

STRATEGIC PLAN 2014 → 2019 → 2029



**Osceola County
October 2013**



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STRATEGIC PLANNING FOR OSCEOLA COUNTY

Strategic Planning Model for Osceola County

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for BOCC, Management for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of County government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

OSCEOLA COUNTY VISION 2029

Osceola County Vision 2029

It's Our

STRONG LOCAL ECONOMY ^(A)

#1 FAMILY DESTINATION IN THE WORLD ^(B)

BEAUTIFUL NATURAL ENVIRONMENT ^(C)

INCLUSIVE COMMUNITY ^(D)

CONNECTIVITY ^(E)

GREAT NEIGHBORHOODS ^(F)

VIBRANT MAJOR CORRIDORS ^(G)

CELEBRATION OF OUR HISTORY AND COMMUNITY ^(H)

That Makes Us Special!

Osceola County Vision 2029

PRINCIPLE A

STRONG LOCAL ECONOMY

► Means

1. Medical manufacturing and research
2. Sports capital with headquarters, expanded spring training, amateur and profession tournament, training and conditioning venues
3. Professional making their choice to locate their offices in the county
4. International tourism and business development
5. Small business incubators throughout the county and linked to neighborhoods
6. Retail destination for tourism

PRINCIPLE B

#1 FAMILY DESTINATION IN THE WORLD

► Means

1. Attractive, clean and consistent physical appearance appeal to families
2. Families coming with sports teams and individual competition with support activities
3. Quality hotels that cater to the needs of families
4. Joint marketing of entertainment venues, accommodation businesses and the government promoting the "Osceola County" brand
5. Attracting families from all over the world
6. Families feel safe and secure when they visit the county
7. Opportunities to experience real Florida

PRINCIPLE C

BEAUTIFUL NATURAL ENVIRONMENT

► Means

1. Preservation and protection of the lakes with buffers and waterways
2. Network of nature trails and blue ways
3. Wildlife management and natural fisheries
4. Variety of parks with natural amenities
5. Open spaces within urban growth boundary
6. Branded and developed as the headwaters to the Everglades

PRINCIPLE D

INCLUSIVE COMMUNITY

► Means

1. Respect for the traditions and heritage of others
2. Diverse residents working together to build the community and to solve problems
3. Activities and opportunities for all youth
4. Community events and activities with diverse participation celebrating individual cultures
5. All family generations present
6. Strong faith based institutions contributing to the overall community
7. Diversity throughout the county – integrated communities

PRINCIPLE E

CONNECTIVITY

► Means

1. Mass transportation options with link to the airport, resorts, theme parks, and county stations
2. Neighborhoods that are pedestrian friendly and linked by multiple transportation modes
3. Information and digital connections to the world
4. Expanded airport with tourism and business development
5. Predictable travel times from any point A to any point B
6. Links to ports: goods, services and people
7. Well designed and well maintained road system using complete streets

PRINCIPLE F

GREAT NEIGHBORHOODS

► Means

1. Neighborhoods that are pedestrian friendly with sidewalks, trails and bike lanes
2. Variety of quality schools and educational programs both public and private – neighborhood schools within urban growth boundary
3. Open spaces and parks easily accessible
4. Neighborhoods with grid system
5. Access to neighborhood commercial within 1 - 3 miles
6. Mixed use developments blending residences and commercial along major corridors

PRINCIPLE G

VIBRANT MAJOR CORRIDORS

► Means

1. Beautiful and distinctive gateways signifying that you are entering Osceola County
2. Mixed use developments at appropriate locations blending residential opportunities, professional office space, and retail shops
3. Sidewalks with buildings close to the street/sidewalk with less visible parking
4. Full occupancy for residences and commercial spaces
5. Mix of restaurants and entertainment venues along the corridors
6. Attractive, well maintained commercial buildings including the storefronts and signs
7. Choice of mixed transportation options for moving along the corridors

PRINCIPLE H

CELEBRATION OF OUR HISTORY AND COMMUNITY

► Means

1. Recognition of the history - agriculture, multi cultural and lakes/boating, transportation hub
2. Residents and community organizations working together for the benefit of the Osceola community
3. Preservation of significant historic buildings and homes
4. Strong community events with a high level of participation
5. History materials and mapping available at the Welcome Center
6. Showcasing the community in events, programs and marketing materials
7. Residents taking pride in saying "I am live in Osceola County, come visit us!"

