

1 **City of Minneola**  
2 **Council Vision Session**  
3 **Minneola City Hall**

**July 18, 2009**  
**8:30 a.m.**

4  
5 The City of Minneola Visioning Session was opened by Mayor David Yeager.

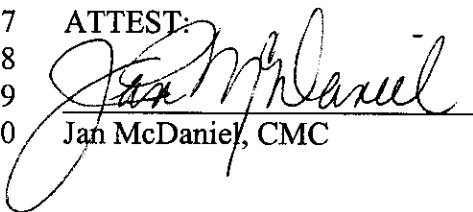
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7 Present were: Councilman Pat Kelley, Mayor David Yeager, Vice Mayor Sue Cordova,  
8 Councilwoman Kelly Price, Councilman Victor Ortega, Sam Oppelaar (City Manager),  
9 Laura Zielonka (Finance Director/Asst. City Manager), Katrina Thomas (City Attorney),  
10 Paula Carver (HR Manager), Tim Green (Green Consulting Group), Laura Jones  
11 (Planning Director), Mark Odell (Public Works Director), Fred Miller (Public Works  
12 Superintendent), Ramon Flores (IT Manager/Senior Code Enforcement), Jan McDaniel  
13 (City Clerk), Robert Catino (IT Department), Keith Crowe (Parks Superintendent), Joe  
14 LaPolla (Recreation Director), Kat Hiatt (Special Event Coordinator), Mary Kay  
15 McGuire (Library Director) and Michelle Zurita (Admin. Assistant).

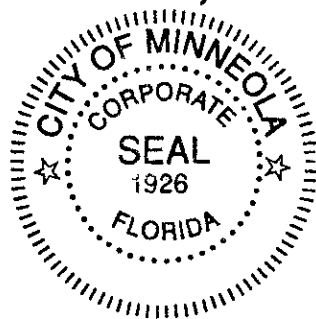
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17 Moderator for the day was Marilyn Crotty of the Florida Institute of Government.

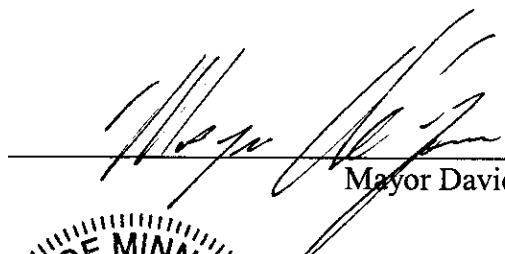
18  
19 A summary of the meeting, compiled by Ms. Crotty, is attached as Exhibit A.

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21 The meeting ended at 3:30 P.M.

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23  
24  
25  
26  
27 ATTEST:

28  
29   
30 Jan McDaniel, CMC



  
Mayor David Yeager

7/18/09 Exhibit A

**CITY OF MINNEOLA**

**VISIONING/STRATEGIC  
PLANNING WORKSHOP**

**JULY 18, 2009**

**Facilitated by:**

**Marilyn E. Crotty  
Florida Institute of Government  
University of Central Florida**

## **INTRODUCTION**

The Minneola City Council held a Visioning/Strategic Planning workshop on July 18, 2009. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, Council members, and senior staff set ground rules and then each of the elected officials reflected on his/her vision for the future of the city in the next ten years.

After discussing the external and internal trends and issues that may impact the city, the participants assessed the strengths, weaknesses, opportunities and threats facing the city.

The next part of the workshop consisted of a listing of strategic issues that are significant for the city. At this point, the participants grouped the issues into ten goal areas.

The elected officials then identified objectives for each goal. The Council then designated the objectives they felt were most important for implementation in the next year. The objectives receiving the most support are identified as Tier One objectives; those of secondary importance are designated Tier Two; and all the rest of the objectives are designated as Other. This report is a summary of the discussions and conclusions of the workshop.

## **GROUND RULES**

*The following ground rules were agreed upon by the participants as guidelines for the day:*

- Be respectful to each other
- All ideas are good
- Open communication
  - Don't hold back
  - No repercussions
- No interruptions
  - No sidebars
- Have fun
- End on time
- Keep an open mind

## **VISION MINNELOLA 2020**

*The mayor and council members shared their ideas about the future of the city:*

Mayor David Yeager

Destination- Tourists, people come, recreate, spend money  
Diversify to keep people here

Council Member Pat Kelley

Bedroom community for Orlando, Clermont  
Business development around Turnpike  
Small town, no growth  
Slow down, manage land we have

Vice Mayor Sue Cordova

Take advantage of economic growth- Turnpike, Highways 27 and 50  
Seek businesses, high salary jobs, self-sufficiency  
Economic development

- Incentives
- Diversification

Council Member Kelly Price

Economic development  
Maintain small town atmosphere  
Family events, recreation

Council Member Victor Ortega

Change is inevitable

Minneola- find its niche

Promote development of existing amenities

Development of cultural aspects

City government more transparent

More city sponsored youth programs

Self sustained city- less dependence on outside sources

Equality of council and staff

All agreed that Minneola needs its own identity - a place that is recognized

### **EXTERNAL TRENDS AND ISSUES**

*The Council and staff discussed issues and trends that are occurring in the international, national, state, and regional environment that may have an impact on Minneola in the near future. The following external forces were identified as significant for the community:*

Vast information available- easily, quickly, worldwide

Cost of doing business and cost of living rising

Outsourcing of jobs overseas

Fewer high paying jobs in U.S.

