



## **CITY COMMISSION - CITY OF WILDWOOD**

### **Mayor/Commissioner – Ed Wolf – Seat 1**

Mayor Pro Tem/Commissioner – Pamala Harrison-Bivins – Seat 2

Joe Elliott – Seat 3

Marcos Flores – Seat 4

Julian Green – Seat 5

Jason McHugh – City Manager

### **Agenda**

### **Workshop**

**March 4, 2024 9:00 AM**

City Hall Commission Chamber

100 N Main Street

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Persons with disabilities or language barriers needing assistance to participate in any of these proceedings should contact the City Clerk's Department, ADA Coordinator, at 352-330-1330, Ext. 103, forty-eight (48) hours in advance of the meeting.

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F.S.S. 286.0105 - If a person decides to appeal any decision made by the Commission with respect to any matter considered at this meeting, they will need a record of the proceedings, and that, for such purpose, they may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The City of Wildwood DOES NOT provide this verbatim record.

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### **1. Call to Order**

### **2. Item(s) for Discussion**

A. *STRATEGIC PLAN UPDATE*

B. *AFFORDABLE HOUSING OPTIONS FOR LEE STREET PROPERTY*

C. *POLICE PAY DISCUSSION*

### **3. Adjournment**

**March 4, 2024 9:00 AM**

**CITY COMMISSION OF THE CITY OF WILDWOOD**  
**EXECUTIVE SUMMARY**

**SUBJECT:** Strategic Plan Update

**REQUESTED ACTION:** For Informational Purposes Only

**CONTRACT:**

Vendor/Entity:

Effective Date:

Termination Date:

Managing Division/Department:

**BUDGET IMPACT:**

**HISTORY/FACTS/ISSUES:**

Attached is a presentation that will be reviewed at the workshop.

# City of Wildwood Strategic Plan Update Workshop

Cassandra Smith, CMC, CPM, MBA-PA  
Assistant City Manager



WILDWOOD  
FLORIDA

# Strategic Plan Workshop

## Strategic Plan

- Strategic Plan Review
  - Policy document that drives the direction of the City by prioritizing goals
  - States how goals will be achieved and how they will be measured
  - Contains:
    - Goals, Initiatives, Action Items, Performance Indicators



# Planning Process



## Strategic Plan Workshop

### 2023 Strategic Plan

- Adopted concurrent with the FY 22-23 Budget
- Goals:
  - Community Engagement
  - Transportation
  - Affordable Housing
  - Downtown Redevelopment
  - Infrastructure
  - Employee Recruitment and Retainment



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Community Engagement\*\*\***

| Action Item                                                     | Planned Completion | Complete? | On Schedule? |
|-----------------------------------------------------------------|--------------------|-----------|--------------|
| Disseminate Citizens' Newsletter                                | FY23               | Yes       | Yes          |
| Downtown Master Plan website                                    | FY23               | Yes       | Yes          |
| Welcome to Wildwood Program                                     | FY23               | Yes       | Yes          |
| Citizen Advisory Committee                                      | FY24               | No        | Future       |
| Expansion of Community Policing Initiatives                     | Annual             | Yes       | Yes          |
| Dissemination of Code Compliance Flyer                          | FY23               | Yes       | Yes          |
| Millennium Park Improvements                                    | Annual             | No        | Future       |
| Support of Wildwood Business Coalition                          | Ongoing            | Yes       | Yes          |
| Construct Recreation Center at Dr. Martin Luther King, Jr. Park | FY25               | No        | Future       |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Transportation\*\*\***

| Action Item                                             | Planned Completion | Complete? | On Schedule? |
|---------------------------------------------------------|--------------------|-----------|--------------|
| Adopt Bicycle & Pedestrian Master Plan                  | FY25               | No        | Future       |
| Joint City/County Transit Route Expansion Plan          | FY24               | No        | Future       |
| Ensure Traffic Light Installation Upon Meeting Warrants | Ongoing            | Yes       | Yes          |
| Clay Drain Road Improvements                            | FY27               | No        | Future       |
| Huey Street Improvements                                | FY26               | No        | Future       |
| Jackson Street Improvements                             | FY26               | No        | Future       |
| Design CR 44/Lynum Street Corridor and Overpass         | FY26               | No        | Future       |
| Improve CSX Service Road                                | FY25               | No        | Future       |
| Pavement Preservation Activities                        | Ongoing            | Yes       | Yes          |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Affordable Housing\*\*\***

| Action Item                                                                   | Planned Completion | Complete? | On Schedule? |
|-------------------------------------------------------------------------------|--------------------|-----------|--------------|
| Attend Quarterly Housing Advisory Committee Meetings                          | Ongoing            | Ongoing   | Yes          |
| Co-Host Housing Purchase and Construction Workshop                            | FY23               | No        | No           |
| Develop Affordable Housing on City Surplus Property                           | FY27               | No        | Future       |
| Process Code Enforcement Foreclosures to Mitigate Abandoned Properties        | Annual             | Ongoing   | Yes          |
| Develop Incentivized Housing Agreement                                        | FY24               | No        | Future       |
| Maintain and Post Available Housing Opportunities on Website and Flyers       | FY23               | Yes       | Yes          |
| Revise Land Development Regulations to Promote Affordable Housing Initiatives | FY23               | No        | Future       |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Downtown Redevelopment\*\*\***

