

2025 Oviedo Strategic Plan



Prepared by the East Central Florida Regional Planning Council for the City of Oviedo



Introduction

Since the City of Oviedo was formally incorporated in 1925, the City of Oviedo has undergone numerous changes over the years. In preparation for its 100th anniversary, the City of Oviedo is updating the Strategic Plan to build a cohesive path toward the goals and objectives necessary to achieve the city's mission.

The City of Oviedo adopted its most recent strategic plan in 2011 in an effort to implement a more professional approach to planning and budgeting. Due to overwhelming progress in the implementation of the strategies and the number of changes since the previous document, the plan is suitable for an update to support the city's future.

This new 2025 Strategic Plan was drafted after reviewing the successes of the 2011 Plan, assessing the changes that have occurred since then, and conducting additional staff and board engagement to ensure a clear vision for Oviedo's future.

Oviedo is committed to advancing and maximizing the social and economic well-being of its residents through sustainable public services, accessible city programs, and trusted, effective leadership.

Purpose

The City of Oviedo partnered with the East Central Florida Regional Planning Council (ECFRPC) to work with the city's governmental departments and City Council to identify priorities, opportunities for growth and improvement, gaps or needs in organizational efficiency and development, and others as the process unfolds. This process included one-on-one surveys and interviews with staff and Council Members, a Facilitated Retreat, updates to the City Management, and developing an operational strategic plan for city departments and Council to implement.

Creating a Strategic Plan is crucial for: clarity of goals and priorities, efficient resource allocation, collaboration, measurable progress, and accountability. The ECFRPC staff is executing the project with assistance from a professional facilitator and the Assistant City Manager as the project lead for the city.



LEADER GOV

Process

The first phase of the Strategic Plan involved a survey and individual interviews. The project team held a kickoff meeting to provide an overview of the project and obtain initial feedback regarding the current strategic plan and additional considerations for surveys and interviews. On May 28, 2024, the project team presented at the city's weekly Department Directors Meeting. During the meeting, the details of phase one were reviewed. This included the following actions:

1. Develop an online survey and gather staff input. The survey was based on a review of the existing strategic plan and input from city management.
2. Conduct the survey. Staff and the City Council were provided with a two-week period to complete the survey, which provided feedback and baseline information for one-on-one surveys.
3. Conduct one-on-one interviews with Department Directors and City Council based on individual survey results and areas of further inquiry. The ECFRPC staff conducted 45 - 60-minute on-site interviews with the directors and council members. Those unavailable for in-person meetings were provided with virtual options.

The Departments included in Phase One were: City Clerk, City Council, City Management, Development Services, Finance, Fire, Human Resources, Information Technology, Legal Services, Police, Public Information, Public Works, and Recreation and Parks.

The second phase of the Strategic Plan involved a facilitated retreat over a series of three days. The City of Oviedo and the ECFRPC partnered with LeaderGov, a professional development organization focused on helping local government leaders fulfill purpose and results by helping others become their best through collaborative workshops, retreats, and thoughtful strategic planning. LeaderGov is a national leadership organization, based in Atlanta GA, that helps cities, counties, taxing authorities, and special districts improve leadership, teamwork, and culture. Each of the three strategic planning retreat workshops were publicly noticed in accordance with Florida Statute and allotted time for public comment. Meeting minutes were documented.

Phase Three involved the development of the draft and final strategic plan. Each department was assigned to a working group and contributed to the SMART goals to ensure clarity and cohesion within the plan. Through this process, the Strategic Plan was developed.

Public Health & Safety

Maintain a stable and thriving community, protect citizens from harm, and ensure peace of mind for all residents.