OSCEOLA COUNTY: PLAN 2014 – 2019

Osceola County Goals 2019

Grow and Diversify the County's Economy

**Upgrade County Infrastructure and
Transportation Network: Prepared for Growth**

**Create Great Neighborhoods for the Future:
Safe and Livable**

Cost Effective and High Performing County Government

Goal 1

Grow and Diversify the County's Economy

OBJECTIVES

1. Increase number of small businesses starting and growing in the County
2. Increase the educational level of residents with quality educational programs (public/private)
3. Expand university and college presence and broad range of programs in Osceola County
4. Increase median income to become a leader in central Florida region gain position ahead of two counties above Osceola County
5. Brand the County as the place to have your business in Central Florida
6. Redevelop or revitalize the Highway 192 Corridor- more attractive with viable businesses

VALUE TO RESIDENTS

1. Opportunities to start and grow a business
2. Potential increase in personal wealth
3. Job opportunities from professional to technical
4. Reasons for our children to return after college
5. Ability to work near home providing more personal time

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Attracting new and expanding current innovative businesses to the County
2. Infrastructure and funding to support economic growth
3. Developing public-private partnerships and creative financial packages
4. Working with colleges and universities to expand higher educational and technical education opportunities
5. Identifying and pursuing an “economic opportunity” while determining the true economic return to the County
6. Dedicated funding sources for road expansion and maintenance
7. Maintaining the mileage rate in accordance with County policies
8. Recognizing the entire Highway 192 Corridor (Turnpike to Highway 27)

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Tapping the developing medical and health sciences at Medical City
2. Appropriately trained workforce for business
3. Defining the appropriate brand for Osceola County
4. Lack of available commercial building inventory
5. Determining and funding viable economic projects
6. Increasing number of homeless population and number of residents in extended stay hotels
7. Expectation: how much is the County government going to give a business
8. Marketing streamlined permit process for commercial buildings

BOCC ACTIONS 2014

1. GOPEP: Development
2. Post Secondary Education Strategy
3. Medical City Strategy
4. Experience Kissimmee: Governance

PRIORITY

Top Priority
High Priority
High Priority

GOPEP INITIATIVES 2014

1. Economic Cluster Study: Finalization, Adoption, Implementation
2. Major Economic Development Project(s): Plan with Milestones/Time Frame (incorporate in Executive Dashboard)
3. Medical City Economic Development Strategy: Direction
4. Comprehensive Marketing Plan for Economic Development
5. Economic Strategic Plan: Development

MANAGEMENT INITIATIVES 2014

- | | PRIORITY |
|---|-----------------|
| 1. West Highway 192 Redevelopment Strategy: Impact | Top Priority |
| A. Master Plan: Zone 2 | |
| B. Master Plan: Zone 1 | |
| C. Master Plan: Zone 3 | |
| D. TIF: Rates | |
| 2. Shady Lane Building: Re-Solicitation | Top Priority |
| 3. UCF Facilities and Program Expansion into Osceola County | Top Priority |
| 4. Judge Property Improvements | High Priority |
| 5. Southport Development: Solicitation | High Priority |
| 6. Northeast District Sector Concept Plan | |
| 7. North Deseret Ranch Sector Concept Plan | |
| 8. Small Business Development Initiative | |

MANAGEMENT IN PROGRESS 2014

1. Poinciana TECO/Valencia Facility: Funding, Facility Agreement, School Board, Valencia College
2. Tourism Mid Range Plan Document (3-5 years): Development (in Experience Kissimmee Strategic Plan)
3. Tourism Annual Sales and Marketing Plan for 2014-2015: Development

