

## 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