Expand Public Safety Services Efficiencies

- Continue to pursue the public safety building initiative and alternatives
- Complete a financial feasibility analysis and roadmap for a city Public Safety Training Center by 2027
- Achieve ISO Rating 1 by opening a third fire station and incorporating a fully staffed engine and transport capable rescue
- Create a public safety technology development plan and identify funding (including grants) to implement the plan
- Continue engagement with formal and informal community organizations to further public safety involvement

Maintain and Promote Conservation Strategies

- Maintain existing and future conservation lands through best practices with appropriate agencies
- Promote Florida Friendly Landscapes on all properties through the development of public education programs and phasing in example landscapes on city property



Public Health & Safety

- Implement the Floodplain Habitat Assessment and Management Plan
- Evaluate city-owned, existing natural lands (including conservation areas) to assess the existing quality and compliance with applicable permits and develop plans to improve the quality of natural lands as applicable

Reduce Safety Liabilities Within the City

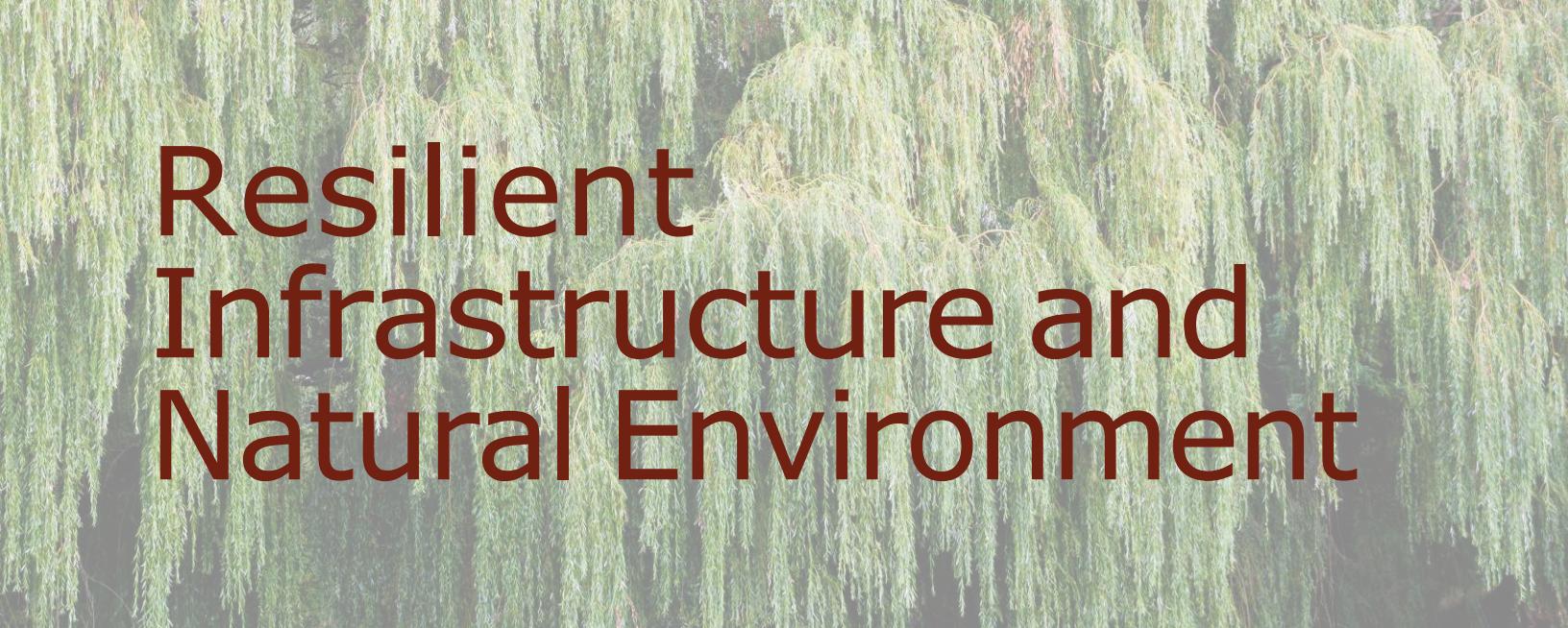
- Develop plans and identify funding for routine and extended maintenance for all city facilities and parks
- Implement action items from the Vision Zero Action Plan to eliminate traffic deaths and severe injuries by 2045
- Evaluate the Seminole County Local Mitigation and Resiliency Strategy Goals and Objectives for applicable Public Health and Safety elements and develop action items in conjunction with the County
- Develop a public sidewalk strategic plan to assess current conditions, prioritize repairs or replacements, and identify potential funding sources
- Implement a city-wide maintenance and asset management program
- Develop and implement an industry standard playground inspection program for all city parks and playgrounds
- Promote the use of Root Barriers to reduce sidewalk liabilities

Resilient Infrastructure and Natural Environment

Provide a seamless fusion of resilient infrastructure and the natural environment for future generations.