MAJOR PROJECTS 2014

1. Therapeutic Equestrian Center: Design and Construction

ON THE HORIZON 2015 - 2019

1. Beaumont Site Development/Redevelopment
2. Champions Gate Development Center Financing: Phase 2: Hotel (500 room), Conference Center
3. Osceola County: Rebranding and Marketing Plan (working with Chamber of Commerce/GOPEP)
4. Amateur Sports: Goals, Refined Direction, County Actions, Funding
5. Spring Training: Next Steps
6. Eco Tourism Strategy: Outcomes, Direction, County Actions
7. West 192 Public – Private Partnership: Direction on Agreement, Return on Investment Evaluation

Goal 2

Upgrade County Infrastructure and Transportation Network: Prepared for Growth

OBJECTIVES

1. Upgrade County roads: capacity and maintenance
2. Preserve and maintain the County's natural resources – lakes, streams, wetlands, open spaces
3. Increase the ridership and convenience of public transit
4. Maintain all County roads (paved or dirt)
5. Reduce travel times in the County: Point A to Point B
6. Upgrade stormwater management system

VALUE TO RESIDENTS

1. Protection of property values
2. More predictable travel times
3. More energy efficient buildings and facilities
4. Convenient public transportation going to desired location
5. Natural resources protected for future generations
6. Smoother roads with safer travel by automobile or bicycles

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Need for new roads and infrastructure to support economic and residential development
2. Limited funds and debt capacity available for capital projects
3. Aging and deferred maintenance for infrastructure and facilities that are expensive to maintain and operate: bridges, roads, buildings, networks, stormwater
4. Developing alternative public transportation with the private sector or public agencies
5. Reduced funding for capital projects from outside sources
6. Responding to Federal and State unfunded mandates and regulations
7. Determining fund sources for transportation and County roads
8. Developing alternative funding source for stormwater management and projects

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Private investment with expectation of Osceola County financial participation
2. Non collection from individuals/businesses who use our infrastructure
3. Road capacity and traffic volume linked to Land Development Regulations
4. Competition among Commission districts vs. countywide benefit
5. Poorly designed suburban road system and cost to the county

BOCC ACTIONS 2014

- | | PRIORITY |
|--|-----------------|
| 1. Poinciana Parkway: Funding | Top Priority |
| 2. Transportation Funding: Project Priority, Directions on Sales Tax Initiative, Public Education Program | Top Priority |
| 3. Bicycle/Pedestrian Plan/Projects: Review, Direction, Funding | Top Priority |
| 4. West Highway 192 Transportation/BRT: Funding Sources, Link of BRT/Redevelopment Plan | Top Priority |
| 5. Sun Rail Development | High Priority |
| A. TOD Standards and Funding | |
| B. Station Development: Osceola Corporate Center, Kissimmee, Poinciana Industrial Park | |
| 6. Southport Connector/Turnpike to Highway 429: PD&E Completion, Expressway Authority Adoption | High Priority |
| 7. Utilities Service Alignment with County Growth – Future Direction: Working with TOHO and KUA, City of St. Cloud | |

MANAGEMENT INITIATIVES 2014

- | | PRIORITY |
|---|-----------------|
| 1. Poinciana Boulevard Project: Phase 3 Funding | Top Priority |
| 2. Master Plan for Surface Water: 5 year Update (including Lake Tohopekaliga Nutrient Reduction Plan); Stormwater Utility Direction, Link to TOHO Plans | |
| 3. Gateways/Entrances Beautification Plan: Branding, Design, Location, Project Priority, Funding | |
| 4. Comprehensive Right of Way Policy: Adoption | |

MANAGEMENT IN PROGRESS 2014

1. Bass Road Site Contamination/Remediation Clean Up: Monitoring
2. W Highway 192 Highway Beautification Improvements (TIF/Special Assessment)
3. Expressway Authority: Administrative Support, County Next Steps
4. Kissimmee Chain of Lakes TMDL: Monitoring
5. Osceola Stadium Scoreboard: Agreement
6. Master Plan for County Space Needs and Storage Facility Study
7. MPO/Report Audit Findings: Monitoring Changes in Procedures in the MPO
8. Dirt Road Maintenance Program: Implementation
9. Road Transfer Interlocal Agreement (City of Kissimmee)
10. Transportation Network Pilot: Students Riding to TECO and Valencia College