| Action Item                                                       | Planned Completion | Complete? | On Schedule? |
|-------------------------------------------------------------------|--------------------|-----------|--------------|
| Update Community Redevelopment Plan                               | FY24               | No        | Future       |
| Create Uniform Downtown Development Standards                     | FY25               | No        | Future       |
| Create Plan to Repurpose Fleet Services Property                  | FY26               | No        | Future       |
| Plan Gamble Street Improvements                                   | FY27               | No        | Future       |
| Plan a Truck Bypass for Hwy 301                                   | FY27               | No        | Future       |
| Enter into Public-Private Partnership for Commercial/Parking Uses | FY23               | Yes       | Yes          |
| Downtown Master Plan Implementation                               | Annual             | No        | Ongoing      |
| Acquire Property to Support Downtown Redevelopment                | Annual             | No        | Ongoing      |
| Construct Hwy 301 Linear Park                                     | FY25               | No        | Future       |
| Implement Complete Streets on Hwy 301                             | FY27               | No        | Future       |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Infrastructure – Utility Department\*\*\***

| Action Item                                                    | Planned Completion | Complete? | On Schedule? |
|----------------------------------------------------------------|--------------------|-----------|--------------|
| Increase the City's Wastewater Treatment Facility Capacity     | FY25               | No        | Future       |
| Construct CR 209 Water Main Extension                          | FY27               | No        | Future       |
| Construct Millennium Park Reuse Water Line                     | FY26               | No        | Future       |
| Increase City's Reuse Water Capacity                           | Annual             | No        | Future       |
| Modify City's Water Use Permit to Meet Forecasted Water Demand | FY25               | No        | Future       |
| Update 2019 Utility Master Plan                                | FY25               | No        | Future       |
| Create Plan to Replace Galvanized and Steel Water Lines        | FY23               | No        | Future       |
| Install Odor Control Equipment at Wastewater Facilities        | Annual             | No        | Future       |
| Rehabilitate Manholes to Reduce I & I                          | Annual             | Ongoing   | Yes          |
| Slip Line Sewer Lines to Reduce I & I                          | Annual             | Ongoing   | Yes          |
| Replace Water Meters to Ensure Accurate Usage Information      | Annual             | Ongoing   | Yes          |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Infrastructure – Public Works\*\*\***

| Action Item                                            | Planned Completion | Complete? | On Schedule? |
|--------------------------------------------------------|--------------------|-----------|--------------|
| Adopt Watershed Management Plan                        | FY23               | Yes       | Yes          |
| Adopt Level of Service (LOS) for Stormwater Management | FY23               | Yes       | No           |
| Implement Stormwater Management Plan                   | Annual             | No        | Future       |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*Employee Recruitment/Retainment\*\*\***

| Action Item                                    | Planned Completion | Complete? | On Schedule? |
|------------------------------------------------|--------------------|-----------|--------------|
| Conduct Classification & Compensation Study    | FY23               | Yes       | Yes          |
| Update Tuition Reimbursement Program           | FY24               | No        | Future       |
| Create Career Progression Plans                | FY24               | No        | Future       |
| Evaluate Expansion of Employee Health Benefits | FY24               | No        | Future       |
| Provide Diversified Training Opportunities     | Annual             | Ongoing   | Yes          |
| Hold Employee Appreciation Events              | Annual             | Ongoing   | Yes          |
| Audit Performance Management System            | Annual             | Ongoing   | Yes          |
| Conduct Employee Satisfaction Survey           | Annual             | Ongoing   | Yes          |
| Track Employee Retention Effectiveness         | Ongoing            | Ongoing   | Yes          |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*IMPLEMENTATION\*\*\***  
**FY24 Budgeted Items**

| Department/Fund               | Project                                       | Strategic Goal         | Amount      |
|-------------------------------|-----------------------------------------------|------------------------|-------------|
| Parks & Recreation – CIP Fund | Millennium Park Improvements                  | Community Engagement   | \$7,500,000 |
| Parks & Recreation – CIP Fund | MLK Recreation Center Design                  | Community Engagement   | \$650,000   |
| Public Works – CIP Fund       | Clay Drain Road Improvements                  | Transportation         | \$250,000   |
| Public Works – CIP Fund       | Huey Street Road Improvements                 | Transportation         | \$1,500,000 |
| Public Works – CIP Fund       | Jackson Street Road Improvements              | Transportation         | \$2,000,000 |
| Public Works – CIP Fund       | CSX Service Road Improvements                 | Transportation         | \$50,000    |
| Public Works – General Fund   | Pavement Preservation Activities              | Transportation         | \$1,000,000 |
| Public Works – CIP Fund       | Develop City Property for Parking in Downtown | Downtown Redevelopment | \$7,600,000 |
| Public Works – CIP Fund       | Watershed Master Plan Implementation          | Infrastructure         | \$620,000   |



**Strategic Plan Workshop**  
**2023 Strategic Plan**  
**\*\*\*IMPLEMENTATION\*\*\***  
**FY24 Budgeted Items**

| Department/Fund                | Project                                                 | Strategic Goal                   | Amount       |
|--------------------------------|---------------------------------------------------------|----------------------------------|--------------|
| Utility Fund                   | Increase Capacity of Wastewater Treatment Plant         | Infrastructure                   | \$50,000,000 |
| Utility Fund                   | Construct Millennium Park Reuse Line                    | Infrastructure                   | \$3,000,000  |
| Utility Fund                   | Water Use Permit Modification                           | Infrastructure                   | \$75,000     |
| Utility Fund                   | Replace Galvanized and Steel Water Lines                | Infrastructure                   | \$550,000    |
| Utility Fund                   | Install Odor Control Equipment at Wastewater Facilities | Infrastructure                   | \$725,000    |
| Utility Fund                   | Conduct Maintenance to Reduce I & I                     | Infrastructure                   | \$346,500    |
| Utility Fund                   | Replacement of Water Meters                             | Infrastructure                   | \$137,500    |
| Human Resources – General Fund | Employee Appreciation Programs                          | Employee Recruitment & Retention | \$13,200     |





# WILDWOOD

FLORIDA

The background of the cover features a photograph of a large, two-story brick building with a central arched entrance and a fountain in the foreground. The building is surrounded by trees and a paved plaza. In the lower-left corner, there is a green welcome sign for Wildwood Florida, featuring a tree logo and the text "EST. 1877 WILDWOOD FLORIDA WELCOME". The sign is set against a backdrop of red flowers and greenery. The entire image is overlaid with a large, stylized graphic consisting of a blue triangle pointing downwards and a green triangle pointing upwards, meeting at a diagonal line.