People moving back to cities, away from suburbs

Economy driving changes in living

Family structures changing

Adult children living at home

Multiple families in one home

Lack of resources

Demand for resources (China)

Awareness of environment

Scarcity of natural resources (water)

Communication- globally

Younger generation communicating differently, government not responding

Change in ethics, morals and values

Behaviors that were not acceptable in the past are commonplace now

New standard of living

Conservative with incomes

Back to basics

Community disconnect

Family dynamics changing

Experiences for children and adults

Education- schools restricted in what they can do- liability issues, FCAT

Focus on poor performers

Liability issues- cities

Will need to accommodate and provide services anyway

U.S. unemployment rate rising

Stimulus programs end in 2-3 years, problems for local governments continue

Increased efficiency in businesses, need for fewer employees

Foreclosures - maintaining properties  
Country is at war - affects economy  
Terrorism  
Global insecurity  
    North Korea  
U.S. is a resilient country - economy will come back  
Media  
    Information overload  
    Misinformation out there  
Lack of trust in public officials  
Need for more transparency in government  
Health issues  
    Pandemics  
Insurance  
    Cost  
    Availability  
    Access to healthcare  
Alternative energy sources  
Emphasis on education around the world  
    Science and technology  
    U.S. is behind

### **INTERNAL TRENDS AND ISSUES**

*The Council and staff analyzed internal issues and trends that may have an impact on the city. The following items were identified:*

Maintain quality of life  
    Keeping up with diminished properties, foreclosures, values  
If the economy doesn't recover, how does city cope with that? What basics are provided?  
Funding citizen "wants" when they're not willing to pay for them  
Non-residents using city services without paying for them  
Rising costs of basic services  
Growth has slowed- some increase this year  
Internal relationships  
    Staff  
    Council  
    Lack of ability to compromise  
Revitalization of older sections of city and funding of storm water projects  
Terms of elected officials  
Absentee owners

*The Council and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parens ( ) next to each comment indicates how many participants made this comment.*

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Staff (10) (motivated, capable, smart, experienced, creative, dedicated, committed, teamwork, cares about city function and well being, works very well together)	Funding (7) (Lack of funding for vital services)	Turnpike Interchange (5)	Economy (9) (Slow turn around, no upward turn in the near future, continuing fall, stagnation, global economy)
Vision (6) (community plan for city, strong desire for vision/goals)	Interaction/communication between staff and city council (3) (Unclear about ways staff should communicate with council members and mayor-direct or always through city manager? Support between)	Growth (4) (commercial/industrial, future business)	SJRWMD (2)
Leadership (3) (Strong, stable, great, competent)	Lack of facilities (2) (public service, to provide top notch community services)	Location (future business, close to Turnpike, Hwy 27 and 50)	CUP limitations
City Manager (3) (Motivated to genuinely deliver high quality services to citizens, outstanding, open to ideas and communicates effectively to all, excellent)	Lack of communication between city and citizens (2) (questions/concerns)	Open Land (3) (available to construct amenities for public/city use, attracts new businesses, developable land on 27)	Surrounding cities development (2) (Amenities that are needed in South Lake County ("missing the boat"))
Location (2)	Lack of continuing education opportunities (2) (financial limitations)	Educated citizens do their part, help out where needed	Lack of public interest in general issues
Undeveloped/raw land (2)	Vision (2)	Clermont	Orange County
Land use planning (2)	Reduced revenues will result in employees not being able to increase their pay rates and keep up with their personal expenses	As a small town library, we can offer personalized, friendly "unrushed" service to patrons	Negative press- "Minneola's reputation", That's the way it's always been attitude
Innovative ideas /out of box thinking (2)	No access to local lakes for citizens	Baby boomers	County Commission
Desire to improve	Lower tax base than previous years	Economy	Hometown Democracy
Taking pride in the city - drives work ethic.	Services	Transformation of city's stature and reputation	Alternative resource solutions
Communication	Fear of developing revenue sources	Things not in Central Florida	Revenue generation vs. providing services
Infrastructure	Communication	Nearby tourism industry (amusement parks, etc.)	Decrease in external funding from grants
US 27	Resources	Stimulus money	Perception received by public from media
Financial standing	Capital planning	Investment in new technology	Sprawl
Council- goals, objectives, no personal agenda	Lack of pride in the city- breeds distrust and negative behaviors	Architectural design for storefronts, businesses, community development	Harboring animosities