Improve the City's Utility Efficiency and Secure Sustainable Resources

- Develop the Sustainability Action Plan
- Use the findings from the wastewater septic to sewer study to prioritize critical and vulnerable areas of the city where septic to sewer efforts can be focused
- Accelerate efforts to increase the city's wastewater capacity by 2035 through appropriate rate structures, sustainable revenues, grants, and planning
- Develop alternative potable water sources to ensure a self-sustaining freshwater supply
- Improve existing conservation campaign to encourage residents to reduce water usage
- Seek grants that provide the city with assistance in the reduction of overall water usage



Resilient Infrastructure and Natural Environment

Advance the Resilience of Existing Infrastructure

- Use the Vulnerability Assessment prepared by Seminole County to identify improvements and mitigation strategies to vulnerable city critical assets and infrastructure
- Identify, seek funds, and implement projects to reduce the vulnerability of the city's critical assets and infrastructure
- Utilize the Florida Resilient Program to fund resilience-oriented infrastructure projects

Improve the Overall Quality of Stormwater Within the City

- Update the Stormwater Master Plan
- Perform Basin Studies to assess the level of service provided by the existing stormwater infrastructure, assess areas and strategies for additional green infrastructure, and identify gaps in flood mitigation
- Implement the Basin Management Plan to reduce nutrient loading



Resilient Infrastructure and Natural Environment

Enhance Mobility Throughout the City

- Support Seminole County and Florida Department of Transportation during the completion of Phase III of County Road 419
- Implement elements of the Mobility Plan including street connectivity for alternative modes of transportation, such as pedestrians, bicyclists, and golf carts
- Encourage mixed-use development that reflects the city's land development code to decrease vehicle miles traveled

Economic Vitality

Foster innovation, advance a vibrant and sustainable economy, and amplify the overall quality of life through strategic economic activity in the community.

Diversify the Local Tax Base and Expand Economic Revitalizations Efforts

- Diversify and balance the tax base to include more commercial, office, industrial, and mixed-use development
- Attract and retain various types of businesses to expand economic opportunities for the Oviedo Workforce
- Reevaluate current impact fees
- Promote infill development and redevelopment
- Update the Economic Development Plan to provide a framework for growing Oviedo's economy

Provide New Opportunities for Equitable Community Participation in the Local Economy

- Identify opportunities, including the necessary infrastructure, to improve workforce connectivity in city facilities
- Target senior housing and resources to support the ability to age in place
- Identify strategic opportunities and develop a programmatic approach to promote small, local, and/or minority businesses through continued and enhanced partnerships with surrounding organizations and chambers for events and marketing
- Engage with the local business community to identify gaps in city processes for better recruitment and retention of businesses and develop strategies to address identified concerns

High Performance Governance

Identify and perform best practices that lead to stronger communication, increase efficiency, and develop high levels of community confidence and trust.