FY 2023 – 2027  
STRATEGIC PLAN



WILDWOOD  
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## Table of Contents

|                                                       |                 |
|-------------------------------------------------------|-----------------|
| <b><i>Letter from the City Manager .....</i></b>      | <b><i>2</i></b> |
| <b><i>Wildwood City Commission .....</i></b>          | <b><i>3</i></b> |
| <b><i>Introduction.....</i></b>                       | <b><i>4</i></b> |
| <b><i>Strategic Management Process .....</i></b>      | <b><i>4</i></b> |
| <i>Step 1: Mission/Vision.....</i>                    | <i>4</i>        |
| <i>Step 2: Analysis.....</i>                          | <i>5</i>        |
| <i>Step 3: Develop Goals.....</i>                     | <i>5</i>        |
| <i>Step 4: Create Strategies.....</i>                 | <i>5</i>        |
| <i>Step 5: Strategy Implementation.....</i>           | <i>5</i>        |
| <i>Step 6: Measure and Evaluate Performance .....</i> | <i>6</i>        |
| <b><i>What’s Next.....</i></b>                        | <b><i>6</i></b> |
| <b><i>Goals .....</i></b>                             | <b><i>7</i></b> |
| <i>Community Engagement.....</i>                      | <i>8</i>        |
| <i>Transportation.....</i>                            | <i>9</i>        |
| <i>Affordable Housing .....</i>                       | <i>10</i>       |
| <i>Downtown Redevelopment .....</i>                   | <i>11</i>       |
| <i>Infrastructure.....</i>                            | <i>12</i>       |
| <i>Employee Recruitment and Retainment.....</i>       | <i>14</i>       |



**A Letter from the City Manager,**

I am pleased to present to you the FY23-FY27 Strategic Plan for the City of Wildwood. This five-year plan is a culmination of a public engagement effort that responds to the input and feedback received from the residents and business owners of our community. It takes a dedicated team of employees to execute this plan. Their input was also included in the process because, quite frankly, the city cannot fulfill our responsibilities to the public without their commitment and loyalty.

The FY23-FY27 Strategic Plan creates Mission and Vision statements, reinforces the City's Core Values, and identifies six goals aimed to improve public facilities and services and the quality of life within our community:

- ✓ Community Engagement
- ✓ Transportation
- ✓ Affordable Housing
- ✓ Downtown Redevelopment
- ✓ Infrastructure
- ✓ Employee Recruitment/Retention

The goals established within this plan are set by the City Commission, and the action items in support of the goals are the responsibility of the City Manager and department heads. The action items have specific performance measures with attainable deliverable dates. The plan is intended to be aligned with the City's annual budget to ensure adequate resources are allocated to meet the established goals. Progress will be monitored and reported throughout the process, and modifications to the plan may be warranted.

I would like to give credit to my outstanding staff that made this Strategic Plan possible specifically Cassandra Smith, Jessica Barnes, and Linda Piotrowicz. They have really stepped up and worked diligently throughout this arduous process. I would also like to extend my gratitude to our department heads for assisting the Executive Department in the process and all the City's employees for their daily work that keeps this City running. Lastly, I would like to thank the Commissioners of the City of Wildwood for their continued leadership and ongoing dedication to the City of Wildwood.

Respectfully,

Jason McHugh  
City Manager

The City of Wildwood, Florida  
100 North Main Street, Wildwood, Florida 34785  
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## *Wildwood City Commissioners*



Seat 2 Commissioner  
Mayor Pro-tem  
Pamala Harrison-Bivins



Seat 3 Commissioner  
Joe Elliott



Seat 1 Commissioner-  
Mayor  
Ed Wolf



Seat 4 Commissioner  
Marcos Flores



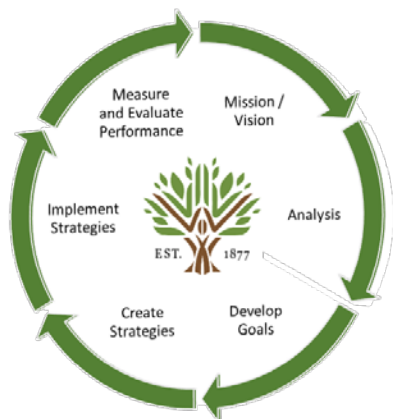
Seat 5 Commissioner  
Julian Green

## Introduction

The City of Wildwood adopted its first strategic plan in 2018 in an effort to implement a more professional approach to planning and budgeting. The original plan created a framework for the allocation of resources for fiscal years 2018-2022. Due to overwhelming progress in the implementation of the strategies outlined in the original document, the plan received one update during the 5-year period it covered. This strategic plan is a new document, drafted after reviewing the successes of the first document, assessing the changes that have come about since the first plan was adopted, and conducting additional outreach activities to ensure there is a clear vision for Wildwood's future.

## Strategic Management Process

A strategic plan is a tool that when properly used provides guidance in reaching a desired outcome. The strategic plan identifies goals that support the desired outcome and provides specific action items to implement a course for goal attainment. However, the strategic plan cannot be viewed as a stand-alone method of achieving desired outcomes. For success, the strategic plan should be viewed as one component of an overall strategic management process.



