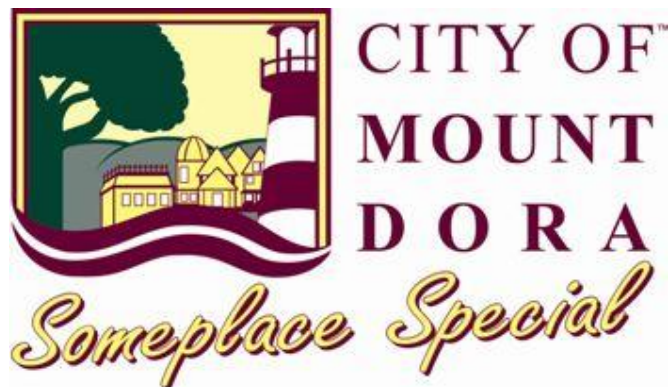
# City of Mount Dora, Florida Strategic Plan FY 2019 to 2024



*Includes*

Vision | Mission  
Goals | Objectives  
Performance Indicators

March 19, 2019 City Council Work Session





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# Approach



*Mount Dora was established as “Royellou” in 1880, and then renamed “Mount Dora” in 1883. The City received its charter in 1910.*

The City of Mount Dora City Council held a Strategic Planning Workshop on July 9, 2016. Ms. Marilyn Crotty, director of the Florida Institute of Government at the University of Central Florida, facilitated the session, wherein the Mayor, the Council Members identified strategic issues. Council Members identified eight goals and objectives, which were prioritized for implementation. This exercise identified and prioritized projects and initiatives to provide City staff detailed information regarding expectations for future planning and performance.

*The 2018 estimated population of Mount Dora was 14,536; a 17.5% increase since the 2010 census.*

*Mount Dora encompasses approximately 11.4 square miles.*

The City Council held a subsequent Work Session on January 21, 2017, and amended the Strategic Plan, condensing it to include five goals: Economic Development, Infrastructure, Fiscal Resources, Growth Management, and Public Safety. Staff brings quarterly updates to council and an opportunity to fine tune the Strategic Plan.

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 City of Mount Dora's long-term aspirations and the ongoing commitment of Council and City leadership to provide quality municipal services.*

### Vision

The City Council on February 7, 2012, formally adopted the “Envision Mount Dora Citywide Visioning Study.” This document included the following vision statement:

The long-range vision of the City of Mount Dora is to create a diverse, vibrant, and sustainable community featuring a thriving downtown in conjunction with a more accessible and inviting lakefront, while respecting its historic character and small town charm, and serving as a unique regional and local destination for both residents and visitors.

### Mission

An example to be considered: Mount Dora provides a full range of high quality municipal services to all our stakeholders in a safe, clean, attractive environment while safeguarding our historical and natural resources and building a strong sense of community.

# Goal 1: Economic Development



*To have Lake County's top performing economy and be recognized as Lake County's best place to live, learn, play, work, and do business.*

## Objectives

1. The City will seek the best strategies to attract companies and businesses that will strengthen Mount Dora for future intelligent growth.
2. Mount Dora will strive to have the County's top performing economy and be recognized as Lake County's best place to live, learn, play, work, and do business.
3. The City will provide the infrastructure necessary to support Economic Development by upgrading existing facilities to serve our existing business base and expand our facilities to support future business economic opportunities within the Wolf Branch Innovation District.
4. The Strategic Plan indicates an increase in population, therefore the City will lay the foundation to keep up with growth by investing in technology and Smart City initiatives and embracing the philosophy of 21<sup>st</sup> Century Policing.
5. While the city lays out the framework for regional economic development, it will promote and implement economic development planning activities and master planning for:
  - a. The two (2) Community Redevelopment Agencies (CRAs)
  - b. Wolf Branch Innovation District
  - c. Grandview Street Commercial District
  - d. Other properties and areas as defined.

## Goal 2: Infrastructure



*To improve Mount Dora's infrastructure and growth decisions to support a competitive economy and high quality of life while at the same time preserving the historical qualities that make the city "Someplace Special."*

### Objectives

1. Improving Mount Dora's infrastructure and growth decisions to support a competitive economy and high quality of life while at the same time preserving the historical qualities that make this city "Someplace Special."
2. Maintain and operate an efficient and sustainable city that will ensure its longevity:
  - a. Install central sewer/water/reclaimed systems north and east of US 441.
  - b. Expand/Improve central sewer system and eliminate septic tank use in areas south and west of US 441;
3. The City is committed to maintaining our entire infrastructure in reliable working order while pursuing opportunities to expand our facilities to serve underserved areas within the Joint Planning Area (JPA) and/or the Wolf Branch Innovation District.
4. Improve and maintain pedestrian safety making Mount Dora a walkable community:
  - a. Develop/Fund program to complete sidewalk network in pre-established areas south and west of US 441;
  - b. Develop an implementation street lighting plan; identify city streetlight design;
  - c. Develop a city-wide trail master plan.