Enhance The City's Use of Technological Tools to Advance Efficiencies

- Develop a transition plan to replace the Enterprise-Wide software
- Develop a Standard Operating Procedure to employ proper record management confidentiality protocols
- Continue the conversion of paper records from all departments to digital copies for centralized access and organization
- Develop a strategy to employ the best practices in cyber security to protect the city's network
- Continue to evaluate HR software options to enhance HR efficiency for all functions
- Plan to transition to citywide centralized purchasing
- Identify steps to streamline Development Services application review time by optimizing the electronic plan review software by integrating Enterprise-Wide software
- Complete the city's website improvements no later than 2025 and continually evaluate to ensure content and access to content is innovative and meets the needs of citizens
- Develop an Artificial Intelligence use Standard Operating Procedure

High Performance Governance

Increase Accountability in City Processes

- Coordinate individual department priorities with the city's strategic direction, set benchmarks, and report quarterly
- Streamline the Development Services process by creating a development handbook and business liaison position
- Evaluate technology platforms to create opportunities for collaboration and communication between departments and staff
- Identify improvements in city facilities and programming for sustainability and include in the 2026 Park and Recreation Master Plan and Maintenance Plan

Further The Integration of GIS Based Systems Into All City Operations

- Expand GIS proficient personnel into applicable departments and integrate Enterprise-Wide GIS
- Continue integrating GIS into community engagement activities

High Performance Governance

Become More Fiscally Sustainable Each Year to Provide Adequate Funding for All Departments

- Develop and implement a strategic communication plan to educate the public about the city's financial needs to continuously provide quality services and resources
- Undertake an efficient budgeting process to review all expenditures, identify cross-over, redundancy and opportunities for efficiency and coordination on fiscal expenditures
- Annually assess and update the fee structure to ensure the city's needs are met and appropriately reflect operational costs across departments

Recruit, Retain, and Invest in High Quality Staff to Avoid Lapse in Services or Understaffing Concerns

- Continue to recruit and maintain high quality talent through competitive pay, benefits, including the expansion of the wellness program, and development opportunities
- Ensure compliance with all new state and federal retirement regulations
- Create Career Progression Plans for all departments in 2025 to ensure succession planning is implemented
- Evaluate the feasibility of expanding funding opportunities for staff education to support professional growth and promote from within

High Performance Governance

- Forge stronger relationships with local agencies, academic institutions, and organizations to train and recruit new employees and interns
- Evaluate and analyze staff levels in all departments through the HR department to ensure staff matches the workload

Prioritize Good Risk Management and Safety Training Initiatives

- Develop Continuity of Operations Plans (COOPs) within each department
- Optimize safety training to refresh the importance of good management and safety practices
- Evaluate potential enhancements to annual safety audits
- Cultivate a strong work safety culture that rewards and recognizes employees that practice operations in a safe manner while minimizing liability exposure

Create A Facilities Growth Plan That Identifies City Expansion Needs

- Evaluate alternative policies and strategies for city employees to meet the demand of physical office space needs
- Identify new or rehabilitation projects to maximize space and anticipated growth of staff, facility storage, and other needs

Recreation, Arts, & Culture

Offer a wide range of programs, events, and activities that bolster civic pride and promote safe, healthy, and informed citizens.

Provide A Wide Range of Inclusive and Accessible Recreational Activities

- Update and adopt the Park and Recreation Master Plan and review every five years
- Conduct an annual Level of Service evaluation
- Conduct a public survey that advises the city on the types of programming desired by residents to support the Park and Recreation Master Plan update, with a special focus on senior programming
- Create a strategy to increase trail connectivity as part of the Park and Recreation Master Plan
- Utilize Golf Course funds to renovate Twin Rivers facilities
- Evaluate strategies to support organic, informal, and creative citizen gatherings in public spaces



Recreation, Arts, & Culture

Develop and Maintain Local Partnerships to Further Engage Residents During Public Events

- Continue to encourage private sponsorships at public events to decrease expense burden on the city's budget
- Collaborate with existing venues on events that expand the city's reach
- Develop an Adopt-a-Park program

Stimulate Creativity, Citizen Learning, and City Aesthetic

- Collaborate with local artists to increase public art
- Create a public safety art tribute
- Install art that offers functional purposes for public use

Continue To Maintain Financial Stability and Inclusiveness for Recreational Opportunities

- Formalize a departmental policy to ensure the city maintains a 30% cost recovery for programs and 50% for events
- Increase the marketing for the annual scholarship program
- Approve the mandatory contribution to the public art fund in the Code of Ordinances

Retreat Photos