The strategic management process utilized by the City of Wildwood has six main components. The first step in the process is to develop a vision statement and mission statement. The vision statement describes who/what/where we want to be in the future. The mission statement describes how to reach that vision. The second step in the strategic management process is to conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats. The third step in the process is the formulation of the goals outlined in the strategic plan, followed by the fourth step, which is creating strategies, or specific action items, to reach those goals. After completing step four, the basic concepts outlined in the strategic plan have been completed. However, for the strategic planning process to be successful, it is important to follow through with step five, which is strategy implementation, and step six, measure and evaluate the performance of the strategies.

### Step 1: Mission/Vision

For this strategic plan city staff gathered information from several sources. Data from public comment initiatives that were recently conducted were reviewed and analyzed to determine the priorities of Wildwood's residents. In addition to community input, executive staff gathered additional feedback from the City's elected officials and city staff in an effort to develop a well-rounded picture of what Wildwood's future should look like. This information was used to develop the City's vision and mission statements. These statements were thoughtfully considered when developing the strategic plan goals. A brainstorming session with Department Heads also developed a set of Core Values.

### Vision

Wildwood will be a socially cohesive, inclusive community that embraces change while respecting the historic heritage of the city. The city will strive to provide its residents with necessary and desirable services while remaining fiscally responsible.

### Mission

Wildwood is committed to maximizing opportunities to promote the social and economic well-being of its residents and businesses by providing a responsive and fiscally responsible government that values professionalism, teamwork, integrity, innovation, and superior customer service.

### Our Values

Teamwork and Engagement

Leadership and Integrity

Quality, Excellence, and Innovation

Customer Service

Passion and Commitment

## Step 2: Analysis

The staff then conducted a SWOT analysis to assess the City's strengths, weaknesses, opportunities, and threats. The information for the SWOT analysis was extracted from the data collected from residents, elected officials, and staff. Gathering this information is helpful in the planning process because it brings focus to maximizing strengths and opportunities while minimizing the impacts of weaknesses and threats.

| Wildwood S.W.O.T. Analysis    |                       |                           |                                |
|-------------------------------|-----------------------|---------------------------|--------------------------------|
| Strengths                     | Weaknesses            | Opportunities             | Threats                        |
| City Leadership               | Aesthetics            | Downtown Redevelopment    | Retaining/Attracting Workforce |
| Partnership with The Villages | Odor Control (Sewage) | Citizen Participation     | Lack of Diversity              |
| Customer Service              | Traffic               | Business Recruitment      | Affordable Housing             |
| Fiscal Management             | Wastewater Capacity   | Geographic Location       | Rapid Growth                   |
| Park Space                    | Community Outreach    | Transportation Facilities | School System                  |

## Step 3: Develop Goals

With the future vision established and having developed an understanding of the community's strengths, weaknesses, opportunities, and threats, thoughtful consideration was given to the development of key goals that would complement the vision for the future. The established goals are critical to achieving the ideal future community as described in the vision statement. Goals will develop over time as achievements are recorded and new factors come into play. For this FY23 – FY27 strategic plan, six goals were identified, including Community Engagement, Transportation, Affordable Housing, Downtown Redevelopment, Infrastructure, and Employee Recruitment and Retainment. Key facets of these six goals are critical to the attainment of Wildwood's ideal vision for the future.



## Step 4: Create Strategies

With goals identified, strategies, also known as action items, are developed. These strategies are by nature very detailed. They serve a very specific purpose in contributing to the vision of the future. Ideal strategies have key components; they must be achievable, measurable, and provide benefit upon achievement. For each goal that has been identified, several action items have been established to advance the City's progress toward the vision of the future.

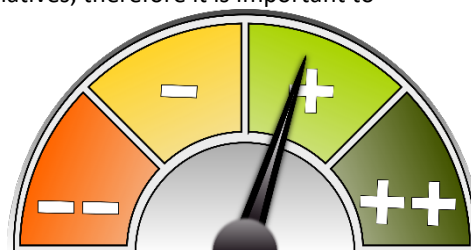
## Step 5: Strategy Implementation

Creating a strategic plan is useless if there is no consideration given to plan implementation. For Wildwood, the implementation of the strategic plan is accomplished through the budget, therefore the strategic planning process is done in conjunction with the budgeting process. As the budget is prepared each year, each department must tie its budget requests to the goals identified in the strategic plan. Utilizing this approach is a commitment by

executive managers to fund the strategies that support the goals of the plan and a method for departments to execute the strategies.

## ***Step 6: Measure and Evaluate Performance***

It takes considerable fiscal resources to support the execution of strategic initiatives, therefore it is important to periodically review the successes and failures of implementation. Wildwood's strategic plan identifies key performance indicators (KPI) to assist in the measurement of success. Throughout the year the various departments throughout the city will be asked to review their progress toward strategy implementation. Having specific attainable goals makes this assessment a very straightforward process.



Upper management must also evaluate if the ideal goals are being achieved as strategies are implemented. Measuring and evaluating the performance of the plan may be the final step in the strategic management process, but it is not the end of the process. As conditions change, the goals and/or strategies may need to be changed. Therefore, the strategic management process is never complete and instead is a continual cycle. Wildwood is committed to engaging in the strategic management cycle annually to ensure that the city continues to make progress toward the vision embraced by its community.

## ***What's Next***

The following pages provide detail on the goals established through the strategic planning process. As budgets are drafted in the coming years, departments will review these goals and their associated action items and draft budgetary requests that support the strategic initiatives. We are confident that Wildwood's future vision will be realized with the commitment of the City's elected officials and the staff dedicated to enacting these strategic initiatives.