MAJOR PROJECTS 2014

1. Sheriff's Office Training Facility Project: Location, Design, Under Construction
2. Osceola Heritage Park
 - A. Quad 2
 - B. Quad 3
3. Stadium Place Health Department: Opening
4. St. Cloud Health Department: Opening
5. Mac Overstreet Fire Station 64: Design, Construction
6. Osceola Parkway/BVL Wall: Contract, Construction
7. Boggy Creek – Osceola Parkway Intersection Improvements: Design, Under Construction
8. BVL Drainage System: Renovation
9. Poinciana Health Department: Under Construction
10. Boggy Creek – Boggy Creek Intersection Improvement Modification of Design, Interlocal Agreement with Orange County
11. Children Advocacy Center: Repairs
12. Osceola Parkway Phase 2: Under Construction
13. Austin Tindall Park: Sports Fields, Building
14. Historic Courthouse: Exterior Paint and Conditioning
15. Marydia Community Center Project
16. Library Improvements: St. Cloud HVAC
17. Intersession City: Health and Dental Facilities
18. Marydia Sewer and Septic Upgrades: Design, Construction (with TOHO Water Authority)

ON THE HORIZON 2015 - 2019

1. Highway 532/Old Lake Wilson Road Improvements: Funding, Preparation for Poinciana Parkway
2. Four Corners Area Transportation Improvements: Direction, Funding
3. Boggy Creek (to Narcoossee)
4. Sidewalk Program/Policy: Review, Project Priority, Direction, Funding Level
5. Fortune Road Extension (Highway 192 to Neptune Road): Direction, Funding
6. Simpson Road Expansion (from Hilliard to Boggy Creek)
7. Boggy Creek Project Phase 1: Widening (Osceola Parkway to Boggy Creek/Boggy Creek) – Funding
8. Osceola Parkway Extension Project (Northeast) (FDOT)
9. Neptune Road: Discussion with St. Cloud
10. NE District Offsite Infrastructure Plan (Ranch Area Highway/ Road Development): Direction, Funding
11. Kempfer Road Culverts Replacement/Upgrade: Funding
12. Canoe Creek Road Widening: Partnership with St. Cloud

Goal 3

Create Great Neighborhoods for the Future: Safe and Livable

OBJECTIVES

1. Maintain a safe County where residents and guests feel safe and secure
2. Revitalize major highway corridors: beautification and business vitality
3. Upgrade/expand education choices (private and public) at all levels
4. Expand activities and programs for youth and families
5. Develop mixed use communities in appropriate locations
6. Develop trails and bikeways connecting neighborhood and community destinations

VALUE TO RESIDENTS

1. Increasing property values
2. Choice of neighborhoods to live in
3. Support for all family generations
4. Feeling safe in any neighborhood, any place in Osceola County
5. Reasons to live and play in Osceola County

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Current infrastructure to support neighborhood livability
2. Working with Osceola County Schools to upgrade the schools and educational programs
3. Diverse population with differing values and perspective on government services and the degree of regulations
4. Lack of funding effectiveness for human and social needs including services for special populations and mentally challenged
5. Opportunities for under-employed/service workers
6. Growing homeless population

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for leisure and recreational amenities
2. Working with YMCA, Boys/Girls Club and others on serving the needs of our youth
3. High cost of transportation
4. Working with the faith based community on family and youth issues and services
5. Understanding and acceptance of mixed use developments by current residents
6. Reduced funding for nonprofit organizations