5. Improve City's stormwater collection/retention system:
  - a. Develop/Fund a program to curb and gutter streets with a stormwater collection system;
  - b. Identify possible joint stormwater pond sites the City can purchase.
6. The City will extend Fiber to the Wolf Branch Innovation District via installation of utility infrastructure and install Wi-Fi in the Historic Downtown District to surround City facilities.
7. Reduce visual clutter:
  - a. Underground power/utilities on streets where streetscape improvements are being made and where economically viable.
8. Make City, County and other groups aware that the Library offers a great opportunity to educate their stakeholders through the use of displays, programs, meeting spaces, etc.

## Goal 3: Fiscal Resources



*To grow, sustain, integrate efforts related to research and development, technology transfer and commercialization, and capital to create, nurture, and expand innovation businesses.*

### Objectives

1. Grow, sustain, integrate efforts related to research and development for the Wolf Branch Innovation District and Smart City initiatives partnering with private, State or County organizations to create, nurture, and expand innovation businesses and capital.
2. Provide for an environment to facilitate the account and reporting to departments, management and state agencies. Provide for a comprehensive budget process to manage the cities expenditures and associated revenues. Provide allocation of resources to be distributed to departmental funding in an equitable manner. Looking into implementing new and improved systems to assist the employees and maximize their performance. Strive to maintain a budget which is sustainable from one year to the next and not revert to use of surplus to run day to day operations.
3. Human resources is one of the City's biggest assets and human capital is a significant investment into the quality of services provided to citizens. The City will strive to provide meaningful and competitive compensation and cost effective benefits that will attract, motivate and retain highly qualified talent.
4. Meet community needs by directly providing or facilitating the delivery of a wide range of parks and recreation offerings, educational and informative services to enhance the rich and diverse interest of both visitors and citizens.

5. The City is committed to protecting the public's investment in infrastructure a rate structure through an allocation of enterprise funding to support City functions and a rate study which supports sound financial principles by reviewing our rate structure every three years.
6. The City will fund:
  - a. Downtown parking projects and improvements;
  - b. The 2019 Mount Dora Comprehensive Plan Evaluation and Appraisal Report (E.A.R) and associated amendments;
  - c. Consultant master planning of the various Comprehensive Plan Elements: Transportation and Mobility, Parks/Recreation and Open Space, Housing, Future Land Use, and Infrastructure.

## Goal 4: Growth Management



*To ensure Mount Dora's environment and quality of life are sustained and enhanced by future growth plans and development decisions, and to promote, develop, protect, and leverage Mount Dora's natural, art, and cultural assets in a sustainable manner.*

### Objectives

1. Create a dynamic organization committed to an ongoing process of innovation in the Historic Downtown District while increasing program participation rates for target populations. Enhance special events and delivery of services that influence community image and sense of place.
2. The City will continuously review and maintain a high level of customer service as we move into a growth period. Growth in our city will bring with it an increase in demand for more diversified services. Creating bench strength in each department and division by way of additional training and education will be critical to successful succession planning.
3. The City is a key player in the City of Mount Dora Growth Management initiatives through participation in the various advisory boards, providing new infrastructure to support future growth, and developing policies to support quality growth.
4. The City will provide an effective multi-modal transportation network to accommodate and guide future growth in areas north and east of US 441, while considering the trail system between Mount Dora and Tavares, and within the City.

## Goal 5: Public Safety



*To create and sustain vibrant, safe, and healthy communities that attract workers residents, businesses, and visitors.*

### Objectives

1. The Mount Dora community one is of the safest in Central Florida and the Southeast United States. The City will continue its focus on safety and crime reduction through a collaborative effort of Community Oriented Policing.
2. The City will seek continuous process improvement in Public Safety through accreditation for both the Police Department and Fire Department.
3. Following recommendations of the Fitch Report, the City will construct three new fire stations, thereby reducing the average response time and improving the City's ISO Fire rating.
4. The City will continue to engage residents in Public Safety Citizen Academies through the Police and Fire Departments.

## Conclusion



The City of Mount Dora's Strategic Plan contains five goals that address economic development, infrastructure, fiscal resources, growth management, and public safety. Attachment A provides project ideas generated during the various strategic planning work sessions that have been held since July 9, 2016.