# Wildwood Strategic Plan Goals

## Community Engagement

*Enhance public trust, encourage civic pride, and build cross-community partnerships that enhance the quality of life for Wildwood residents*

## Transportation

*Invest in road and sidewalk infrastructure to provide for connections and future growth*

## Affordable Housing

*Positively impact availability of affordable housing through partnerships and policy development/implementation*

## Downtown Redevelopment

*Revitalize the City's core downtown area to spur investment and redevelopment*

## Infrastructure

*Assess, construct, and maintain the City's municipal infrastructure systems, focusing on water, wastewater, and stormwater systems*

## Employee Recruitment and Retainment

*Provide residents with superior service through the recruitment and retainment of talented and dedicated employees*

*Goal: Enhance public trust, encourage civic pride, and build cross-community partnerships that enhance the quality of life for Wildwood residents*

***It is important residents trust their local government to provide meaningful and fiscally responsible services. Wildwood is committed to fostering trust with residents through the development of communication tools to promote transparency and providing for open lines of communication. Wildwood is also committed to providing spaces where individuals can gather to socialize and build ties throughout the community.***

## Establish Communication Programs to Engage Citizens

|                                                                                            |                                                           |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Create and disseminate a Citizens' Newsletter                                              | Establish monthly newsletter in 2023                      |
| Update and maintain the Downtown Master Plan website                                       | Complete initial update by early 2023                     |
| Create and hold a "Welcome to Wildwood" program to educate citizens                        | Hold first program in 2023; semi-annually thereafter      |
| Re-establish a Citizen's Advisory Committee                                                | Re-establish in 2024                                      |
| Expand the City's Community Policing initiatives                                           | Conduct at least two community engagement events per year |
| Create and disseminate a flyer to educate and support citizens in property code compliance | Begin monthly flyer dissemination in 2023                 |

## Fund and/or Support Quality of Life Projects

|                                                                              |                                                             |
|------------------------------------------------------------------------------|-------------------------------------------------------------|
| Construct upgrades at Millennium Park                                        | Include minimum of two identified projects in each budget   |
| Support the creation of the Wildwood Business Coalition                      | Provide space for Coalition to meet and attend all meetings |
| Design and construct a recreation center at Dr. Martin Luther King, Jr. Park | Begin construction by 2025                                  |

*Goal: Invest in multi-modal transportation infrastructure to provide for connections and future growth*

***Managing and building the non-regionally significant transportation infrastructure within Wildwood is a critical factor in the growth of the community. Strong connectivity through roads, sidewalks, and other transportation facilities provides a foundation for development and improves mobility choices for Wildwood residents.***

## **Develop Initiatives to Promote Safety and Alternative Transportation Opportunities**

|                                                                   |                                                                    |
|-------------------------------------------------------------------|--------------------------------------------------------------------|
| Adopt a Bicycle and Pedestrian Master Plan                        | Adoption of Study by 2025                                          |
| Adoption of joint City/County transit route expansion plan        | Plan adoption by 2024; Implementation by 2026                      |
| Ensure traffic lights are installed when traffic warrants are met | Review key intersections annually to determine if warrants are met |

## **Undertake Roadway Improvements to Meet Traffic Demands and Preserve Infrastructure**

|                                                          |                                                              |
|----------------------------------------------------------|--------------------------------------------------------------|
| Clay Drain Road Improvements                             | Complete construction by 2027                                |
| Huey Street Road Improvements                            | Complete construction by 2026                                |
| Jackson Street Road Improvements                         | Complete construction by 2026                                |
| Design CR44/Lynum Street corridor and overpass           | Corridor approval by 2026                                    |
| Improve CSX service road near Rutland and Oxford Streets | Complete design in 2024; Construction 2025                   |
| Conduct pavement preservation activities                 | Maintain Pavement Condition Index of 82 on city-wide network |

*Goal: Positively impact availability of affordable housing through partnerships and policy development/implementation*

***A thriving community must be able to support the needs of its residents. In its quest to provide the ideal live, work, play environment, the City of Wildwood will engage in activities that support the creation of affordable housing within the community so that all individuals have the opportunity to affordably live where they work and play.***

## Partner with Local Organizations to Promote Affordable Housing

|                                                                                          |                                                                                         |
|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| Partner with Sumter County Affordable Housing Advisory Committee                         | Attend quarterly meetings of Housing Advisory Committee                                 |
| Co-Host workshop to educate individuals on housing purchase and construction strategies  | Partner with Florida Housing Coalition and Sumter County to host workshop in 2023       |
| Develop owner-occupied affordable housing on surplus city property located on Lee Street | Partner with developer or non-profit organization to construct 40 housing units by 2027 |

## Implement Strategies to Support Affordable Housing

|                                                                                               |                                                                             |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Mitigate abandoned property code compliance through Code Enforcement foreclosure              | Identify and process a minimum of two code compliance foreclosures per year |
| Create incentivized housing agreement template for affordable housing development             | Complete approved agreement template by 2024                                |
| Maintain information on available housing opportunities                                       | Post information on website and in flyers beginning in 2023                 |
| Revise Land Development Regulations to provide flexibility for affordable housing initiatives | Complete revisions by end of 2023                                           |

*Goal: Revitalize the City's core downtown area to spur investment and redevelopment*

**Community engagement efforts have identified the Wildwood downtown as an opportunity for increased economic opportunity and quality of life improvement. A Downtown Master Plan was developed to create a path toward creating a unique sense of place that is safely and easily accessible to residents and employees. Wildwood is committed to implementing the vision of the Downtown Master Plan.**