BOCC ACTIONS 2014

- | | PRIORITY |
|--|-----------------|
| 1. Lynx Service: Service Standardization Agreement, City of Kissimmee Funding | Top Priority |
| 2. Fire Service Level and Stations | Top Priority |
| 3. Homeless Reduction Strategy and County Action Plan (particularly children, seniors and families) | High Priority |
| 4. Live/Work Zoning and Land use Policy: Land Development Code Revision | |
| 5. Mac Overstreet Campus Development | |
| 6. Animal Control Ordinance: Comprehensive Revision | |
| 7. Intergovernmental Agreement on Annexation of Enclaves: Protocols, Direction <ul style="list-style-type: none"> A. St Cloud B. Kissimmee | |
| 8. Park Master Plan: Development, Future Direction, Funding | |

MANAGEMENT INITIATIVES 2014

- | | PRIORITY |
|---|-----------------|
| 1. Lakes Management Plan: Development | Top Priority |
| 2. Mental Health Facility Triage Space: Location, Funding | Top Priority |

MANAGEMENT INITIATIVES 2014

(Continued)

- | | PRIORITY |
|---|-----------------|
| 3. Water and Sewer Service Expansion: Direction (with TOHO Water Authority (TWA) and St. Cloud Utilities) <ul style="list-style-type: none"> A. Marydia B. Campbell City (Distribution System) C. Intersession City (Main/Distribution System) | High Priority |
| 4. County Owned Real Estate: Direction, Disposition | High Priority |
| 5. Red Light Cameras: Ordinance, Contract | |

MANAGEMENT IN PROGRESS 2014

1. Fire Training Facility: Interagency Agreement for Operations
2. Burn Ban Ordinance: Revision
3. False Alarm Ordinance: Revision
4. Fire Works Ordinance: Revision
5. NSP 3: Project Completion
6. Shingle Creek Park Development
 - A. Kayak Rental Vendor Selection
 - B. Historic Village Restoration
7. 2014 – 2015 CDBG Annual Plan: Development
8. Multi Cultural Event for All: Structure (Community Vision)

MAJOR PROJECTS 2014

1. Twin Oaks Regional Park: Development

ON THE HORIZON 2015 - 2019

1. Mixed Use Development Standards: Development, Adoption
2. Illinois Pond Weed Control in Lakes: Action Plan, Funding, Navigation Board Creation
3. Poinciana Community Center (including Pool): Direction, Funding
4. Triage Center for Homeless: Concept, Direction, Actions, Funding
5. Working Poor (out of hotels): Direction, County Actions
6. BVL Park Development: Funding for Phases 2 and 3 (including trails and amenities)
7. Older Neighborhood Revitalization Plans: Development
 - A. BVL
 - B. Poinciana
8. Archie Gordon Park Expansion: Direction
9. 65th Infantry Park Phases 2 & 3: Direction, Funding
10. County Land Acquisition: Opportunities Review, Direction, Funding
11. Recreational Fields Complex Development: Direction, Funding, Fees for Use
12. Community Center Standards and Service: Evaluation, Direction
13. Code Compliance Process: Review

Goal 4

Cost Effective and High Performing County Government

OBJECTIVES

1. Diversify the revenue resources for County government
2. Deliver County services in an efficient and cost effective manner
3. Maintain a quality, highly motivated management team and workforce dedicated to serving Osceola County
4. Streamline County organization structure and processes to reduce the cost of government
5. Have adequate resources to support defined County services and service levels
6. Consolidate services to increase quality and cost effectiveness
7. Work with the private sector, community organizations and nonprofit organizations for the delivery of services better provided by others

VALUE TO RESIDENTS

1. Protection of property values
2. Reliable, valued services for their tax dollars and fees
3. Easy, convenient access to County services and fees
4. Customer friendly delivery of County services
5. County services responsive to the changing needs of residents
6. Timely response to an emergency situation

**SHORT TERM CHALLENGES
AND OPPORTUNITIES**

1. Aligning the County organization emphasizing accountability for results, creative thinking and innovative actions, outcomes driving processes
2. Retaining the talented County managers and employees
3. Limited revenue options
4. Maintaining financial reserves
5. Deferred maintenance and replacement resulting in future additional costs
6. Unfunded federal and state mandates requiring new or a higher level of service by the County
7. Individual and special interest influence over “best for community”

