CITY OF OVIEDO FLORIDA
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A MESSAGE FROM THE CITY MANAGER

Welcome to the City of Oviedo! Attached is the City's Strategic Plan along with the City's management procedures and rules manual. It is very important that you familiarize yourself with this material and with all future revisions, as you will be held accountable for its contents. As one of the City's employees, you bring special abilities and skills to our workplace and I am proud of your delivery of service to our community. Hopefully, your employment with the City of Oviedo continues to provide you with the rewarding and challenging privilege of public service. As a team, we are committed to providing the citizens of Oviedo effective, efficient, and courteous service. In order to achieve this goal, our individual and personal commitment is required.

You can be assured that as your employer, the City is committed to ensuring all employees are consistently treated with respect and in a fair and impartial manner. These guidelines and regulations are applied in the same manner for all personnel, regardless of position. Additionally, the City's goal is to provide an environment in which all employees are able to achieve their maximum potential. The City's goal is to attract and retain employees of the highest caliber, and to do so, the City strives to provide competitive compensation and benefits.

I encourage you to read this manual in order to become familiar with important benefit programs and your responsibilities as a City employee. I hope that you find these materials useful. They are also available on the City's shared drive by selecting Personnel/public/personnel policies, and on the City of Oviedo website at www.cityofoviedo.net.

I wish you continued success and many years of service with the City.

Sincerely,

Bryan Cobb
City Manager

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 re-cycling
    - 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: 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: 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: 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.