## Conduct Planning Initiatives to Support the Downtown Master Plan

|                                                         |                                            |
|---------------------------------------------------------|--------------------------------------------|
| Update Community Redevelopment Plan                     | Adopt new plan by 2024                     |
| Create uniform Downtown Development Standards           | Adopt new standards by 2025                |
| Create plan to repurpose Fleet Services property        | Complete planning study by 2026            |
| Plan Gamble Street Improvements                         | Complete planning study by 2027            |
| Initiate plan to implement truck bypass for Highway 301 | Begin planning with FDOT and LSMPO by 2027 |

## Engage in Activities that Support the Downtown Master Plan

|                                                                     |                                                                       |
|---------------------------------------------------------------------|-----------------------------------------------------------------------|
| Develop current city-owned property for commercial and parking uses | Enter into Public-Private Partnership by 2024 for project development |
| Downtown Master Plan Implementation                                 | Complete one project per year starting 2024                           |
| Acquire properties to support the redevelopment of downtown         | Acquire at least one property each year                               |
| Construct Highway 301 linear park                                   | Complete construction by 2025                                         |
| Implement Complete Streets on Highway 301                           | Construction to begin by 2027                                         |

*Goal: Assess, construct, and maintain the City's municipal infrastructure systems, focusing on water, wastewater, and stormwater systems*

***A community's infrastructure is its most valuable asset. Having sufficient infrastructure to service community residents and visitors is vital to providing a high quality of life. Wildwood is dedicated to ensuring the capacity of its infrastructure meets the needs of the community. It is also dedicated to the maintenance of the infrastructure to maximize each system's life cycle.***

## Expand the City's Water, Wastewater, and Stormwater Facilities

|                                                                                   |                                                                                                                               |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Increase the City's Wastewater Treatment Facility Capacity                        | Increase capacity to 4.3 MGD by 2025; Increase to 6 MGD by 2030                                                               |
| Construct CR 209 Water Main Extension                                             | Complete all phases by 2027                                                                                                   |
| Construct Millennium Park Reuse Water Line                                        | Complete construction by 2026                                                                                                 |
| Increase City's reuse water capacity                                              | Partner with one developer each year to install reuse water lines                                                             |
| Construct stormwater improvements in accordance with the Pavement Management Plan | Design and/or construct a minimum of one stormwater facility improvement identified in the Watershed Management Plan per year |

## Plan for Future Water, Wastewater, and Stormwater Needs

|                                                                                                             |                                 |
|-------------------------------------------------------------------------------------------------------------|---------------------------------|
| Adopt Watershed Management Plan                                                                             | Complete 2023                   |
| Adopt Level of Service (LOS) for stormwater management                                                      | Complete by 2023                |
| Modify City's Water Use Permit to meet forecasted water demand                                              | Acquire approved WUP by 2025    |
| Update the 2019 Utility Master Plan to forecast future infrastructure needs including reuse water expansion | Complete plan update by 2025    |
| Identify and prioritize replacement of older galvanized and steel water lines to modernize infrastructure   | Create replacement plan by 2023 |

## Perform Maintenance Activities to Preserve/Improve Facilities

|                                                                                                       |                                                                                                   |
|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| Install odor control equipment at wastewater pump stations and treatment facilities                   | Install equipment at one facility each year to reduce hydrogen sulfide gases to less than 0.5 PPM |
| Conduct regular maintenance of wastewater collection infrastructure to reduce inflow and infiltration | Rehab a minimum of 90 manholes each year                                                          |
| Conduct regular maintenance of wastewater collection infrastructure to reduce inflow and infiltration | Slip line a minimum of 5,280 linear feet of sewer line each year                                  |
| Conduct regular maintenance of water system infrastructure to ensure accurate usage information       | Replace a minimum of 500 water meters each year                                                   |

*Goal: Provide residents with superior service through the recruitment and retainment of talented and dedicated employees*

*The quality of a city's workforce can be evaluated by the quality of services residents receive. Wildwood is committed to becoming the most desirable employer in the area so that the best and brightest are anxious to join our team and provide superior service to Wildwood residents and visitors.*

## Evaluate Key Personnel Programs for Optimum Results

|                                                             |                                                            |
|-------------------------------------------------------------|------------------------------------------------------------|
| Conduct study to evaluate salary levels and classifications | Complete study in 2023; biennially thereafter              |
| Update tuition reimbursement program                        | Complete update in 2024                                    |
| Create Career Progression Plans for all departments         | Complete Plan for each department by 2024; update annually |
| Evaluate feasibility of expanding health benefits           | Make final determination by 2024                           |

## Provide Funding for and Conduct Employee Development Initiatives

|                                                                  |                                                                                     |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Provide diversified training opportunities                       | Department Heads to evaluate training opportunities with each staff member annually |
| Hold employee appreciation events                                | Hold a minimum of two events each year                                              |
| Audit Performance Management System for accuracy and improvement | Audit Performance Management System annually to verify accuracy and effectiveness   |

## Monitor Key Indicators of Employee Satisfaction

|                                        |                                           |
|----------------------------------------|-------------------------------------------|
| Create employee satisfaction survey    | Conduct survey annually beginning in 2023 |
| Track employee retention effectiveness | Maintain quarterly vacancy rate of <15%   |

**CITY COMMISSION OF THE CITY OF WILDWOOD**  
**EXECUTIVE SUMMARY**

**SUBJECT:** Affordable Housing Options for Lee Street Property

**REQUESTED ACTION:** City Manager requests direction from City Commission.

**CONTRACT:**

Vendor/Entity:

Effective Date:

Termination Date:

Managing Division/Department:

**BUDGET IMPACT:**

**HISTORY/FACTS/ISSUES:**

Please see the attached presentation by the City Manager regarding the Lee Street property.