Mount Dora's elected officials and City staff are committed to operational excellence, process implementation, and continuous improvement using measurable outcomes and performance indicators. This Strategic Plan demonstrates that commitment.

### City of Mount Dora Council

**Nick Girone**  
Mayor

**Cal Rolfson**  
Vice Mayor / District 2

**Harmon Massey**  
At-Large

**Crissy Stile**  
At-Large

**Laurie Tillett**  
District 1

**John Tucker**  
District 3

**Marc Crail**  
District 4

## Attachment A

### Projects List

#### Economic Development

- Parks & Recreation Master Plan
- Wi-Fi/Bandwidth/Fiber Connection in Downtown CRA
- Wi-Fi/Bandwidth/Fiber Connection in Wolf Branch Innovation District
- Evaluation of Special Events
- Update JPA Contract with County
- Master Mobility Plan as part of EAR/Comp Plan
- Review/Revise Impact Fees to include potential Mobility Fee
- Economic Development Consultant for Wolf Branch Innovation District
- Impact Fee Review by Consultant
- Construct Parks & Recreation General Purpose Building
- Plan & Develop Trail System – Wekiva
- Plan & Develop Trail System – TavDora

#### Infrastructure

- Construct Public Works Facility
- Stormwater Improvements in Northeast CRA
- Parking Lots in Downtown CRA
- Explore additional properties for future City use
- Apopka Reclaim Interconnect
- FDOT/County/City water/wastewater piping
- Dogwood Mountain Restoration
- Infrastructure Master Plan
- Stormwater Master Plan
- US 441 and SR 44 enhancements
- Construct three Fire Stations
- Renovate Public Safety Building
- Utility Master Plan to include Wolf Branch Innovation District
- Sewer and reclaimed water system outside the interior City limits

#### Fiscal Resources

- Lincoln Avenue Pool Resurfacing
- Expansion of Library Parking Lot
- Internship Programs (Library and Northeast CRA)
- Joint Internship Program with College
- Lease/Purchase of Post Office Property for Downtown Parking
- Evaluate Mount Dora Golf Association Contract
- Purchase property for future Parks & Recreation General Purpose Building
- Install cloud-based fiscal asset system for vehicles, mobile equipment and facilities

- Install bar-coding system within the warehouse/inventory structure
- Hire Key Personnel: Finance Director and IT Director
- Establish Allocation Method for all Enterprise Funds and Special Revenue Funds
- Improve Budget & CIP Process
- Prepare Sale of Future Bonds

#### Growth Management

- Wi-Fi Plan for Downtown/Highland Corridor
- Downtown CRA Parking Lot Options Evaluation
- Multi-modal Transportation Network
- Expand Highland Tennis Courts
- Comp Plan and EAR
- Facilities/Building Master Plan
- Request the State Legislature to Designate the Golden Triangle area as a CRA
- City Hall Renovations & Parking Lot
- Trail Lighting/Mobility
- Valet Parking

#### Public Safety

- Acquire National Accreditation for Fire Department
- Develop Public Safety Plan
- Install Cameras in Parks and Facilities as needed
- Purchase property for Fire Stations
- Goal of six (6) minute response time for Fire Department
- Pedestrian Safety at US 441 and other major intersections
- Place into service an additional Fire Apparatus Ladder Truck using SAFER Personnel



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CITY OF  
MOUNT  
D O R A

## Updated 2019-2024 Project List & Proposed Future Projects

### Economic Development

#### *Completed*

- ~~Parks & Recreation Master Plan~~
- ~~Wi-Fi/Bandwidth/Fiber Connection in Downtown CRA~~
- ~~Wi-Fi/Bandwidth/Fiber Connection in Wolf Branch Innovation District~~
- ~~Economic Development Consultant for Wolf Branch Innovation District~~
- ~~Impact Fee Review by Consultant~~
- ~~Construct Parks & Recreation General Purpose Building~~

#### *Ongoing*

- Plan & Develop Trail the Wekiva Trail
- Update JPA Contract with County

#### *Carried Forward*

- Evaluation of Special Events
- Master Mobility Plan as part of EAR/Comp Plan
- Review/Revise Impact Fees to include potential Mobility Fee

