

Strategic Plan 2011 City of Oviedo

Mission

Provide a high quality of life to our community through accessible and sustainable services

Strategic Focus Area: Natural and Built Systems

End Result: Ensure that the natural and built environment of Oviedo is healthy and sustainable

Goals

- Sustain programs and efforts to conserve natural resources
- Ensure that the infrastructure meets the capacity needs of the City by:
 - Developing infrastructure that enables quality /smart growth
 - Eliminating existing infrastructure deficits
- Ensure that new development or redevelopment is done in a sustainable manner
- Maintain public health protections

Strategies & Objectives

- Optimize water conservation usage rates
- Maintain and enhance stormwater management
 - Maintain FEMA CRS rating
 - Develop programs to implement master plan
- Maintain highest water quality standards
- Develop alternative water supply
 - Develop regional funding system
 - Develop distribution system
 - Enhance Oviedo H2O program, i.e. Florida Friendly landscaping
- Enhance sewer system distribution
 - Develop sewer access through-out the City
- Continue and strengthen environmental protection measures and programs
- Promote energy conservation practices
 - Construct or modify city facilities to sustainable standards as high as feasible
- Continue and enhance solid waste recycling
 - Expand recycling participation particularly in commercial and multi-family areas
 - Progress to single stream recycling
- Modify land development regulations to facilitate redevelopment
- Maintain river buffers and natural lands and conservation areas

Strategic Focus Area: Mobility and Transportation

End Result: A transportation system that will foster economic development, responsible energy use and environmental protection, and health and safety of residents while increasing the ability of people to move around the City.

Goals

- Continue implementing transportation master plan
- Promote connections to regional multi-modal systems with particular emphasis on:
 - Promotion and expansion of the Flex area (Pick-up line)

Strategies

- Widen SR 426
- Widen SR 419
- Widen SR 434
- Support construction of McCullough Bridge
- Increase walking and biking options
- Review development regulations to serve the goals of this SFA
- Continue to implement strategies identified in the Transportation Master Plan
- Continue to execute strategies to reduce traffic crashes
- Conduct public education on transportation alternatives
- Develop connectivity for all types of vehicles
- Enhance transit options
- Develop intelligent street system with traffic operation center to reprogram signals
- Support rail service for commuters

Strategic Focus Area: Economic Vitality and Development

End Result: A diverse and strong local economy that brings good jobs and profitable businesses while contributing to the economic health of the City.

Goals

- Promote diversification of the local economy
- Continue to execute the strategic economic development plan with continued emphasis on regional efforts
- Foster redevelopment of business and commercial areas

Strategies & Objectives

- Enhance partnerships with UCF/SSCF
- Promote and champion Seminole Way
- Support development of hospital and related health care/life sciences businesses
- Form partnerships with new management of Oviedo Mall
- Pursue development of Oviedo on the Park
- Foster redevelopment of historic downtown
- Continue to develop business friendly codes and practices
- Continue to enhance business relocation services
- Continue to participate in regional economic development organizations
- Focus on targeted industries as identified in the Economic Development Plan
 - Pursue primary (job producing) businesses
- Monitor and oversee improved permitting process
- Revise city codes to promote redevelopment
- Implement CRA plan and pursue financial participation by Seminole County
- Continuing on-going business retention efforts
- Pursue annexation where economically beneficial

Strategic Focus Area: Safety and Security

End Result: Oviedo will be one of Florida's safest cities

Goals

- Be one of the safest communities in the region
- Maintain fire and police response times at superior levels
- Ensure a high level of readiness to manage and recover from disasters

Strategies & Objectives

- Maintain up to date equipment and appropriate facilities with emphasis on:
 - Continue to fund a planned vehicle replacement program
 - Construction of a new police headquarters facility
 - Development of a mobile command center
 - Development of a new EOC
- Maintain traffic safety
- Maintain disaster preparedness readiness and disaster recovery plan
- Use and update technology for crime prevention
- Continue police participation in the ION Program and other neighborhood groups.
- Maintain commitment to first response and other collaborative efforts are beneficial to the City.
- Continue commitment to comparatively superior ISO and CRS ratings and performance measures
- Focus on crime prevention, community awareness and other community policing activities

Strategic Focus Area: Recreation, Arts and Culture

End Result: Oviedo offers a wide range of quality recreation, arts and culture activities which satisfy the expectations of residents while also serving to attract new residents and business.

Goals

- Execute and update the Recreation Master Plan
- Maintain the fiscal health and affordability of recreation programming
- Maintain the current ratio of park land to number of residents

Strategies

- Continue to develop more age diverse facilities and programs
- Consider a public referendum for facility construction and land acquisition if needed
- Continue to update recreation fees on an annual basis to maintain cost recovery at current levels and prevent further subsidy from the General Fund.
- Consider public art effort
- Review development regulations to serve the goals of this SFA
- Continue to develop scholarships for recreation programs
- Attain national accreditation for Recreation and Parks
- Continue to deliver a diverse range of recreation programs and community events

Strategic Focus Area: Community Character

End Result: Foster and maintain a strong sense of community identity and of place

Goals

- Develop a more uniquely identifiable and attractive city
- Maintain and enhance neighborhood quality
- Support civic pride and community participation

Strategies & Objectives

- Promote “Historic” Downtown redevelopment
- Target Oviedo on the Park
- Undertake neighborhood improvements in mature areas
- Develop overall design plan including architectural standards to encourage a more urban feel to areas of the City
- Development of various districts, and “Green Impact Overlays” to encourage more distinctive development and redevelopment, and to promote broadly the goals and objectives of sustainability
- Adopt city-wide streetscaping standards
- Develop City plan to merge character of the historic downtown with the new town center
- Develop and execute branding effort
- Continue and enhance neighborhood ION strategy
- Develop resources and awareness of resources to support beautification efforts
 - Inventory properties
 - Educate owners
 - Code enforcement when needed

Strategic Focus Area: High Performance Government

End Result: A high level of community confidence and trust in city government

Goals

- Continue high levels of customer service, productivity, and efficiency while maintaining fiscal and organizational health
- Provide high quality, affordable services
- Provide leadership on critical local and regional issues
- Periodic review and updating of the strategic plan

Strategies & Objectives

- Continue to ensure financial health by tax base diversification and growth; adequate financial reserves, comprehensive contract management, health and liability insurance controls and prudent cost recovery practices
- Continue to pursue mutually beneficial strategies and partnership with other local governments and regional agencies
- Continue to develop a comprehensive approach to pursue Federal and State financial resources that is consistent with the strategic plan
- Continue to enhance organizational productivity and efficiency by improving organizational performance and customer satisfaction by continuous process improvement and process management
- Continue to enhance productivity and customer service by staff development
- Continue to expand e-government including on-line services, GIS and electronic records with an emphasis on:
 - Maintaining a robust IT infrastructure that encourages citizen participation
 - Expansion of GIS
- Continue to align organizational structure and practices with mission.
- Maintain workforce diversity and opportunity
- Continue to develop performance management system to align individual work with strategic direction and provide feedback on performance
- Continue to implement comprehensive citizen engagement practices
- Maintain competitive wage and benefit structure
- Complete succession plans
- Develop mentoring effort to support succession plans
- Continue to build a culture of responsiveness and responsibility