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Lack of residents' understanding of County government-services and finances, who pays
2. Working with other government partners to increase the cost effectiveness of local government services
3. Working with the faith based community and community nonprofit organizations to deliver some services
4. Determining who should pay for services and degree of cost recovery
5. Working with business partners and contractors
6. Maintaining the county organization culture

BOCC ACTIONS 2014

- | | PRIORITY |
|--|-----------------|
| 1. Procurement Process and Pre Bid Contracts: Direction | High Priority |
| 2. County Employee Compensation: Market Analysis, Direction | High Priority |
| 3. Commercial Space in Parking Garage: Direction, Relationship with Private Sector | |
| 4. Grants for Community Organization: Performance, Grant Process, Direction, Parameters, Compliance Monitoring | |
| 5. Government Center Remodel: Funding, Design, Contract <ul style="list-style-type: none"> A. Appraiser B. Supervisor of Elections | |

MANAGEMENT INITIATIVES 2014

- | | PRIORITY |
|---|-----------------|
| 1. Management Training for Frontline and Mid-Level Supervisors: Direction, Funding, Program Development | High Priority |
| 2. Digital Radio System and Non Public Safety Agencies: Funding | High Priority |
| 3. New Inmate Management System for Jail: Direction, Funding | High Priority |
| 4. Twin Oaks Mitigation Bank: Credits and Participation | |

MANAGEMENT IN PROGRESS 2014

1. Public Information Strategy: Actions
 - A. Communications Audit
 - B. “Tell Our Story”: Action Plan
 - C. e-Newsletter: Development
 - D. “State of the County”
 - E. County Manager’s Annual Report
 - F. Overall Communications Policy: Development
2. Business Process Improvements:
 - A. On Boarding Program
 - B. Off Boarding Program
 - C. Contract Management
 - D. Agenda to Go
3. Cell Tower Colocation Use/Lease: 1st Contract
4. Corrections Print Program (Countywide): Development
5. EMS Patient Care Reporting: Upgrades
6. Functional Needs Sheltering: Policy Direction, Partnership Development
7. Community based Disaster Coalition Development (including CERT, MRC and Fire Corps)
8. Continuity of Operations Plan (COOP): Development
9. Permit Center: Web-based Application and Payment
10. Corrections Horticulture Program: Business Plan
11. Corrections Mattress Refurbishing Program: Development
12. County Website: Redesign
13. Spay/Neuter Program: Evaluation, Direction
14. Effective Online Repository of Vital Building Information: Development
15. “EXIT” Signs Check Program: Development

G. “S
H. C
R
I. O
P

ON THE HORIZON 2015 - 2019

1. New Revenue Sources: Direction
 - A. Utility Tax
 - B. Fuel Tax
2. Diverse County Workforce: Audit, Direction, Plan Actions/Tools
3. Recycling Contract: Review
4. Library Services: Evaluation, Direction
5. Employee Advocate: Evaluation, Direction, Actions
6. Naming Rights and Sponsorships: Report, Direction
7. ROW Maintenance Fee
8. OPEB Liability: Funding
9. Department Comparative Analysis: "Best in the State"
10. Permit Plus System: Replacement
11. Pension Liability: Accounting Standards
12. Disaster Resource Management Software

OSCEOLA COUNTY ACTION AGENDA 2014

Osceola County BOCC Agenda 2014

TOP PRIORITY

GOPEP: Development

Poinciana Parkway: Funding

West Highway 192 Transportation/BRT: Funding

Bicycle/Pedestrian Plan/Projects

Transportation Funding

Lynx Service: Service Standardization, City of Kissimmee Funding

Fire Service Level and Stations

HIGH PRIORITY

Sun Rail Development and Stations

Post Secondary Education Strategy

Procurement Process and Pre Bid Contracts

County Employee Compensation

Medical City Strategy

Southport Connector/Turnpike to Highway 429

Homeless Reduction Strategy

Osceola County Management Initiatives 2014

TOP PRIORITY

West Highway 192 Redevelopment Strategy

Shady Lane Building: Re-Solicitation

Poinciana Boulevard Project: Phase 3 Funding

Lakes Management Plan: Development

UCF Facilities and Program Expansion

Mental Health Facility Triage Space: Location, Funding

HIGH PRIORITY

Judge Property Improvements

County Owned Real Estate: Direction, Disposition

Water and Sewer Service Expansion: Marydia, Campbell City, Intersession City

Management Training for Frontline and Mid Level Supervisors:

New Inmate Management System for Jail

Southport Development: Solicitation

Digital Radio System and Non Public Safety Agencies

Management in Progress 2014

Poinciana TECO/Valencia Facility: Funding, Facility Agreement, School Board, Valencia College

**Tourism Mid Range Plan Document (3-5 years): Development
(in Experience Kissimmee Strategic Plan)**

Tourism Annual Sales and Marketing Plan for 2014-2015: Development

Bass Road Site Contamination/Remediation Clean Up: Monitoring

W Highway 192 Highway Beautification Improvements (TIF/Special Assessment)

Expressway Authority: Administrative Support, County Next Steps

Kissimmee Chain of Lakes TMDL: Monitoring

Osceola Stadium Scoreboard: Agreement

Master Plan for County Space Needs and Storage Facility Study

MPO/Report Audit Findings: Monitoring Changes in Procedures in the MPO

Dirt Road Maintenance Program: Implementation (1st year)

Road Transfer Interlocal Agreement (City of Kissimmee)

State Housing Initiative Partnership Program

Transportation Network Pilot: Students Riding to TECO and Valencia College

Fire Training Facility: Interagency Agreement for Operations

Burn Ban Ordinance: Revision

False Alarm Ordinance: Revision

Fire Works Ordinance: Revision

NSP 3: Project Completion

Shingle Creek Park Development: Kayak Rental Vendor Selection, Historic Village Restoration

2014 – 2015 CDBG Annual Plan: Development

Multi Cultural Event for All: Structure (Community Vision)

Public Information Strategy: Actions: Communications Audit; “Tell Our Story”: Action Plan; e-Newsletter Development; State of the County; County Manager’s Annual Report; Overall Communications Policy: Development

Business Process Improvements: On Boarding Program; Off Boarding Program; Contract Management; Agenda to Go

Cell Tower Colocation Use/Lease: 1st Contract

Corrections Print Program (Countywide): Development

EMS Patient Care Reporting: Upgrades

Functional Needs Sheltering: Policy Direction, Partnership Development

Community based Disaster Coalition Development (including CERT, MRC and Fire Corps)

Continuity of Operations Plan (COOP): Development

Permit Center: Web-based Application and Payment

Corrections Horticulture Program: Business Plan
Corrections Mattress Refurbishing Program: Development
County Website: Redesign
Spay/Neuter Program: Evaluation, Direction
Effective Online Repository of Vital Building Information: Development
“EXIT” Signs Check Program: Development

Major Projects 2014

Therapeutic Equestrian Center: Design, Construction

Sheriff's Office Training Facility Project: Location, Design, Construction

Osceola Heritage Park: Quad 2, Quad 3

Stadium Place Health Department: Opening

St. Cloud Health Department: Opening

Mac Overstreet Fire Station 64: Design Construction

Osceola Parkway/BVL Wall: Contract, Construction

Boggy Creek – Osceola Parkway Intersection Improvements: Design, Under Construction

BVL Drainage System: Renovation

Poinciana Health Department: Under Construction

Boggy Creek – Boggy Creek Intersection Improvement Modification of Design, Interlocal Agreement with Orange County

Children Advocacy Center: Repairs

Osceola Parkway Phase 2: Under Construction

Austin Tindall Park: Sports Fields, Building

Historic Courthouse: Exterior Paint and Conditioning

Marydia Community Center Project

Intersession City: Health and Dental Facilities

Marydia Sewer and Septic Upgrades: Design, Construction (with TOHO Water Authority)

Library Improvements: St. Cloud HVAC

Twin Oaks Regional Park: Development