Physical beauty of area	Technology	Influx of multiple cultures	Growth
Topography	City leadership experience	To grow with the city to provide vital services to all citizens and visitors	Privatization of services
Climate- opportunity to move towards clean energy future	Lack of professionalism	Innovative ideas for new businesses, unlike those of surrounding areas, to locate here	Not having a clear niche/identity and borrowing from Clermont (ex-sports complex, etc.)
	Lack of employment	Wastewater treatment plant	Insensitive behavior of leaders
	Few businesses	Potential for economic development	New library in Clermont will draw curious patrons from Minneola library (temporary)
	Workforce- man power	Collaboration between council and staff	Job Security
	Debt	Proper planning	Lower revenue could result in reduced level of city services
	Too much negative publicity in press instead of positive stories		Degrading areas due to foreclosures
	Unnecessary politicizing of issues facing city		Not having goals and objectives and achieving them
	Infrastructure		Debt
	Support of staff		

## STRATEGIC ISSUES

*At this point, participants were asked to identify issues that are important to the future well-being of the city. The following items were listed:*

### Fiscal

- Financial planning
- Construction permit revenue
- Contingency planning
- Solvency on debt service for w/w plant

### Public and private relations

- Community alliances
- South Lake alliances

### Economic development

- Branding

### Growth management

- Review of visioning plan
- Design elements
- Updating codes/ordinances

### Destination development

- Arts and cultural events
- Family oriented programs

### Public safety

- Public safety facilities and location

### Infrastructure enhancement

### Structure and function of government

- Terms of office of elected officials
- Staff and Council training
- Human Resource Issues

### Internal and external communication

- Web development
- All communications

### Resource and environmental management

- Future alternative water supply

*The Council agreed these ten strategic issue areas were appropriate goals for the next fiscal year. The Council then identified objectives under each goal. The final activity of the day was the selection of priorities. Any objective that received four or more "dots" (number of dots identified by number in ( ) in front of each objective) is considered a tier one priority. Objectives with three "dots" are tier two priorities. The rest of the objectives are listed as other. There is no significance to the order in which the goals are listed.*

## **GOALS AND OBJECTIVES**

### **GOAL – FISCAL ISSUES**

#### **Objectives**

#### **Tier Two**

- (3) Develop alternative plan to fund the budget if current plan does not work
- (3) Address reserve policy and how to maintain and replenish funds

### **GOAL – PUBLIC AND PRIVATE RELATIONS**

#### **Objectives**

#### **Other**

- (1) Fully participate in South Lake Alliance
- (1) Enhance alliances within the community with private organizations (Homeowners Associations, Chamber of Commerce, civic associations, etc.)

Strengthen intergovernmental relations with local, state and regional entities

### **GOAL – ECONOMIC DEVELOPMENT**

#### **Objectives**

#### **Tier One**

- (4) Develop plan to draw new business and industry to the city including incentives, marketing, branding, etc.

### **GOAL – GROWTH MANAGEMENT**

#### **Objectives**

#### **Tier Two**

- (3) Review, update, and amend codes and ordinances as appropriate, including design standards

#### **Other**

- (2) Update vision plan

**GOAL – DESTINATION DEVELOPMENT**

**Objectives**

**Tier One**

(4) Promote art and cultural events in the city

**Tier Two**

(3) Develop a plan to draw people to the city

**GOAL – PUBLIC SAFETY**

**Objectives**

**Other**

Review and update 5 year Fire Department strategic plan

Coordinate planning for joint-use facilities for public safety (fire, sheriff, EMS)

**GOAL - INFRASTRUCTURE**

**Objectives**

**Tier Two**

(3) Fund and implement the stormwater management plan

(3) Assessment of current city facilities and land; and develop plan to meet future needs (recreation complex, civic/community center)

**Other**

(2) Develop 5 year technology plan, including provision of wi-fi

Implementation of priority water/wastewater master plan projects

**GOAL – STRUCTURE AND FUNCTION OF GOVERNMENT**

**Objectives**

**Other**

(2) Conduct charter review, including terms of elected officials

(1) Conduct pay and benefits analysis

Conduct training needs assessment for council, staff, boards, and committees

## **GOAL – INTERNAL AND EXTERNAL COMMUNICATION**

### **Objectives**

### **Other**

(2) Reconstruct the city website for maximum usage

(1) Evaluate and improve internal communication

Create a plan using various methods to communicate (two way) with citizens

## **GOAL – RESOURCE AND ENVIRONMENTAL MANAGEMENT**

### **Objectives**

### **Other**

(2) Identification and development of future alternative water supplies

Develop a plan to become a green city

## **PRIORITY OBJECTIVES**

### **Tier One**

(4) Develop plan to draw new business and industry to the city including incentives, marketing, branding, etc.

(4) Promote art and cultural events in the city

### **Tier Two**

(3) Develop alternative plan to fund the budget if current plan does not work

(3) Address reserve policy and how to maintain and replenish funds

(3) Review, update, and amend codes and ordinances as appropriate, including design standards

(3) Develop a plan to draw people to the city

(3) Fund and implement the stormwater management plan

(3) Assessment of current city facilities and land; and develop plan to meet future needs (recreation complex, civic/community center)