# Lee Street Property

- City-owned property identified for affordable housing purposes
  - FY 2022-2027 Strategic Plan
    - Goal 3 – Affordable Housing
    - “Develop owner-occupied affordable housing on surplus city property located on Lee Street”
    - “Partner with developer or non-profit organization to construct 40 housing units by 2027”
  - Resolution 2023-26
    - Adopted on October 23, 2023 in response to a recent amendment to Florida Statute 166.0451
    - Designated the parcel as surplus property appropriate for affordable housing

# Lee Street Property

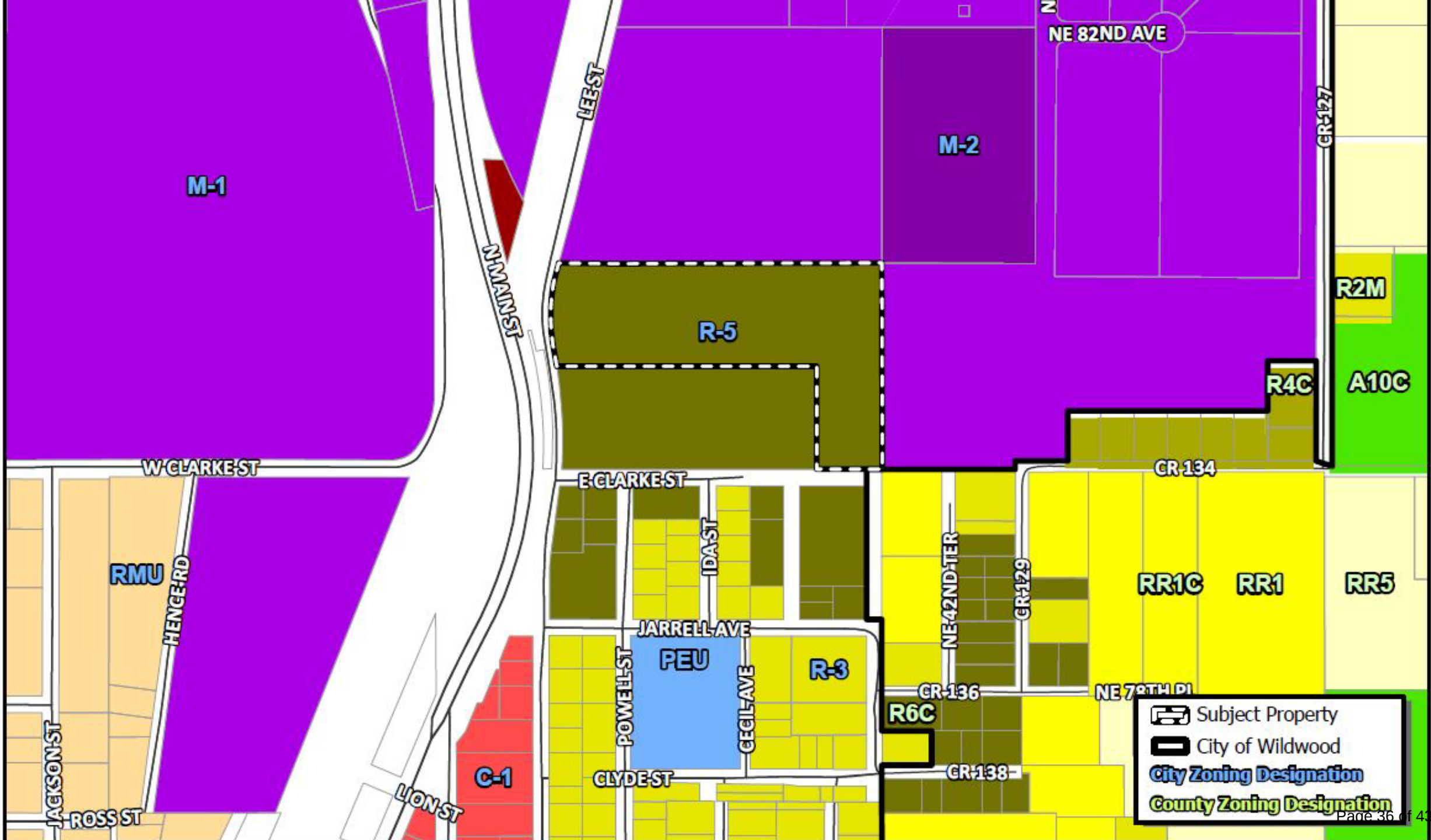
- Parcel D32-050
  - Frontage on Lee Street
  - Adjacent to Wildwood Commons apartments, All AC Storage, and Shamrock Industrial Park
- Approximately 9 acres
- FLUM – High Density Residential
- Zoning – R-5
  - Max density – 15 units per acre
  - Single-family attached dwellings and apartment/condominium buildings allowed (single-family detached is not allowed)



Subject Property

City of Wildwood

Sumter County





ida

Street View

See more dates

Maple Cor  
- Wildv

Google



# Lee Street Property RFP Timeline

|                           |                 |
|---------------------------|-----------------|
| Issue RFP                 | May 3, 2024     |
| Last Day for Questions    | June 14, 2024   |
| Addendums Posted          | June 19, 2024   |
| Submission Deadline       | June 28, 2024   |
| Selection Committee Meets | July 10, 2024   |
| Respondent Presentations  | July 18, 2024   |
| Award RFP/Negotiations    | August 12, 2024 |

# Lee Street Property RFP Considerations

- Which dwelling unit types will be allowable?
  - Single-family detached (rezoning required)
  - Duplexes/Condos/Townhomes/Apartments
- Ownership status?
  - Rental product
  - Fee simple ownership (owner occupied)
- Will the City waive applicable impact fees?
- Will the City donate the property?
- Accommodation of offsite/regional infrastructure?
  - Transportation connectivity between Lee Street and C-462 via C-134
  - Stormwater

**CITY COMMISSION OF THE CITY OF WILDWOOD**  
**EXECUTIVE SUMMARY**

**SUBJECT:** Police Pay Discussion

**REQUESTED ACTION:** City Manager requests direction from the City Commission.

**CONTRACT:**

Vendor/Entity:

Effective Date:

Termination Date:

Managing Division/Department:

**BUDGET IMPACT:**

**HISTORY/FACTS/ISSUES:**

Please see the attached pay increase request from Police Chief Randall Parmer and supporting salary study information.