#### *Future*

- Develop Waterfront Master Plan for Parks and Recreation (special events).
- Feasibility and Construction of the 4th Avenue Docks
- Revitalization Action Plans for Golden Triangle, Grandview Commercial District, Downtown Lake Front, and Highland Street Corridor
- Explore Public-Private Partnerships (PPPs) opportunities for Grandview Commercial District (incubator type businesses) and Highland Street Corridor
- Industry-Specific Recruitment for WBID: Partner with regional economic development councils to attract technology, healthcare, or clean energy companies that align with Mount Dora's economic vision.
- Tourism Enhancement Initiatives: Develop marketing campaigns to boost tourism, focusing on Mount Dora's charm, such as historical sites, festivals, and outdoor activities.
- Update Trails Master Plan

## Infrastructure

### *Completed*

- ~~Construct Public Works Facility~~
- ~~Stormwater Improvements in Northeast CRA~~
- ~~Apopka Reclaim Interconnect~~
- ~~FDOT/County/City water/wastewater piping~~
- ~~Dogwood Mountain Restoration~~
- ~~Renovate Public Safety Building~~
- ~~Utility Master Plan to include Wolf Branch Innovation District~~
- ~~Sewer and reclaimed water system outside the interior City limits~~
- ~~Stormwater Master Plan~~

### *Ongoing*

- Parking improvements in Downtown CRA
- Explore additional properties for future City use
- Water and Wastewater Infrastructure Master Plan
- Support roadway improvements such as US 441 and SR 44
- Stormwater Improvements in Northeast CRA

### *Future*

- Establish a robust data center or cloud-based system to centralize city operations and provide redundancy.
- Advance the expansion of fiber optic connections to city facilities and finalize the fiber optic ring to enhance system resiliency.
- Simpson Farmhouse Expansion – add meeting room capacity to the library’s already double and triple-booked spaces and provide connectivity with a landscaped sidewalk to Forest Preserve from N. Donnelly.
- Nature Lab – create a learning space inside the Children’s Library where young learners can explore the natural world with child-friendly materials and observation equipment.
- Forest Preserve Restoration Plan – long-term segmented approach to restoring Forest Preserve over the course of the next two decades.
- Completion of Donnelly Park phases as a completed “Central Park” location.
- Internal engineering study to improve Electric Utility system protection coordination
- Install communications infrastructure and deploy AMI meters to the electric service territory

- Provide a Customer Portal for Electric Utility service and consumption information
- Each year convert a portion of overhead power lines serving commercial areas to underground
- Wastewater Treatment Plant #1 Rehabilitation
- Water Treatment Plant #2 Capacity Upgrades
- Rehabilitation of Collections System Lift Stations
- Looping and Redundancy of Potable Water Mains
- Collections System Pipe Lining
- Renovation of Station Fire 34 (Donnelly Street Station) to include Administrative/Training/EOC addition
- Procure equipment that enhances public safety and ensures the department maintains state-of-the-art resources for our officers. This includes a commitment to providing the best tools and technology, ensuring officers are equipped to effectively perform their duties to the highest standards. By prioritizing cutting-edge equipment, the department aims to support operational efficiency, officer safety, and community well-being.
- Donnelly Street Boardwalk
- Donnelly Street Repaving (Phases I & II)
- St. Andrews Country Club of Mount Dora Resurfacing and Repair
- Liberty Avenue Stormwater Phase II
- John Street Roadway Improvements
- Park Forest Boulevard Repairs
- Sidewalk Repair Program
- Pavement Management and Resurfacing Program

## **Fiscal Resources/Human Resources**

### *Completed*

- ~~Lincoln Avenue Pool Resurfacing~~
- ~~Expansion of Library Parking Lot~~
- ~~Internship Programs (Library and Northeast CRA)~~
- ~~Joint Internship Program with College~~
- ~~Evaluate Mount Dora Golf Association Contract~~
- ~~Purchase property for future Parks & Recreation General Purpose Building~~
- ~~Install cloud-based fiscal asset system for vehicles, mobile equipment and facilities~~
- ~~Install bar-coding system within the warehouse/inventory structure~~

- ~~Establish Allocation Method for all Enterprise Funds and Special Revenue Funds~~
- ~~Improve Budget & CIP Process~~
- ~~Prepare Sale of Future Bonds~~

### *Ongoing*

- Lease/Purchase Property for Downtown Parking

### *Carried Forward*

- Hire Key Personnel: Finance Director

### *Future*

- Prioritize installing a cloud-based Enterprise Resource Planning (ERP) system to streamline city operations, financial management, and reporting.
- Implement advanced GIS (Geographic Information System) tools to aid in urban planning and resource allocation.
- BS&A Migration to the Cloud
- ADP Implementation
- Improve Process for FEMA Reimbursement
- Improve Process for year-end close out of Purchase Orders
- Work with BS&A to develop reports needed for year-end commitments
- Convert to BS&A Payments Module potentially replacing other third party systems
- Update Allocation for Utility Billing
- Develop and implement a robust recruitment strategy to attract diverse, highly qualified talent for the city workforce.
- Introduce innovative retention strategies to reduce turnover and ensure continuity of critical roles.
- Create a comprehensive training and professional development program to build skills and foster career advancement within the city workforce.
- Implement mentorship and leadership development programs to support employees' growth.
- Continuously review and adjust compensation packages to ensure they remain competitive with the public and private sectors.
- Create a clear, transparent structure for promotions and salary increases to enhance job satisfaction.