## *WILDWOOD POLICE DEPARTMENT*

Randy Parmer, Chief of Police

3939 County Rd. 462E \* Wildwood, FL 34785

Phone: (352)-330-1355 Fax: 352-330-1358

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To: Jason McHugh, City Manager  
From: Randy Parmer, Chief of Police  
Re: Salary Increase  
Date: February 7, 2024

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Greetings,

This correspondence is in reference to a salary increase request for the Wildwood Police Department. In October 2022, the starting salary was increased from \$43,000 to \$51,000. This increase was implemented to allow our department to remain competitive with other agencies in the recruiting and hiring of the most qualified applicants. The increase was also necessary to aid in the retention of existing personnel, who may have otherwise left for other opportunities.

Since the increase in the starting salary, our agency has realized an increase in the number of applicants, which has allowed us to increase our staffing with highly qualified individuals.

Recently, surrounding agencies have increased their starting salaries to exceed not only ours, but also most agencies in the Central Florida area (Please see attachment regarding salary study of other agencies). This disparity has resulted in a significant decrease in the number of applicants and a slowdown in our hiring efforts.

As you are aware, the recruitment and retention of officers is a very competitive process. Agencies constantly raise starting salaries and offer bonuses to attract new officers, as well as hire experienced personnel away from other departments. I do not believe it is necessary to match the salaries of higher paying agencies, however, I do feel confident that an increase in pay will enhance our ability to hire the most qualified individuals. Based upon the above information, I recommend that the starting salary for the Wildwood Police Department be increased to \$55,000.

Thank you for your consideration in this matter.

Chief Parmer



# Wildwood Police Department

Randy Parmer, Chief of Police

3939 E. CR 462 Wildwood, FL 34785 | Phone: 352-330-1355 | Fax: 352-330-1358

## SALARY STUDY AND PD EMPLOYEE REPORT

On 11/29/2023, I conducted research on several different law enforcement agencies' starting salaries for new officers. The tables below summarize the information that I collected. The numbers shown came directly from either the respective agency's website or directly from their human resources department that I spoke with via phone. The first table compares starting salaries between our agency and other agencies near Wildwood. The second table on the second page compares starting salaries between our agency and other agencies in Florida that share similar population sizes.

| Agencies close in proximity to the location of Wildwood |                      |                      |                                                                  |
|---------------------------------------------------------|----------------------|----------------------|------------------------------------------------------------------|
| City                                                    | Base Starting Salary | Starting Pay Maximum | Notes                                                            |
| Lady Lake                                               | \$62,000.00          |                      |                                                                  |
| Leesburg                                                | \$60,001.00          |                      |                                                                  |
| Bellevue                                                | \$53,518.40          |                      |                                                                  |
| Marion County                                           | \$53,329.23          |                      | \$7,500 bonus for 5+ years' of experience, \$5,000 for new hires |
| Lake County                                             | \$52,500.00          |                      |                                                                  |
| Hernando County                                         | \$52,500.00          |                      |                                                                  |
| Sumter County                                           | \$52,188.00          |                      |                                                                  |
| Groveland                                               | \$51,000.00          |                      |                                                                  |
| <b>Wildwood</b>                                         | <b>\$51,000.00</b>   |                      |                                                                  |
| Citrus County                                           | \$50,025.00          |                      | Will go up to \$56,000                                           |
| Clermont                                                | \$50,013.00          |                      |                                                                  |
| Eustis                                                  | \$49,137.82          | \$72,531.30          |                                                                  |
| Ocala                                                   | \$48,695.00          | \$81,689.00          |                                                                  |
| Fruitland Park                                          | \$47,939.00          |                      |                                                                  |
| Tavares                                                 | \$45,176.00          |                      | Will go up to \$52,732                                           |

| Agencies with similar population size |               |                 |                                                                   |
|---------------------------------------|---------------|-----------------|-------------------------------------------------------------------|
| City                                  | Population    | Starting Salary | Notes                                                             |
| Winter Park                           | 30,706        | \$55,957.07     |                                                                   |
| Venice                                | 27,793        | \$53,322        |                                                                   |
| Rockledge                             | 28,774        | \$50,000        |                                                                   |
| West Melbourne                        | 29,739        | \$49,912        | EXPERIENCED POLICE OFFICERS STARTING SALARY: \$54,912 TO \$57,000 |
| Dania Beach                           | 32,811        | \$60,164.35     |                                                                   |
| Leesburg                              | 30,378        | \$60,001        |                                                                   |
| Miami Lakes                           | 30,902        | \$58,451.90     |                                                                   |
| New Smyrna Beach                      | 32,131        | \$52,000        |                                                                   |
| <b>Wildwood</b>                       | <b>30,327</b> | <b>\$51,000</b> |                                                                   |
| Casselberry                           | 30,061        | \$48,997.00     |                                                                   |
| Crestview                             | 27,933        | \$48,179.04     |                                                                   |