- Implement HR technologies to streamline hiring, onboarding, performance reviews, and payroll processes, improving efficiency and employee experience.
- Establish a strong succession planning framework to identify and prepare high-potential employees for leadership roles, ensuring smooth transitions and minimizing talent gaps.
- Foster a pipeline of internal talent to meet the future leadership needs of the city.
- Enhance PD personnel development through advanced training programs. The department will implement leadership training for supervisors through partnerships with leading organizations, including Valencia College's Public Safety Leadership Development Course, Southern Police Institute's Command Officer Development Course and the FBI National Academy. Officers will also be encouraged to pursue higher education, with assistance provided for enrollment in college programs and support navigating coursework.

## Growth Management

### *Completed*

- ~~Wi-Fi Plan for Downtown/Highland Corridor~~
- ~~Downtown CRA Parking Lot Options Evaluation~~
- ~~Expand Highland Tennis Courts~~
- ~~Facilities/Building Master Plan~~
- ~~Request the State Legislature to Designate the Golden Triangle area as a CRA~~
- ~~City Hall Renovations & Parking Lot~~
- ~~Trail Lighting/Mobility~~
- ~~Valet Parking~~

### *Ongoing*

- Multi-modal Transportation

### *Carried Forward*

- Comp Plan and EAR 2026/2027

### *Future*

- Update the next 3-5 years of the Parks and Recreation Master Plan
- Acquire new land for athletic fields

- Develop parks North of 441
- Affordable Housing Development: Partner with developers to create affordable and mixed-income housing options, ensuring housing availability for diverse income levels.

## Public Safety

### *Completed*

- ~~Acquire National Accreditation for Fire Department~~
- ~~Purchase property for Fire Stations~~

### *Ongoing*

- Install Cameras in Parks and Facilities as needed
- Improve response times for Fire Department
- Pedestrian Safety at US 441 and other major intersections

### *Future*

- Develop Police Department Strategic Plan
- Enhance community relations and effectively reduce crime through collaborative community efforts.
- Maintain accreditation to ensure the department upholds the highest standards in law enforcement. This includes meeting rigorous benchmarks for policies, procedures, and practices, conducting regular reviews to ensure compliance with accreditation standards, and participating in assessments by Florida Police Accreditation Coalition. Maintaining accreditation reinforces public trust, enhances accountability, and demonstrates the department's commitment to excellence and professionalism.
- Improve emergency preparedness and response to natural disasters, large-scale events, and other emergencies. Key initiatives include conducting annual multi-agency disaster drills, emergency response protocols, and training officers in FEMA's National Incident Management System.
- Use AI and machine learning for predictive policing and fire risk analysis.
- Regularly test an IT disaster recovery plan to ensure resilience in the event of a natural disaster or cyberattack.
- Replace Engine Apparatus 341
- Design/Construct Training Facility (Burn Building)
- Safe Streets & Roads for All Action Plan

## Potential Long-Term Project Considerations

- Expand the "Smart City initiatives" scope by incorporating data analytics, IoT sensors, and AI for real-time monitoring and decision-making in public services.
- Expand public access to Wi-Fi in underserved areas beyond the historic downtown district and the Wolf Branch Innovation District.
- Based on population growth): Fire Station 36 Design/Build at SR 46/Wolf Branch Innovation District
- 10-Year Plan (based on population growth): Build a new Police Department to accommodate growth, improve operational efficiency, and enhance community engagement. The new facility will include community spaces for interaction, state-of-the-art security features, and ensure functionality for modern policing operations.
- Purchase (1) Engine Apparatus for Station 36
- Enhance partnerships with local universities and job training programs to build a pipeline of future talent.
- Regularly assess employee engagement through surveys and feedback mechanisms, and act on results to improve workplace culture.
- Expand benefits offerings (e.g., wellness programs, retirement planning) to improve employee satisfaction and work-life balance.
- Introduce data-driven decision-making to track employee performance, engagement, and productivity to identify areas for improvement.